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Integrated Transport Strategy

2027–37

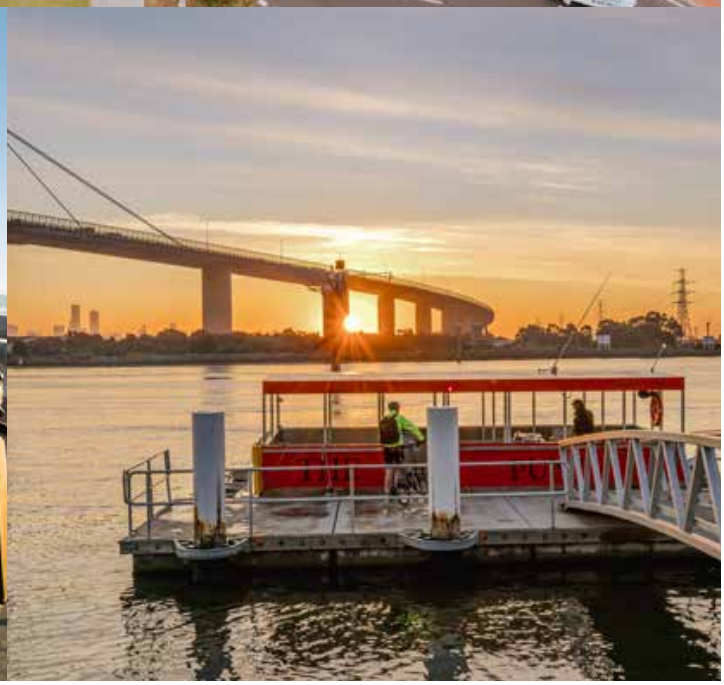
Planning a connected, accessible and sustainable transport network that supports vibrant communities and a thriving Hobsons Bay

Last update: October 2026

HOBSONS BAY CITY COUNCIL







DRAFT



Acknowledgement of Country

We acknowledge the Bunurong People of the Kulin Nation as the traditional owners of the lands, rivers and coastal areas in Hobsons Bay. We recognise the First Nations peoples' relationship to this land and offer our respect to their elders past and present.

EXECUTIVE SUMMARY

Hobsons Bay is growing and changing. Over the next decade, Council will need to manage population and housing growth, improve safety, support access to jobs and services, respond to climate change and heat impacts, maintain freight access to industrial areas, and provide more realistic alternatives to car dependence.

Hobsons Bay's population is predicted to grow by 12,000 people over the next 10 years and the Victorian Government's 2051 housing target of 22,500 new dwellings in Hobsons Bay needs a reliable transport network to cater for this growth.

These considerations, and community needs and insights inform this Hobsons Bay Integrated Transport Strategy 2027–37 (ITS), which sets the priorities for the next 10 years of strategic transport planning. A vision for transport has been created based on community values and needs, and existing Council priorities, being:

Hobsons Bay has a connected, safe, sustainable, and inclusive transport network, providing a range of viable choices for everyone, helping people easily get where they need to go, and enjoy the liveable neighbourhoods and active lifestyles Hobsons Bay has to offer.

Five themes that influence the Hobsons Bay approach to transport planning for the community:

- **Inclusive:** Supporting people to feel confident travelling around Hobsons Bay independently, such as ensuring infrastructure is provided and accessible
- **Connected:** Ensuring people are able to travel where they need to go by a range of convenient transport options, such as frequent public transport, fully linked walking and riding infrastructure, and well-functioning road networks
- **Active:** Encouraging people to walk and ride through safe and comfortable networks connected to key destinations such as schools, shops, public transport and open spaces
- **Safe:** Minimising risk to transport users through policy and infrastructure design, such as upgrading unsafe intersections
- **Liveable:** Improving the amenity and attractiveness of moving around Hobsons Bay, such as upgrading seating and increasing tree planting.

Actions identified have been categorised into three roles for Council, being:

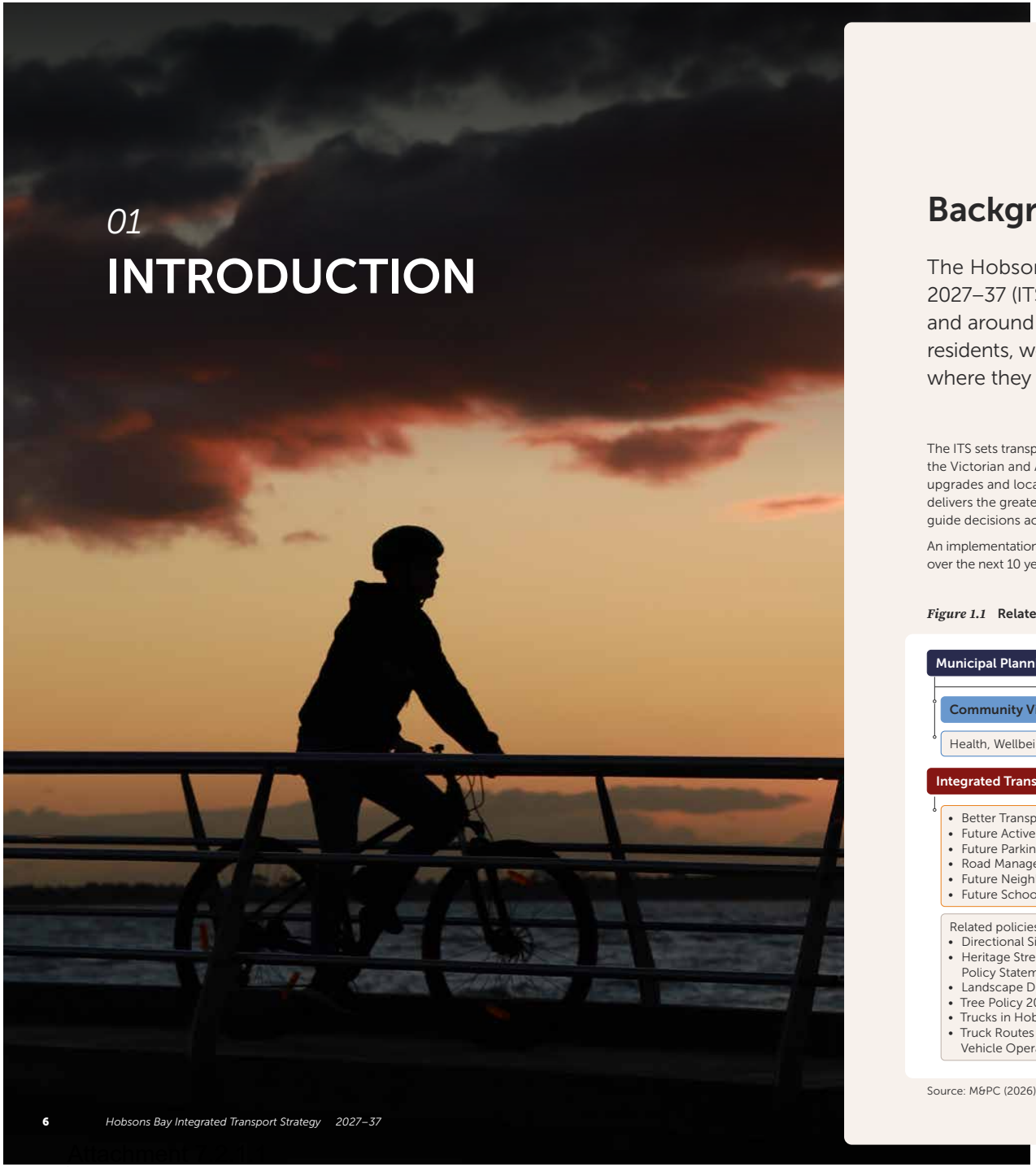
- Deliver: Council undertakes the action
- Partner: Council works with another organisation to deliver the action
- Advocate: Council rallies the community to seek other levels of government to complete an action (typically things beyond Council's control or funding capabilities)

To ensure the ongoing success of the ITS over the next decade and ensure actions are successfully implemented, monitoring and evaluation will occur regularly. This will be through monitoring of performance indicators, developing a calendar of rolling engagement activities, both internally, externally, and maintaining regular contact with relevant partner organisations.



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01

INTRODUCTION

Background and purpose

The Hobsons Bay Integrated Transport Strategy 2027–37 (ITS) will plan for the future of movement in and around Hobsons Bay. It focuses on helping all residents, workers and visitors of Hobsons Bay get to where they need to go, no matter how they travel.

The ITS sets transport priorities for the next decade, including capital works planning, advocacy to the Victorian and Australian governments, grant applications, land-use planning, public space upgrades and local area movement planning. It will help Council prioritise investment where it delivers the greatest safety, access, equity, liveability and sustainability benefits. This strategy will guide decisions across Council, and progress will be reported against the Performance Indicators.

An implementation plan has been developed for this strategy, outlining the actions Council will take over the next 10 years. The hierarchy of related policies and strategies is shown in Figure 1.1 below.

Figure 1.1 **Related policy and strategy hierarchy**



Source: M&PC (2026)

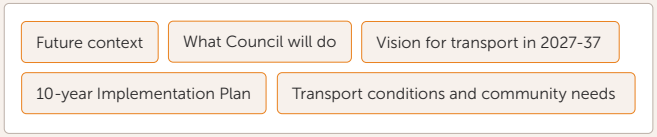
Attachment 7.2.1

What is an integrated transport strategy?

Why do we need it?

An Integrated Transport Strategy (ITS) is a long-term plan for how people and goods move around Hobsons Bay. Council will use the ITS to address current transport challenges and plan for future transport needs across Hobsons Bay and the western region.

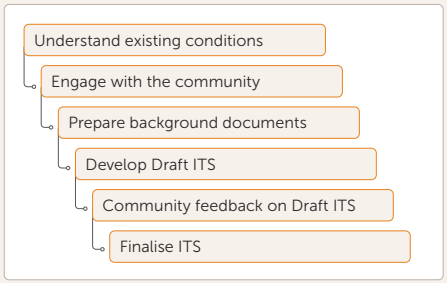
Figure 1.2 **What the ITS includes**



Source: M&PC (2026)

The ITS development process began in 2025, with key steps shown in Figure 1.3. Council sought to understand where people need to go, how they travel, and what key improvements can be made over the next 10 years.

Figure 1.3 **Process of developing the ITS**



Source: M&PC (2026)

Background documents prepared include a Gender Impact Assessment, to provide recommendations as to how the ITS should address gender and other demographic characteristics, a Transport Integration Act (TIA) Compliance Report, to ensure the ITS meets TIA requirements, and a Community Engagement Report.

Community engagement occurred between 16 February and 19 March 2026 across the municipality to understand the needs and priorities of the Hobsons Bay community. This included an online survey and pin drop map, in-person workshops, and pop-up sessions at local destinations and farmers' markets. See the Hobsons Bay ITS Round 1 Engagement Report for details on engagement findings.

How to read this report

This strategy outlines the transport context for Hobsons Bay, as well as Council's strategic plan for the next 10 years of transport planning.

Five themes outline Council's priorities and approach to improving transport outcomes and meeting community needs. These themes are each explored in a chapter that includes:

- Introduction and context for the theme and how it relates to Hobsons Bay
- Strategic directions, which outline high-level ambitions for Council to explore and work towards over the next 10 years and should influence policy and design decisions (for example, D1: Endevour for all new driveways and kerb ramps to be lipless and provide a smooth connection for all, across roads and intersections)
- Actions, which identify what Council will do and undertake over the next 10 years (for example, A13: Develop a policy and plan for efficient freight movements including those related to industry and retail centres). Actions are broken down into Council's role for each action, being:
  - » Deliver: Council undertakes the action
  - » Partner: Council works with another organisation to deliver the action
  - » Advocate: Council rallies the community to seek other levels of government to complete an action (typically things beyond Council's control or funding capabilities)
- Performance indicators, which allow Council to measure progress towards specific goals which help achieve each theme (for example, PI 5: Support more dwellings within 400m of the off-road bicycle network)

The Implementation Plan brings together actions across all themes and identifies lead and supporting departments, responsibilities and indicative delivery timeframes. This will support coordinated implementation and shared accountability across Council

Council's role

Hobsons Bay City Council can directly deliver improvements to some sections of the movement network, and can influence all other parts of the network through advocacy and partnerships with other organisations, particularly Victorian and Australian governments.

Figure 1.4 **What Council has control over**

- Local roads
- Bicycle infrastructure
- Footpaths
- Local parks and open spaces
- Public spaces, infrastructure and amenities
- Parking (excluding most train station parking)

Source: M&PC (2026)

Figure 1.5 **Council does not have direct control over**

- State-managed roads - arterials, highways and freeways
- Trails under the control of state agencies, for example Federation Trail
- Road laws - speed enforcement, trucks bans, dangerous driving, bicycle helmet enforcement, legal use of vehicles such as e-scooters
- Parks and open spaces under the control of Parks Victoria, for example Cheetham Wetlands
- Public transport, including school services and ferries, and infrastructure, such as stops, stations and their locations
- Installation and operation of most traffic signals

Source: M&PC (2026)





02

CONTEXT AND FUTURE VISION

Current and future context

Hobsons Bay is an established bayside municipality, located in the west of Melbourne.

Hobsons Bay has residential, commercial and industrial precincts, and is a popular destination for visitors from across Melbourne. Visitors are drawn to the natural environment, beaches, historic town centres and attractions such as Scienceworks and the Newport Railway Workshops.



Figure 2.1 **Hobsons Bay suburbs and distance from Melbourne CBD**

Source: M&PC (2026)

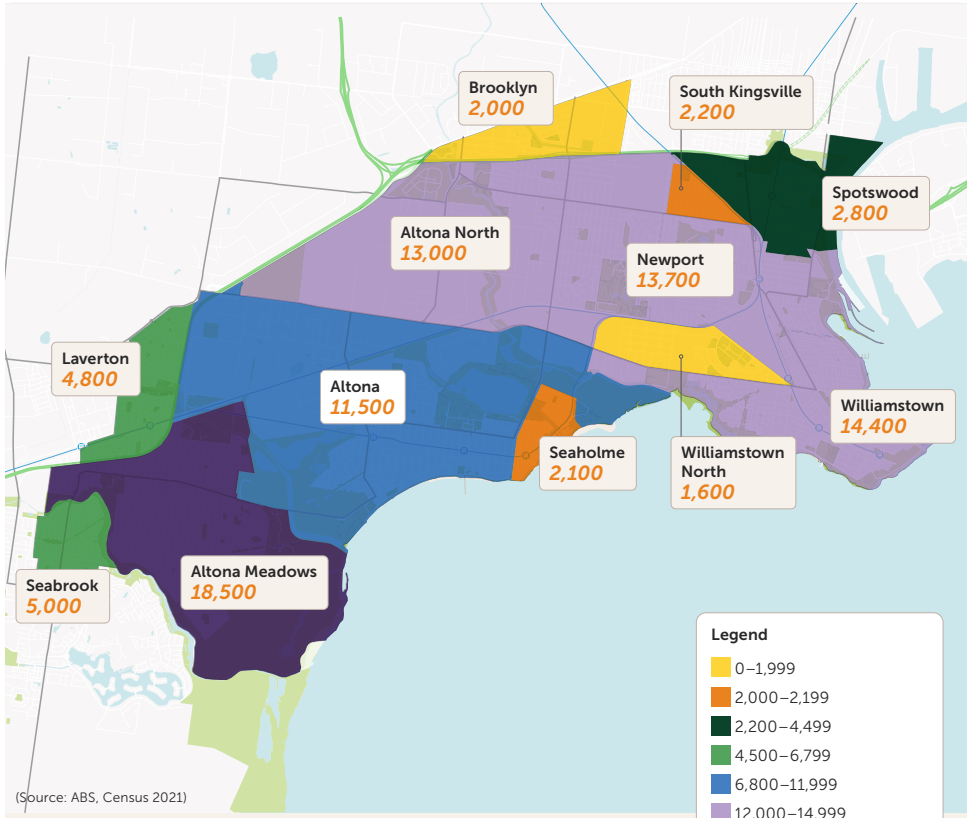


Figure 2.2 **Hobsons Bay suburb populations, 2021**

The Estimated Resident Population for Hobsons Bay in 2025 was 97,031[1] Census data from 2021 (rounded to the nearest 100) shows suburb populations ranged from 1,600 people in Williamstown North, to 18,500 people in Altona Meadows[2]

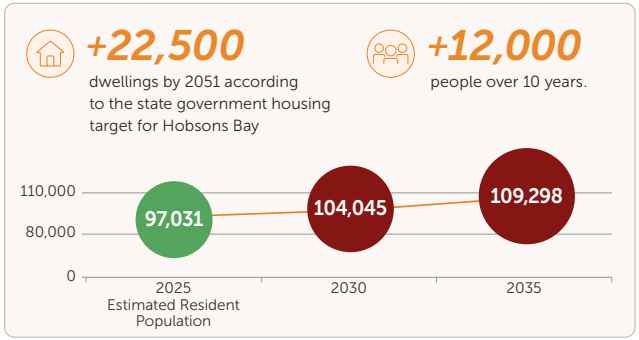
[1]Australian Bureau of Statistics (2024-25), Regional population, ABS Website, accessed 27 October 2026.
[2]Australian Bureau of Statistics (2021), 2021 Census All persons QuickStats, accessed 27 October 2026.

The average age of Hobsons Bay residents, according to the 2021 Census is 39, slightly above the Melbourne metropolitan average of 37.

Hobsons Bay's top industries of employment include healthcare and social assistance (11%), professional, scientific and technical services (10%), and construction (10%). Hobsons Bay is vital to Victoria's chemical and petroleum industries and contains some of Victoria's largest industrial businesses. The local economy includes a growing number of manufacturing, transport and logistics companies and many light industries and service businesses. This spread of economic activity creates complex transport needs in terms of private travel and freight movements.

Hobsons Bay's population is set to grow by 12,000 people over the next 10 years. With an increase in population, the number of trips taken in Hobsons Bay will also increase. Pressure on roads and intersections will grow, and demand for access to high-quality footpaths, bicycle paths, public transport and parking will increase. This, paired with the Victorian Government's housing target for Hobsons Bay, makes it vital that the transport network can cope with this increased growth.

Figure 2.3 **Hobsons Bay's future growth in population and dwellings**



Sources: Australian Bureau of Statistics, Regional population (2024-25); & Place Info, Population Forecasts for City of Hobsons Bay (2026).

Work is underway to identify the best locations for additional housing in Hobsons Bay. Focusing residential growth around existing activity centres and other strategically identified locations will support local business and economic activity while reducing the need for future residents to drive and therefore the pressure on the transport network. Council's strategic planning program will help guide where this growth occurs and inform future transport planning and infrastructure investment priorities.

Large industrial areas are located in Altona , Altona North, Spotswood and Williamstown North.

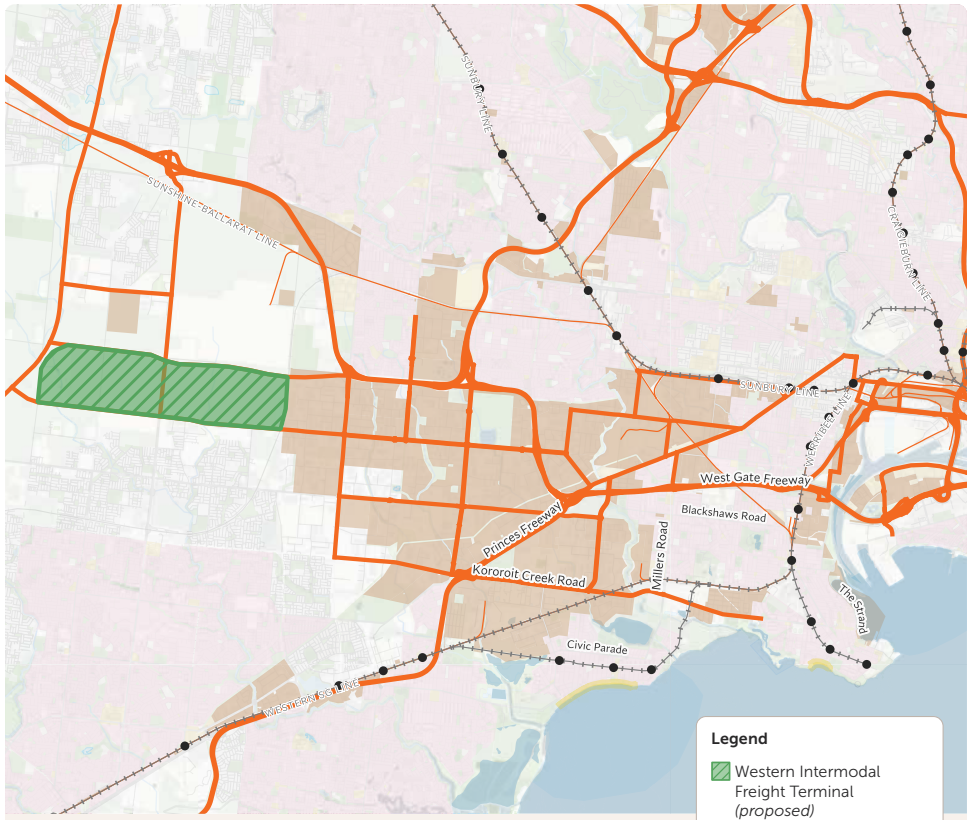


Figure 2.4 **Freight network and industrial areas**

Most through traffic uses the Princes and West Gate Freeways on the northern boundary. Council can therefore focus on local trips, and trips that start or end in Hobsons Bay.

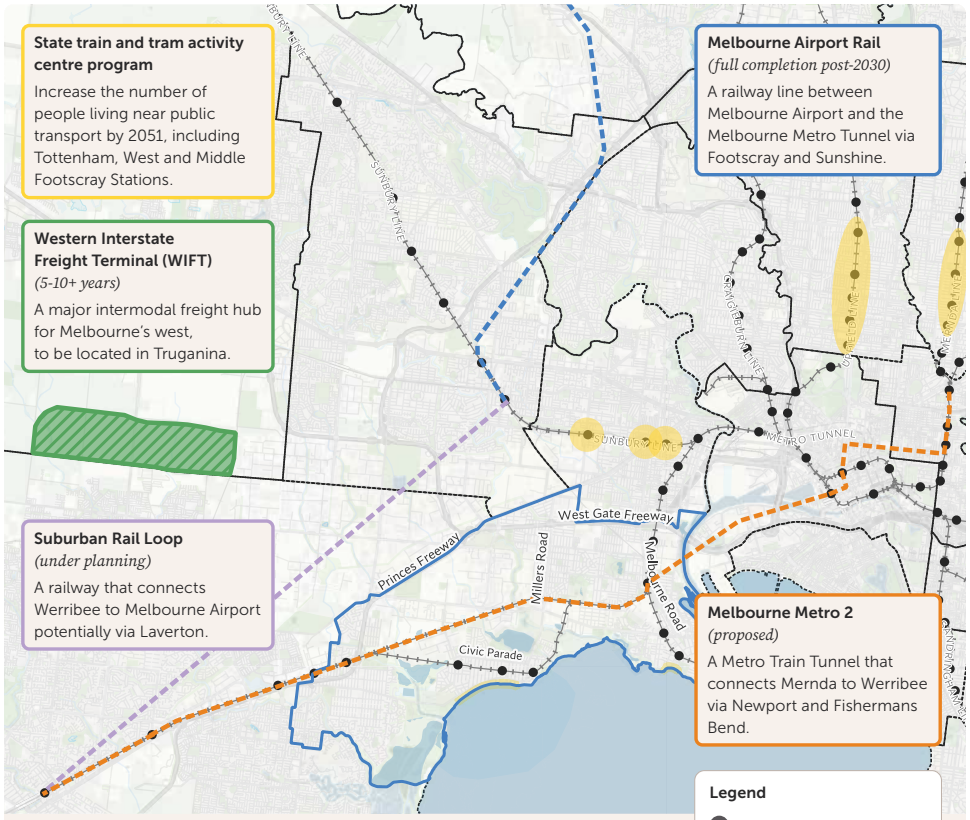


Figure 2.5 **Major future projects**

The last Hobsons Bay Integrated Transport Plan 2017–30 was released in 2017. The community, and travel patterns, have changed significantly since then. Working from home is now common, and many people own electric vehicles, e-bikes and e-scooters. The population is growing, and Hobsons Bay is served by new major transport connections, including the Melbourne Metro Tunnel and West Gate Tunnel. All these changes need to be reflected in this new ITS.

While some of these projects are due to be delivered after the timeframe of this strategy, Council will start planning how they could influence development and travel patterns around Hobsons Bay and where the best locations are for investment in community services, housing and transport.

Why this strategy is needed

Hobsons Bay is growing and its travel needs are changing. This Strategy gives Council a clear, evidence-based way to decide where and when to invest in transport, so that decisions respond to what the community needs.



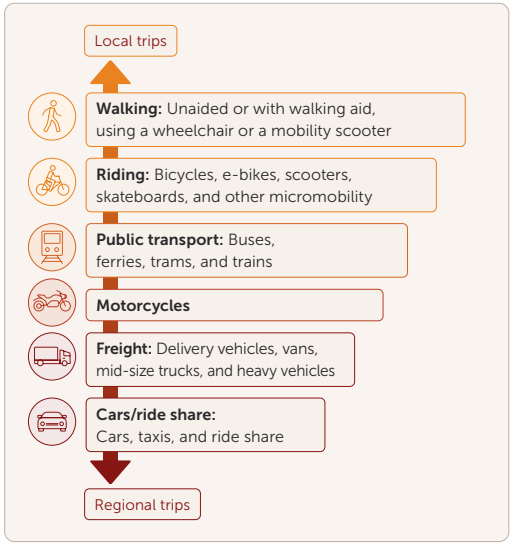
Road user hierarchy

To support the Hobsons Bay community to move safely and comfortably around the municipality, a hierarchy of road users has been created. Competition for road space is growing, and therefore certain ways of moving should be prioritised and supported on certain streets and for certain journeys. For example, helping more people feel confident to walk and ride for local trips, and to use public transport for longer trips, will reduce congestion and support active, healthy lifestyles.

Figure 2.6 shows the order of priority, from local trips to regional trips, to help people understand their travel options and reduce congestion on the road network where possible.

However, movement priority and infrastructure provision will vary across corridors depending on the needs of the corridor. For example, key freight corridors with minimal street level activity may prioritise movement of freight vehicles, while still ensuring the safety of all users.

Figure 2.6 **Road user hierarchy**



Source: M&PC (2026)

Network needs will see the hierarchy change on certain roads. However, safety considerations will remain consistent to this hierarchy and influence actions throughout the strategy.

Vision and themes of the ITS

The Hobsons Bay Council Plan 2025-29 underpins the services and programs Council will deliver for the community. The organisation-wide Community Vision that influences Council's priorities is:

"By 2040, we are a safe, sustainable and healthy community supported by an accountable, efficient, and transparent Council."

Council will work towards the Community Vision for 2040 through this Strategy and many other actions. The specific Vision for transport in Hobsons Bay is aligned to the overarching Community Vision.

This strategy also considers the needs of all members of the Hobsons Bay community, their unique backgrounds, needs and challenges. Demographic characteristics have influenced the priorities developed for this strategy and the next 10 years of transport planning.

Past Council work, community engagement and recent analysis informed the vision and themes below.



Vision for transport

To help guide the next 10 years of transport planning by Council, a vision has been created based on community values and needs, and existing Council priorities. The vision is outlined below.

Hobsons Bay has a connected, safe, sustainable, and inclusive transport network, providing a range of viable choices for everyone, helping people easily get where they need to go, and enjoy the liveable neighbourhoods and active lifestyles Hobsons Bay has to offer

Themes

Five themes have been developed which encompass Council's key priorities for the next 10 years of transport. These themes were informed by what was heard during the community and stakeholder engagement undertaken for this ITS, and by an understanding of the needs and values of the Hobsons Bay community.

These themes are outlined in Figure 2.7 below, and explored in detail in the following sections.

Figure 2.7 **Themes for the Hobsons Bay ITS**



Source: M&PC (2026)

The following chapters are organised around the Integrated Transport Strategy themes. Each theme summarises what we heard from the community, outlines the relevant context and strategic direction, and identifies actions and performance indicators to guide implementation and measure progress.

Measuring progress

Monitoring the progress of implementing this Strategy is crucial to understand how it is meeting the community's desired movement outcomes in Hobsons Bay. Monitoring and evaluation of progress will be undertaken by:

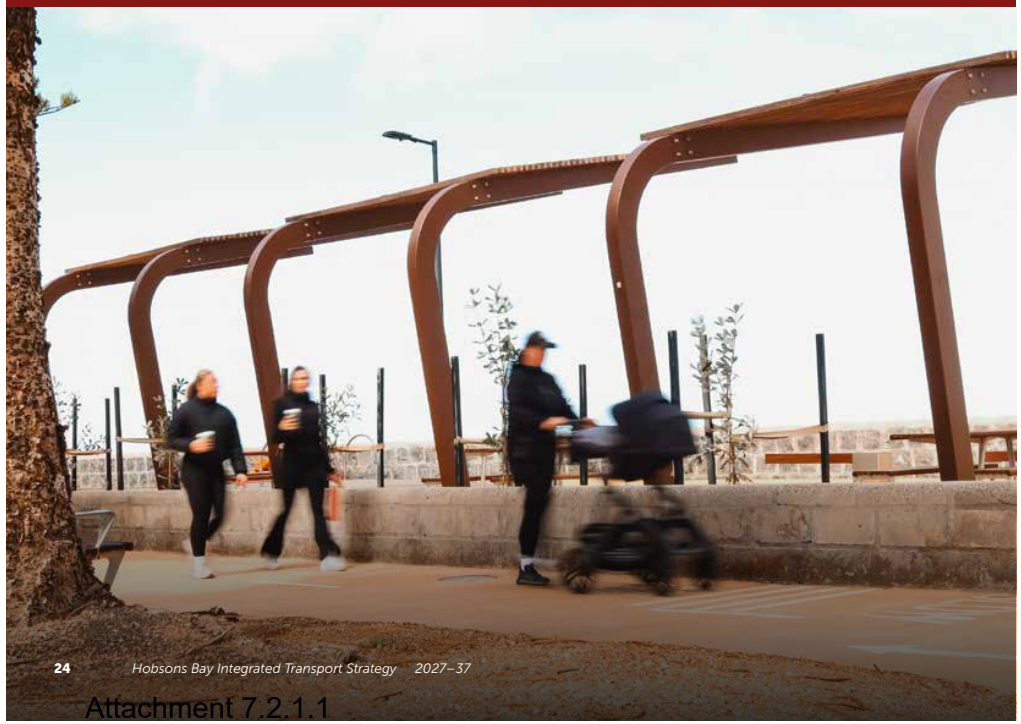
- Tracking performance indicators to measure progress over time
- Allocating responsibility for priorities clearly between Council teams
- Developing timeframes for undertaking continuous monitoring and review
- Preparing a calendar of rolling internal, external and community engagement activities to track attitudes and implementation progress
- Maintaining regular contact with State Government agencies

Formal reviews of the ITS will be prepared at the mid-point (after 5 years) and end of the Strategy (10 years) to summarise the progress of implementing priorities, achieving targets, and outlining community sentiment to the ITS. Any major changes to the transport situation, such as demographic, policy, or technological, will be highlighted if needed. New goals may be identified during evaluation and future planning.



Theme 1

INCLUSIVE



Attachment 7.2.1.1

3.1 Introduction and objective

Everyone should be able to travel where they need to go independently, safely and comfortably. Council will design transport infrastructure and policy so everyone can move around, regardless of ability or circumstances.

The *Disability Discrimination Act 1992* (DDA) makes it unlawful to discriminate directly or indirectly because of disability, including in the design of public spaces and infrastructure.

Inclusivity in the transport system is particularly important for several groups, including:

- older people (over 65)
- younger people and children (under 18)
- people with disability
- people using prams or mobility aids such as walking aids and wheelchairs
- people who are economically disadvantaged
- people from culturally diverse backgrounds
- people who experience neurodivergence
- people who are gender diverse

Meeting the needs of these groups keeps the transport network inclusive for the whole community.

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3.2
Context

3.2.1
Accessibility and equitable transport

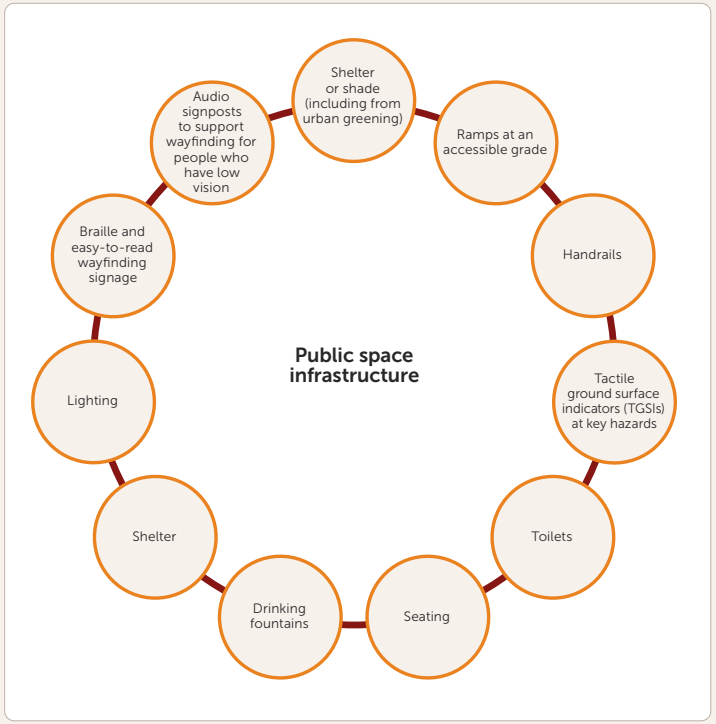
Equitable and accessible transport ensures that everyone, regardless of age, background, or ability, can navigate their community safely and independently and not be restricted by the built environment. In Hobsons Bay, 16 per cent of residents are over 65 years of age, and 19 per cent of residents have a disability. 28 per cent of residents are under 24 years old, 32 per cent of households speak a language other than English, 16 per cent of households earn less than $650 a week, and 26 per cent of households are in rental stress (rental payments are over 30 per cent of household weekly income). Ensuring the transport system, public spaces, and street infrastructure remains accessible and equitable will assist as many people as possible in getting where they need to go.

Figure 3.1 **Elements of accessible street infrastructure**



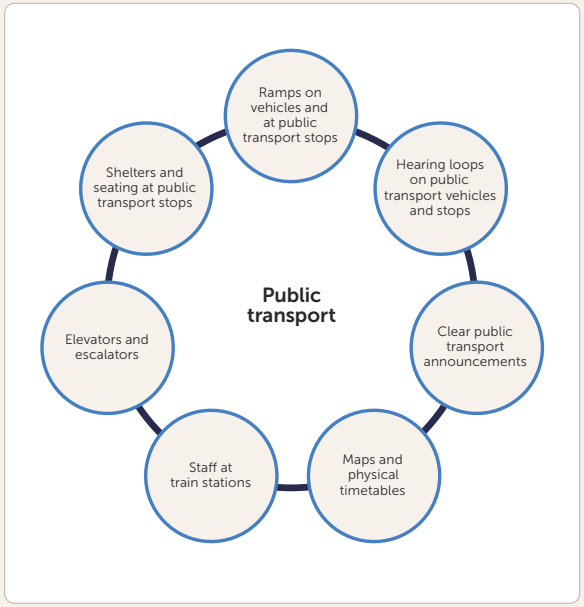
Source: M&PC (2026)

Figure 3.2 **Elements of accessible public space infrastructure**



Source: M&PC (2026)

Figure 3.3 **Elements of accessible public transport infrastructure**



Source: M&PC (2026)

Footpaths are vital for safe movement, particularly for the people shown in Figure 3.4.

Figure 3.4 **Community members who require high-quality footpaths**



Source: M&PC (2026)

Missing footpaths force people to walk on the road or on nature strips, which can be uneven, wet, and muddy. This is a particular issue for those using mobility devices as they require an even surface to use their mobility device properly. People are then forced to walk on the road, increasing the chance of interacting with cars.

The infrastructure in Figures 3.1 to 3.3 supports everyone to travel independently and safely. It benefits people of all abilities. Accessible transport is essential for providing access to key services, as well as connecting people to social activities and community events. Without accessible transport, these groups can face increased isolation and physical barriers to participating in society. Inclusive and accessible transport improves independence and participation in the community, which is often lacking for these groups[1].

Council will use the Urban Design Guidelines for Victoria 2.0 2026, the Victorian Transport Accessibility Strategic Framework and the Seven Principles of Urban Design (equitable use, flexibility in use, simple and intuitive use, perceptible information, tolerance for error, low physical effort, and size and space approach for use) to plan and design future infrastructure and public space works.

3.2.2 Transport affordability

In recent years, transport prices have fluctuated significantly. This can make certain modes inaccessible to some because they are cost-exclusionary. Car ownership is the most expensive mode of transport, with costs including fuel, registration, insurance, car repayments or the initial cost, and servicing. Petrol prices are particularly vulnerable to shocks from global events. This can quickly change the cost of transport and make driving unaffordable for many people.

An overreliance on cars for all trips exacerbates this issue and can cause a much larger problem of fuel shortages and rationing if a large proportion of people cannot reduce their fuel consumption. Providing transport alternatives for all to use is key to ensuring a resilient community that can cope with global economic shocks. Affordable transport choices reduce cost-of-living pressure, particularly for households that cannot or do not wish to own multiple cars. Supporting alternative travel options also increases comfort and amenity of neighbourhoods, such as reducing the number of cars parked on-street, which narrows the roadway. This is becoming an increasing issue as housing density increases and cars become larger but local roads stay the same width.

[1] Preston, J., & Rajé, F. (2007). Accessibility, mobility and transport-related social exclusion, Journal of Transport Geography, 15(3), 151–160., Currie, G., & Delbosc, A. (2010). Exploring public transport usage trends in an ageing population, Transportation, 37(1), 151–164.

3.2.3
Community transport

To support Hobsons Bay's older population and residents with a disability, Council provides community transport services. Community transport is a subsidised service for people who are otherwise transport-disadvantaged. It helps people stay active in the community and independent, and avoid the need for early residential care. It can also be offered by private providers.

3.2.4
Transport for gender and neurodivergence

The way people move can be influenced by certain demographic characteristics. A key influence includes gender expression and neurodivergence.

Due to socio-economic factors, women and gender diverse people are more likely to have reduced access to a car, therefore relying on active and public transport. Women and gender diverse people are also more sensitive to perceptions of safety and possibility of harassment, requiring good lighting, sightlines and design features that prevent crime, particularly when travelling at night.

People who are neurodivergent are often affected by sensory overload when travelling from noises, vehicle vibrations, crowding, accidental touch, and strong smells and lights. Providing logical, continuous and predictable infrastructure and services supports the experience of neurodivergent people when travelling in the transport network. Supporting neurodivergent people to travel comfortably increases inclusivity of the transport network.

3.2.5
What was heard

Inclusivity supports everyone in the community to independently travel as they wish. A common sentiment was that the access to Newport and Laverton stations could be improved, due to the steep underpass at Newport and unreliable elevators (a single elevator on each platform) at Laverton. These can make using these stations unsafe or impossible for people with reduced mobility.

One of the most valued pedestrian upgrades was to improve footpath surfaces and remove debris. Cracks in footpaths and debris can make it uncomfortable or dangerous for people with reduced mobility due to inconsistent surfaces.

Some community members felt that the train replacement buses require improvement, as they are inaccessible or difficult to access for those with reduced mobility. This is largely due to most buses being older vehicles with steps at the entry.

Several bus stops and train stations have been flagged by the community as needing to improve their accessibility, including improved tactile ground service indicators (TGSIs) and announcements, connection to the footpath network, and bus shelters for people to rest.

3.2.6
What Council has done to date

Hobsons Bay has a range of strategies and programs to support accessibility in public spaces and across the transport network. Through improvements to the footpath network, crossing points and other supporting infrastructure, Council is supporting the movement of people with additional mobility needs. Advocating for projects such as the Spotswood level crossing removal, will help create high-quality public spaces that are inclusive, accessible, and comfortable for all.

Council's continued advocacy for improved public transport and bus reform is also key to supporting independent movement and inclusivity for people who cannot drive. Providing accessible and affordable transport options for those travelling in Hobsons Bay, helps to reduce the economic burden of travel.



3.3 Strategic directions

D1: Endeavour for all new driveways and kerb ramps to be lipless and provide a smooth connection for all, across roads and intersections

Driveway crossovers and pram ramps are particularly useful for people with reduced mobility or using mobility aids, such as prams, wheelchairs and mobility scooters when crossing roads or at intersections. They allow people to gradually access the roadway and intersection, without the need for a sharp step down. However, the design of these ramps often has small lips or cross-fall which increase the difficulty of movement.

Improving the design specification for driveway crossovers and kerb ramps will help people with reduced mobility to cross streets more easily and equitably.

D2: Affordable transport alternatives and strategic walking or riding routes to key destinations such as activity centres, schools and train stations are promoted

Many residents struggle with the cost of living, but are forced to use high-cost transport modes and maintain multiple cars for their daily travel. Assisting all residents to reduce the need for their additional car, or the car they maintain but only use once per week can significantly reduce the cost of living, and increase local economic activity.

Strategic walking and riding routes, and benefits of using low-cost, low-impact transport, such as active and public transport, should be promoted within the community. This can come in the form of webpages or wayfinding signage. Footpath decals for strategic walking routes when close to key destinations such as schools, train stations or activity centres are a low-cost way of highlighting key routes.

D3: Aim for all bus stops to be accessible for people with a disability, and key stops include seating, safe prioritised crossing points and TGSIs

Many people with a disability are unable to drive, and therefore rely on public transport. However, some bus stops are not attached to a fully connected footpath network, limiting the accessibility for people to require footpaths to safely travel. In addition, some stops do not provide seating, which can make waiting for a bus uncomfortable or impossible for people who cannot stand for long. The state is required by law to make the public transport network accessible for all.

Reviewing infrastructure at and around bus stops and stations is a key way Council can identify gaps and prioritise needs to ensure access for all. This can then be used to advocate to the Department of Transport and Planning for appropriate funding and action to meet these basic needs and comply with Commonwealth legislation.

Attachment 7.2.1.1

3.4 Actions

Deliver

A1. Continue to provide accessible, inclusive walking and public space infrastructure across Hobsons Bay that prioritises urban greening

A2. Continue to provide bicycle paths across Hobsons Bay linking to key destinations

A3. Facilitate installation of mobility scooter charging stations at key destinations around Hobsons Bay

A4. Improve wayfinding and signage to include accessible features

A5. Install new accessible wayfinding and signage

A6. Continue to provide community transport for transport disadvantaged residents

A7. Continue to consider the impact on disadvantaged groups when undertaking transport works and projects

A8. Continue to design and upgrade public spaces and key destinations according to Crime Prevention through Environmental Design (CPTED) principles

A9. Review and update Council's functional specifications and minimum standards for road and street elements

A10. Update guidelines to ensure all TGSIs are provided on new paths and at intersections along strategic walking routes and within 400m of selected activity centres, schools and key destinations

Advocate

A11. Advocate to Metro Trains and DTP for accessible upgrades at all train stations, including Laverton and Newport stations

A12. Advocate to Transport Victoria and DTP for accessible bus stops across the municipality

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3.5
Performance Indicators

- PI 1: Support more people to travel by affordable transport modes
- PI 2: Increase in fully accessible bus stops
- PI 3: Facilitate more community transport volunteers
- PI 4: More intersections within 400m of activity centres with raised threshold treatments



Theme 2

CONNECTED



Attachment 7.2.1.1

4.1 Introduction and objective

A connected Hobsons Bay is one where residents can move easily between homes, jobs, schools, shops, services, open spaces and other destinations, which are located in accessible places. As the municipality continues to grow and travel patterns change, Council has an important role in shaping a transport network that supports everyday access and enables people to choose the most appropriate mode for each trip.

The road network is well established and has recently been supplemented with the West Gate Tunnel. While these upgrades support broader movement across the west, the next phase of transport planning must focus on adding to and improving the quality, safety and convenience of local and regional connections, particularly for public transport, walking and riding.

This includes expanding the walking and riding networks to connect residents within Hobsons Bay and beyond, advocating for more frequent, direct and reliable bus services, and better links to public transport hubs.

Balancing the needs of all transport modes will become more important as traffic volumes increase. Improving safety for all users will improve network reliability and reduce traffic congestion. New and upgraded connections will help the Hobsons Bay community conveniently connect to wherever they need to go, in Hobsons Bay and beyond. Key community sentiment related to being connected across the region is shown in Figure 4.1 on the following page.

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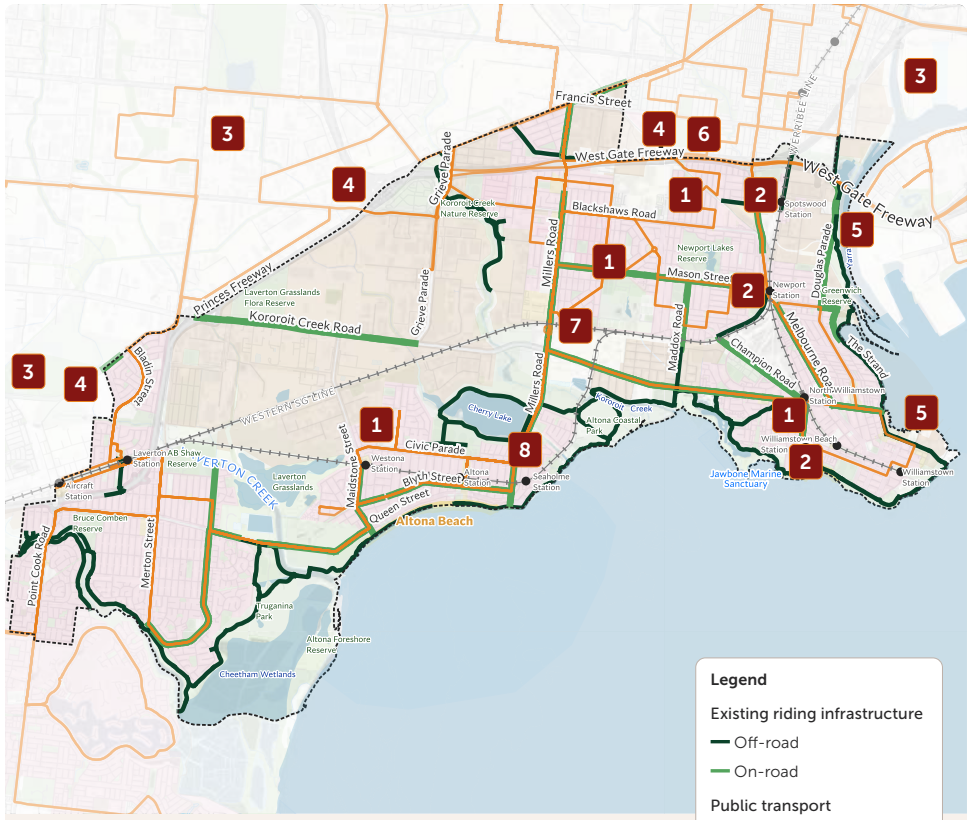


Figure 4.1 **What the community said – Connected**

What the community said:

1. Inconvenient and meandering bus routes
2. Lack of direct bus access to train stations
3. Need for convenient regional transport options
4. Need for more shared path connections outside of Hobsons Bay
5. More frequent and extended ferry services
6. Buses caught in traffic
7. Reopen Paisley Station
8. Inconvenient train service interruptions

4.2 Context

4.2.1 Travel by mode

Hobsons Bay's transport mode share has remained relatively stable between 2012 and 2024. According to the Victorian Survey for Travel and Activity (VISTA) data, walking has remained stable at 22 per cent, however, driving has increased from 67 per cent as an average between 2012 and 2020 and 70 per cent in 2023–24. Public transport makes up approximately 7 per cent of trips, with those numbers being relatively stable over time, and highlighted by the community as a common choice for commuting to work.

Bicycle Network's Super Tuesday and Recreational Sunday data recorded approximately 80 bicycle trips on a weekday in 2025 and 560 trips on a weekend in 2021 over a two- to three-hour period in popular areas across the municipality, such as the Bay Trail near Victoria Street and Point Cook Road near Dunnings Road on the Skeleton Creek Trail.

However, vehicle trips have been growing over time, particularly for short trips. Since 2011, Hobsons Bay has seen moderate growth in the number of cars owned. Surrounding municipalities with high population growth are seeing significant increases in the total car fleet. This places pressure on the Hobsons Bay road network, as many people in these surrounding municipalities rely on Hobsons Bay for education, employment, services, and recreation.

As the region's population and car population grows, it is important to improve connectivity and convenience of all travel modes for all types of trips. This is the only way to ease traffic congestion in Hobsons Bay while the total number of cars increases significantly.

4.2.2 Public transport services

Public transport is key to supporting trips not made by car, particularly those across or outside Hobsons Bay. Public transport is essential for people who cannot or prefer not to drive, and for reducing congestion.

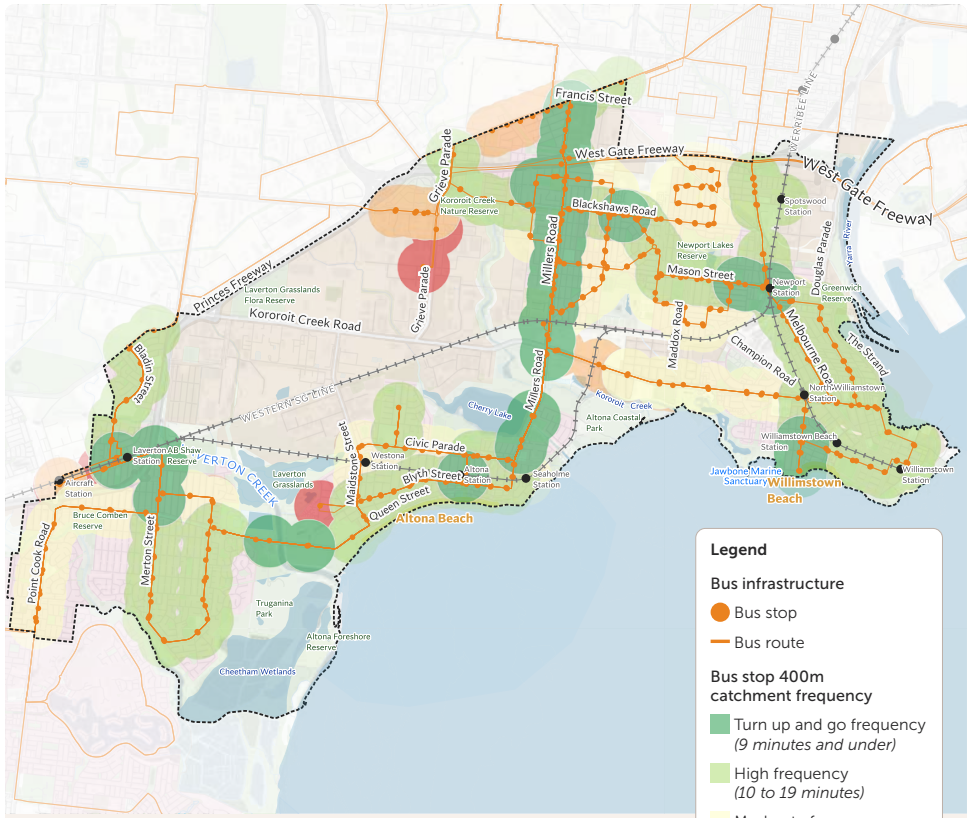


Figure 4.2 **400m bus stop catchment and frequency**

Bus services

Bus services in Hobsons Bay provide access for most in the community within a 400m walk. Some areas where access could be increased is residential areas in Altona Meadows, and industrial areas in Altona and Altona North. Frequencies are generally moderate (20 to 29 minutes) to high (10 to 19 minutes), with some bus stops at turn up and go (2 to 9 minutes) frequencies.

Many residents have identified that a key barrier to using buses is the indirectness and inconvenience of routes to jobs and key destinations. Currently, many bus routes meander along local suburban streets. Some of these streets are narrow, and can be difficult for buses, particularly when shared with on-street parking.

The attractiveness of buses is also affected by being stuck in car traffic. Bus priority infrastructure, such as intersection queue-jump lanes and bus only lanes, help buses avoid traffic congestion, however this is limited in Hobsons Bay, with some on Millers Road. Route 232, while an express route between Altona North and the CBD, is not convenient for many due to congestion on the freeway affecting consistency in travel time.



Train services

Hobsons Bay is served by the Werribee and Williamstown train lines. While the train services are moderate to high frequency (every 10 to 20 minutes), the arrangement of the railway line means that some passengers must backtrack and interchange. This includes those travelling from the Altona loop to the CBD, or interchanging at Newport to travel between Werribee and Williamstown.

The community showed concern about the frequency of train services in Hobsons Bay, particularly on the Altona and Werribee lines. During periods of LXRP works, the number and duration of interruptions to train services significantly affects the community. There was some recognition among the community engaged for the ITS that without population growth on the Williamstown peninsula it could be difficult to maintain high-capacity train services.



Figure 4.3 **Ferry services in Hobsons Bay**

Ferries

Currently, four ferries operate in Hobsons Bay, one is partially subsidised (on weekdays) by government and another two are aimed at the tourism market, reducing their convenience for everyday travel and a high price alternative to driving or public transport.

The West Gate Punt provides a short ferry connection for people who walk and ride across the Yarra River between Spotswood and Fishermans Bend. Other new ferry connections could improve journey times – particularly to locations across the bay where travel times are competitive with the alternative land-based options.

4.2.3
How are people travelling?

In 2024, about 77 per cent of trips in Hobsons Bay begin and end in the municipality.[3] It is important to understand how people are travelling to improve connectivity for all modes.

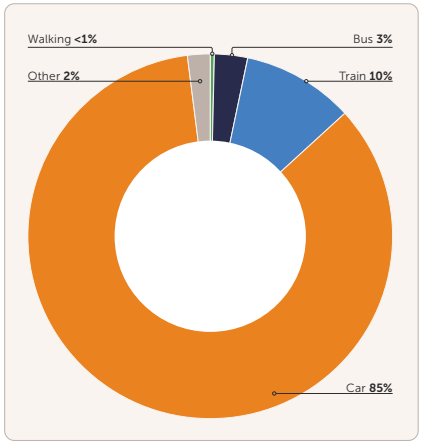
Most trips in Hobsons Bay are typically taken by car or walking according to VISTA data between 2012 and 2024. Bicycle riding is also a common mode, for both recreation and transport, and trains and buses are often used to travel to work.[4]

Where people travel has changed little over the past 15 years. Most trips made by Hobsons Bay residents are to nearby municipalities, including:

Wyndham | Maribyrnong | Melbourne | Brimbank

The primary mode of these trips which begin or end outside of Hobsons Bay is shown below.

Figure 4.4 **Mode share of trips beginning or ending outside of Hobsons Bay**



Source: VISTA data with M&PC analysis (2026)
Note: No bicycle trips have been recorded in 2023–24 VISTA data, however, this is due to an anomaly in the sample of the data recorded.

[3] Victorian Integrated Survey for Travel and Activity (VISTA) 2023-2024
[4] See Hobsons Bay Integrated Transport Strategy Engagement Report for further details

Supporting transport options between Hobsons Bay and these councils will improve travel options for over half of all trips to and from Hobsons Bay according to VISTA data. Improvements will help to increase active and public transport use and work to decrease congestion on roads.

The community has made specific requests for the reopening of Paisley Station in Altona North. Council understands that this is not currently a planned project for state government, and whilst on our advocacy list, may not be something that eventuates.

Therefore, to support connectivity for many in the Altona North area, other improvements will also be beneficial, including bus connections to Spotswood and Newport, and in the long term, Melbourne Metro Tunnel 2 connecting via Newport. Advocacy for a state government feasibility study into Altona North growth projections will assist in determining the impact of reopening Paisley Station.

There is an immediate need for public transport connections along Kororoit Creek Road, particularly bus services connecting to train stations, as highlighted by major employers operating within the precinct.

The existing train stations are too distant from many employment sites to be practically or safely accessed on foot, particularly where connecting footpaths are absent. With workplace car parks already at capacity and many employees unable to rely on private vehicle access, the lack of public transport is creating a significant barrier to employment access and workforce participation.

Bus services along Kororoit Creek Road should therefore be considered a near-term priority connecting Williamstown North Station to Tarneit Station on the Geelong line.

In the longer term, integration with MM2 could reduce travel times from the CBD and other parts of Melbourne and expand the workforce catchment available to local employers.

4.2.4 Cross boundary trails

There are several regional trails within and surrounding Hobsons Bay, including the Bay Trail, Federation Trail, Kororoit Creek Trail, and the Skeleton Creek Trail. These trails provide an opportunity to travel across the western region while getting exercise in a comfortable and safe manner, often away from traffic.

Strategic cycling corridors (SCCs) are state defined strategic corridors which are expected to support people riding bicycles to meet daily transport needs. Infrastructure on the SCC varies, with some providing no infrastructure, some having on-road lanes, and some with high-quality protected or separated lanes. The SCC network is also shown on the following page in Figure 4.5, with primary links in pink, and secondary links in blue.

While Hobsons Bay has access to high-quality shared trails within the municipality, connections to the wider region can be improved. There are only nine points where users can travel between Hobsons Bay and the wider region on regional trails and shared paths (two of those points being at Skeleton Creek west of Point Cook Road), shown in yellow on the following page.

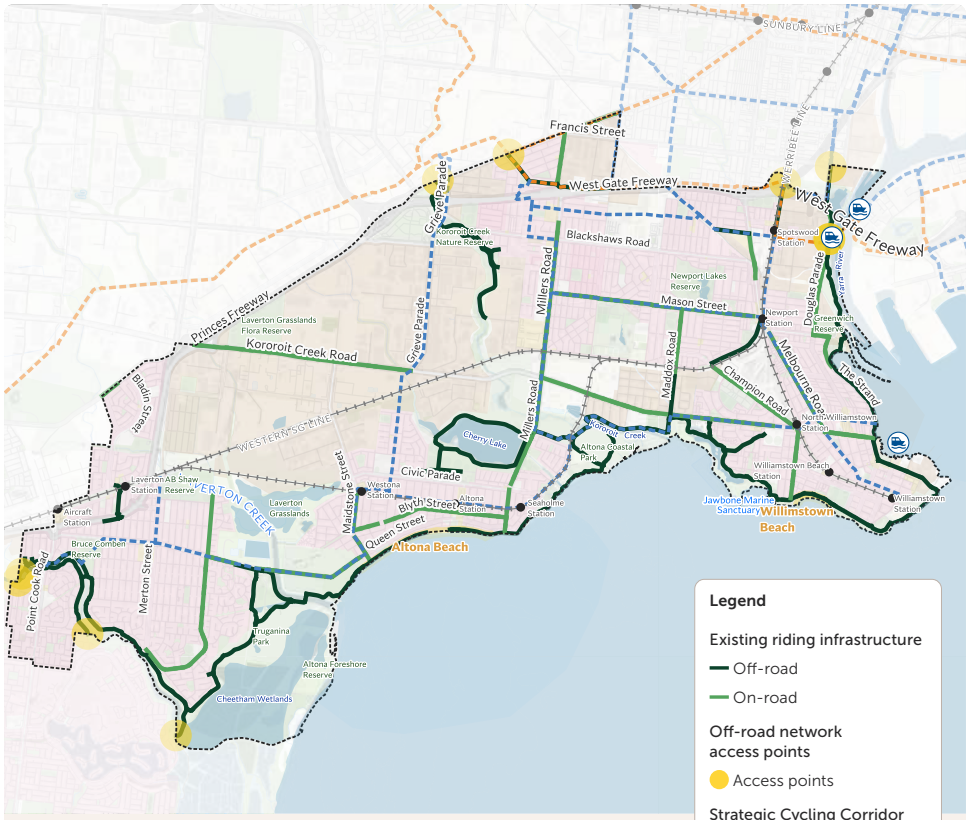


Figure 4.5 **Bicycle network in Hobsons Bay**

To facilitate regional travel on shared paths and trails, additional access points in the western part of the municipality are needed. Greater consideration should also be given to direct connections along key movement corridors to provide more convenient and direct access to key destinations.

Greater consideration will be given to local travel across municipal boundaries. This supports communities who live and work on the boundary of municipalities and often need to travel across local municipal borders.

4.2.5
Freight

Hobsons Bay is a state-significant hub for logistics, transport and warehousing. These land uses create freight movements on local and arterial roads across Hobsons Bay. Since the opening of the West Gate Tunnel, truck bans have been implemented on some streets, altering truck movements across Hobsons Bay. This has displaced trucks from previous freight routes, forcing them to find appropriate new routes which can conflict with existing uses. The opening of the West Gate Tunnel has also seen reduced truck traffic in some parts of Hobsons Bay. Travel habits will continue to evolve over time as new preferences are established and demand in the region changes.

In the future, movements will be further changed and displaced when the Western Intermodal Freight Terminal (WIFT) is opened in Truganina, due to its proximity to Hobsons Bay. This will likely be outside of the scope of this strategy.



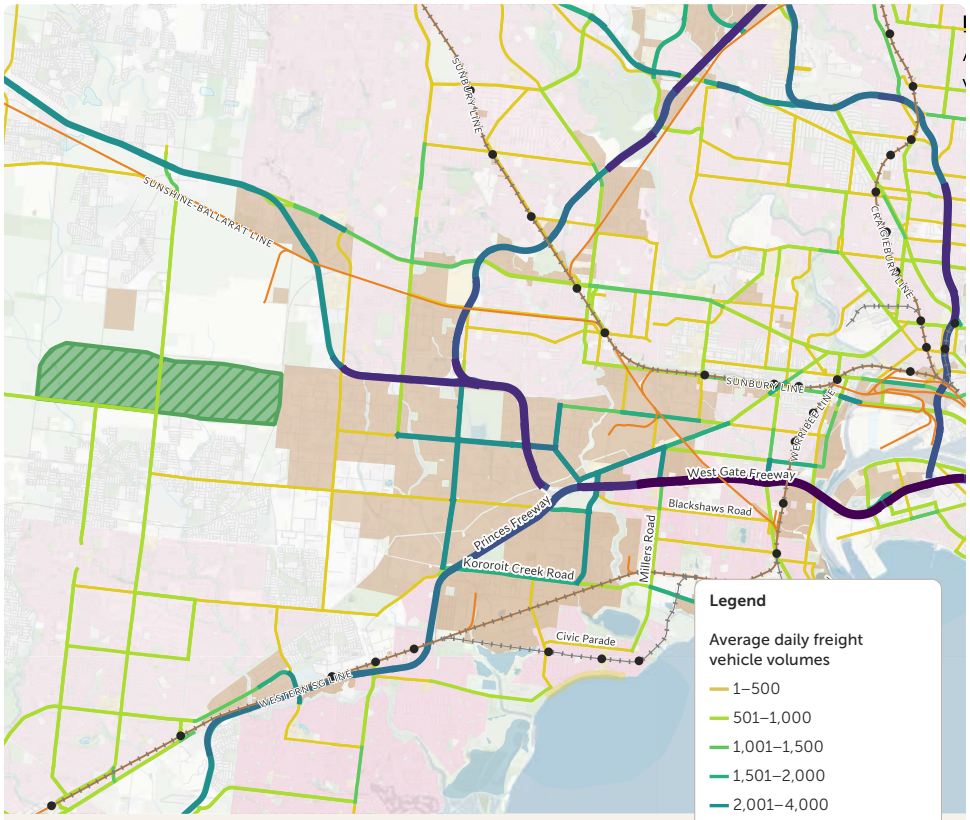


Figure 4.6 **Average daily freight volumes, industrial areas and the WIFT**

To support the economy, industry and employment, Council needs to manage the impacts of freight transport. It is important to support the safe movement of trucks around Hobsons Bay while minimising conflicts with existing people-focused, sensitive uses.

Hobsons Bay has direct access to freight railway lines, with the national rail freight network travelling between Geelong and Sunshine via Newport. The Hobsons Bay Planning Scheme needs to protect large land parcels with direct freight rail access from becoming fragmented. This will be undertaken to ensure accessible and convenient locations for freight are retained and to avoid prime locations being made unsuitable for businesses that rely on rail freight.

4.2.6
What was heard

During the engagement activities undertaken for the Hobsons Bay ITS, issues and ideas to do with connectivity were common among the community. People indicated that they use different modes to access different destinations and, while many in the community drive for their trips, walking to parks, shopping and education is common.

Improving public transport connectivity and services was the topic that was most important to the community who took the online survey. Specific public transport connectivity improvements heard through community engagement include:

- Better access to and from off-road paths for people who walk and ride
- More frequent buses and longer service hours
- More bus routes which service key destinations with specific reference to improving directness of bus Route 432
- Better timing between trains and buses to support convenient transfers
- Improving bus infrastructure to reduce congestion on routes to improve connectivity within Hobsons Bay and to the wider region
- Reinstating Paisley Station in Altona North to support connectivity to the CBD
- Improve and expand commuter ferry services connecting Port Phillip Bay

Riding network connectivity was also a key point for the community. Gaps in the bicycle network across the municipality, including a lack of protected bicycle lanes and abrupt ends to on-road lanes, limit the community's connectivity and confidence in using the bicycle network. Links to key destinations are missing, with better commuter bicycle trails also identified to support the community's connectivity to where they need to go.

Improving freight connectivity to take pressure off corridors which may be incompatible with heavy vehicle traffic was flagged as a priority for both the community and freight operations. More truck bans across Hobsons Bay were also commonly flagged as a priority.

4.2.7
What Council has done to date

Advocacy

Council continues to undertake a number of projects to support connectivity for residents and the wider community.

Council's transport advocacy priorities in the Hobsons Bay Advocacy Priorities 2026-29 include a priority of 'Connected and reliable public and active transport', with projects including:

- Connecting bicycle and pedestrian paths to regional active transport networks
- Expanding transport infrastructure grant programs and prioritising Hobsons Bay funding
- Delivering safe bicycle routes, including improved lighting and separated paths
- Upgrading accessibility, lighting and safety at train stations
- Better bus routes with more services

Council will continue to advocate for improved connectivity across public and active transport for the Hobsons Bay community, including:

- Metro Tunnel 2
- Paisley Station[5]
- New rapid transit route between Highpoint and Tarneit via Altona North (and Paisley Station)[6]
- Cycle corridor between West Footscray and Werribee via Laverton
- Sunshine to Altona medium capacity transit corridor[7]
- Newport to Sunshine (Brimbank) and Melbourne Airport via future Melbourne Airport Rail medium capacity transit corridor along existing freight corridor[8]

Melbourne Metro 2

Council is continuing to advocate for Melbourne Metro 2 to improve connectivity between Hobsons Bay and the CBD. Melbourne Metro 2 will provide access to the CBD from Newport via Fishermans Bend to Southern Cross Station. This would reduce travel time between Newport Station and Southern Cross Station by about 50 per cent, with only one stop at Fishermans Bend, and a 30 per cent reduction in travel distance at higher speeds.

[5] Hobsons Bay City Council (2026). Advocacy Priorities 2026-2029. p. 7., Infrastructure Victoria (2025). Victoria's Infrastructure Strategy 2025-2050.
[6] Infrastructure Victoria (2025). Victoria's Infrastructure Strategy 2025-2050.
[7] Ibid
[8] Rail Futures Institute (2019). Melbourne Rail Plan 2020 – 2050, p. 121 – 122.

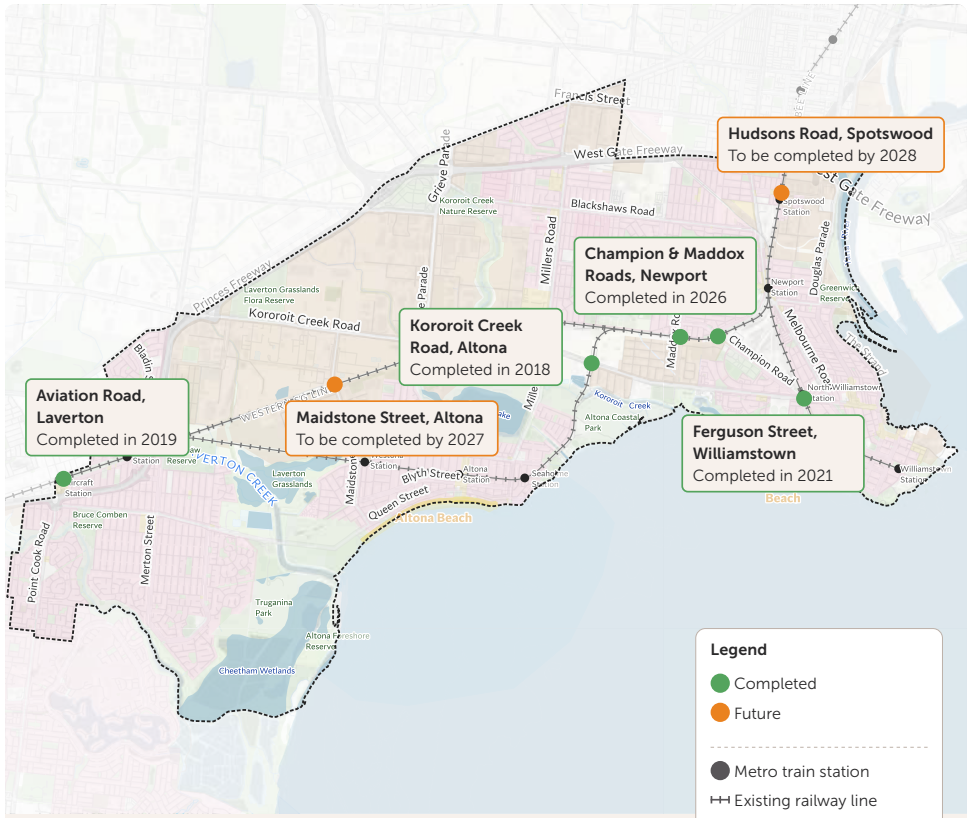


Figure 4.7 **Recently completed and committed level crossing removal locations**

Level Crossing Removal Project

Several Level Crossing Removal Projects (LXRPs) have been completed in Hobsons Bay over recent years, and some still to be completed.

The LRXP has had a significant impact on Hobsons Bay and the surrounding community. Council will continue to advocate for and engage with LXRP to achieve high-quality outcomes for these projects, protecting local accessibility, amenity, character and safety. The unique challenges and needs of each site are being considered, including improvements to access for all in surrounding streets and improving connections for all transport modes.

Regional paths

Council is working to improve the protected bicycle network through the GreenLine project in South Kingsville and Spotswood. It supports connections to the Federation Trail from Hall Street and to the Bay Trail from Craig Street in Spotswood, extending into the northern suburbs of Hobsons Bay and increasing regional connectivity for bicycle riders in Hobsons Bay, but also local movement for people who ride.

In addition, the upcoming extension of the Kororoit Creek Trail to Cherry Lake in Altona increases connectivity across the trail network by linking the Bay Trail in Altona to the Federation Trail in Laverton North.



4.3
Strategic direction

D4: Work towards everyone having access to shared paths, trails, or off-road bicycle paths within 400m of their house

Some residential areas in Hobsons Bay do not have close access to the shared path network or off-road bicycle path network, including Altona, Altona North, Altona Meadows and Newport.

Extending the trail and off-road bicycle network will support network connectivity, and more residents enjoying safe, comfortable and healthy riding opportunities as part of their everyday activity.

D5: Aim for everyone having access to public transport services running every 10–15 minutes within 400m of their house and workplace

Areas in Altona, Altona North, Brooklyn, Newport, Seabrook and Spotswood only have access to routes with fewer than four services per hour. This makes public transport less attractive for residents in those areas.

To support the public transport network being convenient for users, bus route frequencies should be increased to four to six buses per hour (a bus every 10-15 minutes), particularly from 6am to 9pm on weekdays. To support low-cost travel to work, new routes and stations will be required along key corridors and through employment areas.

D6: Aim for all bus stops to be connected to a continuous footpath network where possible, including in industrial areas

Increasing access and connectivity for a range of modes in industrial areas will support low-cost transport for more people who need access to employment in these areas. Connecting bus stops in industrial areas makes using the bus safer and more comfortable, minimising the impact on local business productivity.

D7: Aim for people who walk to be able to safely cross roads at bus stops, with a focus on pedestrian priority at bus stops with high levels of passenger demand

Most people will need to cross roads to access bus stops in at least one of the directions they are travelling. Without safe crossing points, connectivity to bus stops is reduced, in some cases preventing use of bus stops and routes. Many users need approval from parents or family members to use the bus, and this permission will not be granted if the loved one feels that the road crossing is unsafe.

Improving access to bus stops increases independent travel options, improves economic and social participation and reduces traffic congestion. Signalised intersections, wombat crossings, zebra crossings, and pedestrian refuges should be used to support safe access to/from bus stops, prioritising stops with high patronage.

4.4
Actions

During the consultation for this strategy, community sentiment regarding connectivity generally was that walking, bicycle and bus connectivity to key destinations within Hobsons Bay and the wider region were the priority. The community identified convenience, ease of use and flexibility as important features of the transport network that should be improved over the next 10 years.

Deliver

A13. Develop a Policy and plan for efficient freight movements, including those related to industry and retail centres

A14. Continue to update and implement the Asset Plan and Road Management Plan, reviewed every four years

A15. Develop a Public Transport Advocacy Plan setting out Council's public transport priorities, why each is a priority, and how Council will pursue them with the Victorian Government and neighbouring councils

A16. Protect large industrial sites with access to rail corridors through the Hobsons Bay Planning Scheme, to support rail freight and reduce freight traffic on roads

Partner

A17. Work with neighbouring councils to improve cross boundary active and public transport connections

A18. Partner with freight and logistics companies to improve understanding of their needs

A19. Work with neighbouring western region councils to prepare a Western Region Bus Improvement Plan, setting out shared priorities for bus network changes to put to the Victorian Government

Advocate

A20. Advocate for improved safety and priority for people who walk and ride at all roundabouts on arterial roads

A21. Advocate for a western region bus review, particularly in the underserved areas of Altona Meadows, Altona North, and Laverton, with frequent connections to train stations and work sites

A22. Advocate for the implementation of bus network efficiencies

A23. Advocate for improved regional public transport connections by extending services or creating new routes that cross municipal boundaries and connect to key destinations

A24. Advocate for increased service frequency and span for all public transport services

A25. Identify where standard-sized buses are not appropriate for the size of streets and demand for service, and advocate for the use of smaller vehicles

A26. Advocate for the Westgate Punt service to operate to the minimum service standards of public transport (6am to 9pm, seven days)

A27. Advocate for ferry services to have an improved presence on Transport Victoria's journey planner and mapping tools

A28. Advocate for Melbourne Metro 2 (via Newport) to include the reopening of Paisley Station in Altona North as a part of the works

A29. Advocate for positive outcomes for the Hobsons Bay community in each Level Crossing Removal Project (LXRP)

A30. Advocate for turn bans from arterial roads where regional through traffic seeks to create rat-runs

A31. Advocate for improved VicTrack owned parking at stations

A32. Advocate to improve the rail freight connection to and through Sunshine

A33. Advocate to protect rail freight corridors from fragmented land development encroaching into large sites adjacent to the railway

A34. Advocate for truck-only lanes on the inside lanes of the West Gate Freeway and Princes Freeway

A35. Investigate and advocate for measures to improve the safety and efficiency of truck access to the Princes Freeway and West Gate Freeway

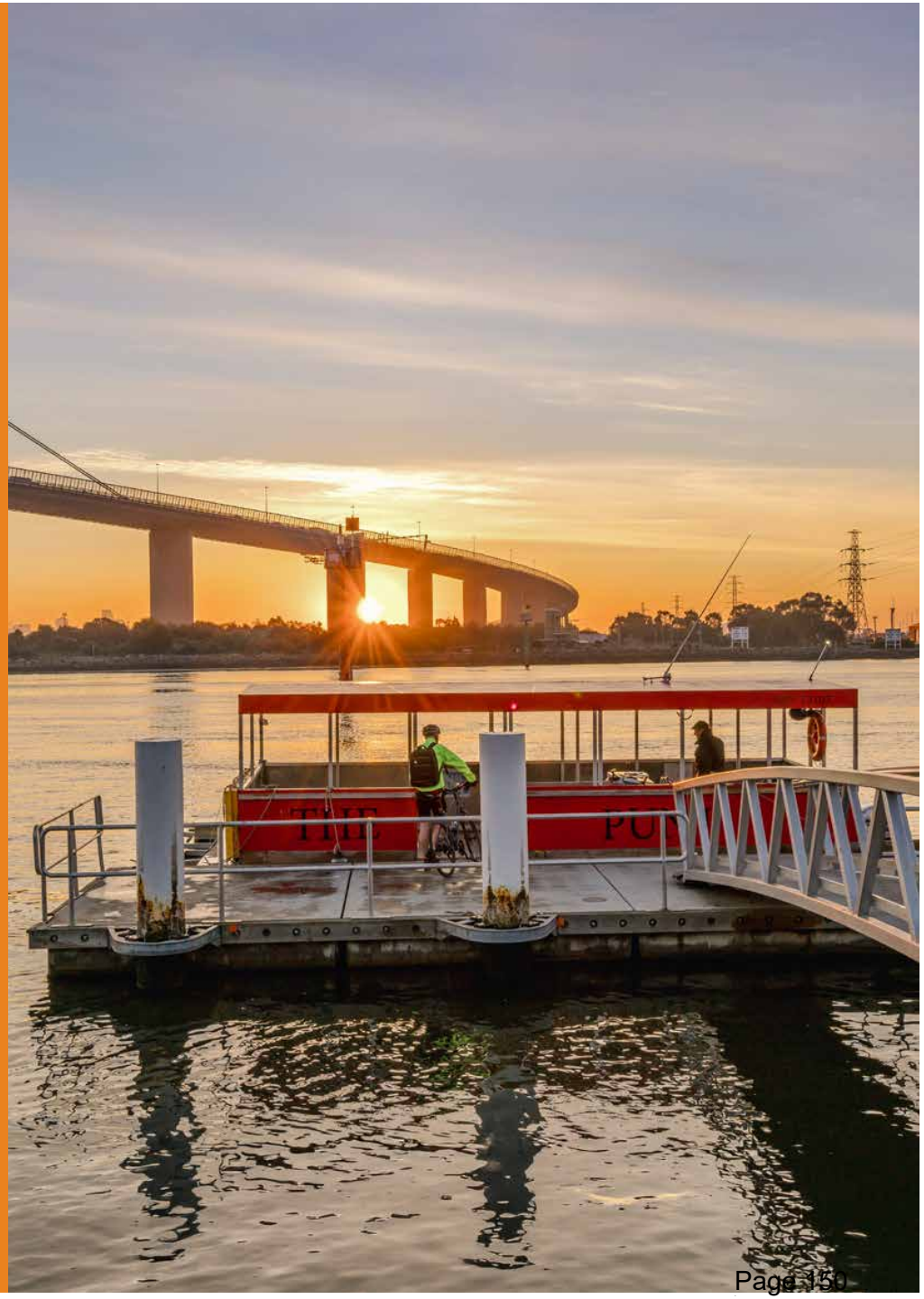
4.5
Performance Indicators

PI 5: More dwellings within 400m of the off-road bicycle network

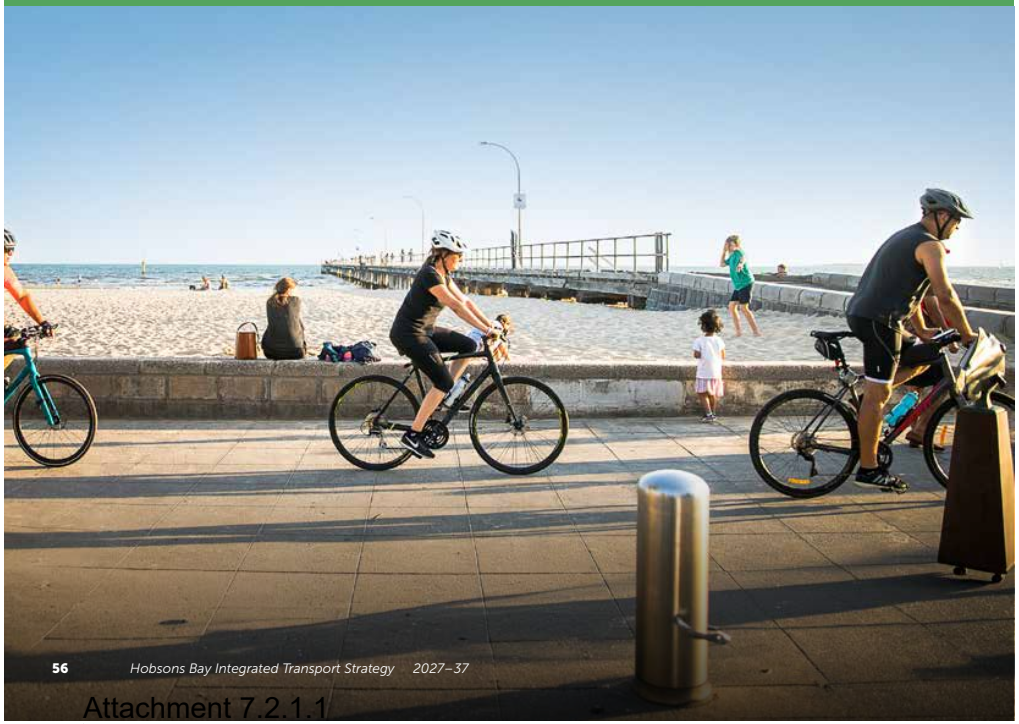
PI 6: More dwellings within 400m of public transport services running every 10–15 minutes

PI 7: More freight using railway corridors

PI 8: More people using active and public transport modes, including ferries



Theme 3
ACTIVE



Attachment 7.2.1.1

5.1
Introduction and objective

One of the most distinctive features of Hobsons Bay is its attractive natural environment and open spaces.

To enjoy these features, the community spends time walking and bicycle riding.[10] Many local destinations, including schools and shops, are close to where people live, making walking and riding convenient options for local trips.

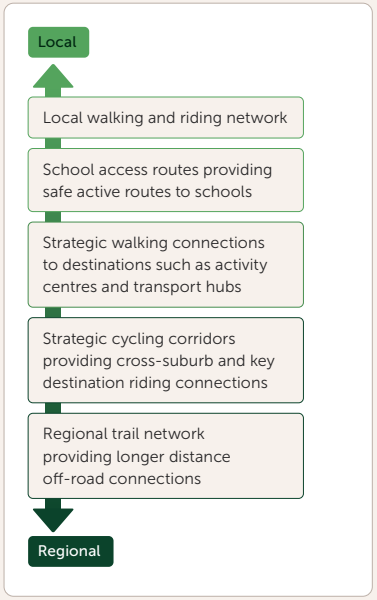
Some residents do not have access to a car or prefer to avoid using a car for local trips and therefore rely on walking or riding to access regional transport or to travel to everyday destinations. Supporting the Hobsons Bay community to walk and ride for transport and recreation, comfortably, conveniently and safely, will improve accessibility for all residents.

Across the community, there is a desire for increased safety and comfort when travelling to and from key local destinations. Hobsons Bay has a number of different active transport route types.

Keeping active through bicycle riding and walking also has significant health benefits, including improved cardiovascular outcomes, enhanced mental health and improved mood, lower risk of Type 2 diabetes, and stronger bones and joints.[11]

Walking and riding is also an environmentally sustainable way of moving. More people choosing to walk or ride will support Council in working towards the strategic goal of supporting the community to achieve greenhouse gas emissions of net zero by 2030 and to respond to climate change in the Hobsons Bay Response to Climate Change Action Plan 2022.

Figure 5.1 **Hobsons Bay active transport route types**



Source: M&PC (2026)

[10] As demonstrated by Super Tuesday counts in 'Connected' chapter
[11] Zheng H, et al., (2009). Quantifying the dose-response of walking in reducing coronary heart disease risk: meta-analysis. Eur J Epidemiol. 2009; 24:181–192.

5.2 Context

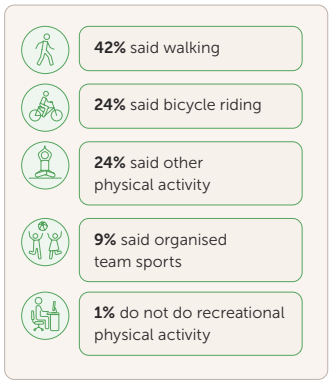
Walking and riding are healthy and enjoyable modes of transport, particularly convenient for shorter trips.

5.2.1 Walking

Walking is used for almost half of local trips (under 1.6km[12]) within Hobsons Bay, being 44 per cent of trips.

Many Hobsons Bay residents like to spend their free time walking and riding around their neighbourhoods and experiencing the natural landscape.

Figure 5.2 **ITS survey responses to 'what is your preferred recreational activity?'**



Source: M&PC (2026)

Walking had almost twice as many responses as the next most common choices (bicycle riding and other physical activity).

Footpaths are critical to encouraging people to walk. Good footpaths, supported by prioritised road crossings, are a key improvement need identified by the community. While most streets in Hobsons Bay have footpaths on both sides of the road, some do not have them, or have them only on one side. Altona Meadows and Seabrook, in particular, have significant gaps in the footpath network.

Connectivity for industrial areas can be improved with the construction of footpaths. Without footpaths or buses, workers must drive or ride. Supporting transport choice to these areas will reduce the over-reliance on cars. This will in turn reduce cost-of-living pressures due to reduced transport costs and, in some cases, assist people who do not drive to access employment. With transport choice, employers can attract more staff, as they are able to access the employment area. The Altona and Altona North Industrial Precinct footpath gaps are shown in Figure 5.3.

Rasmussen M.G., et al., (2016). Associations between recreational and commuter cycling, changes in cycling, and type 2 diabetes risk: a cohort study of Danish men and women. Plos Med. (2016) 13(7):e1002076.
Choi K.W., et al., (2010). Assessment of bidirectional relationships between physical activity and depression among adults: a 2-sample Mendelian randomization study. JAMA Psychiatry. 2019; 76:399–408.
Beck B.R. et al., (2016). Exercise and sports science Australia (ESSA) position statement on exercise prescription for the prevention and management of osteoporosis. J Sci Med Sport. (2017) 20(5):438–45.
Kemmler W., Häberle L., von Stengel S., (2013). Effects of exercise on fracture reduction in older adults. Osteoporosis Int. (2013) 24(7):1937–50.
Alkatan M., et al., (2016). Improved Function and Reduced Pain after Swimming and Cycling Training in Patients with Osteoarthritis. J Rheumatol. 2016 Mar;43(3):666-72.
[12] Up to 1.6km captures most typical walking trips (being an approximate 25-minute walk), and local riding trips (being an approximate 5-minute riding trip)

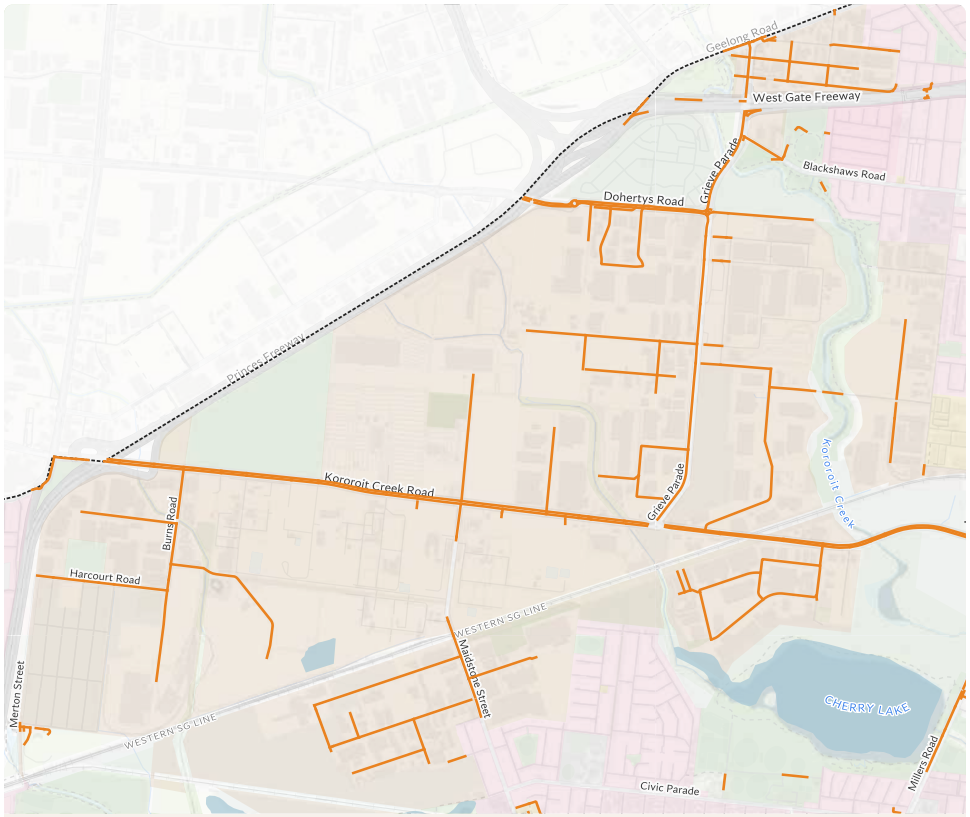


Figure 5.3 **Altona and Altona North Industrial Precinct missing footpaths**

Expanding local neighbourhood walking networks and improving accessibility will support more local trips to be taken by foot, converting some of the local car trips and reducing congestion on local road networks. Trips to schools are commonly made within the local neighbourhood. These trips can be supported by more safe crossing opportunities, particularly across arterial roads, as these can make walking to school more difficult and unsafe.

Cracked footpaths, leaves and dirt can create tripping or slipping hazards. Council inspects and maintains its footpath network in accordance with the Road Management Plan, which sets out intervention standards and response timeframes for identified defects. These issues are more common in older neighbourhoods with deciduous trees, such as Altona Meadows, Newport and Williamstown. Obstructions over the footpath, such as plants, signs, tables and chairs, can create safety issues and narrow the movement zone for people who walk.

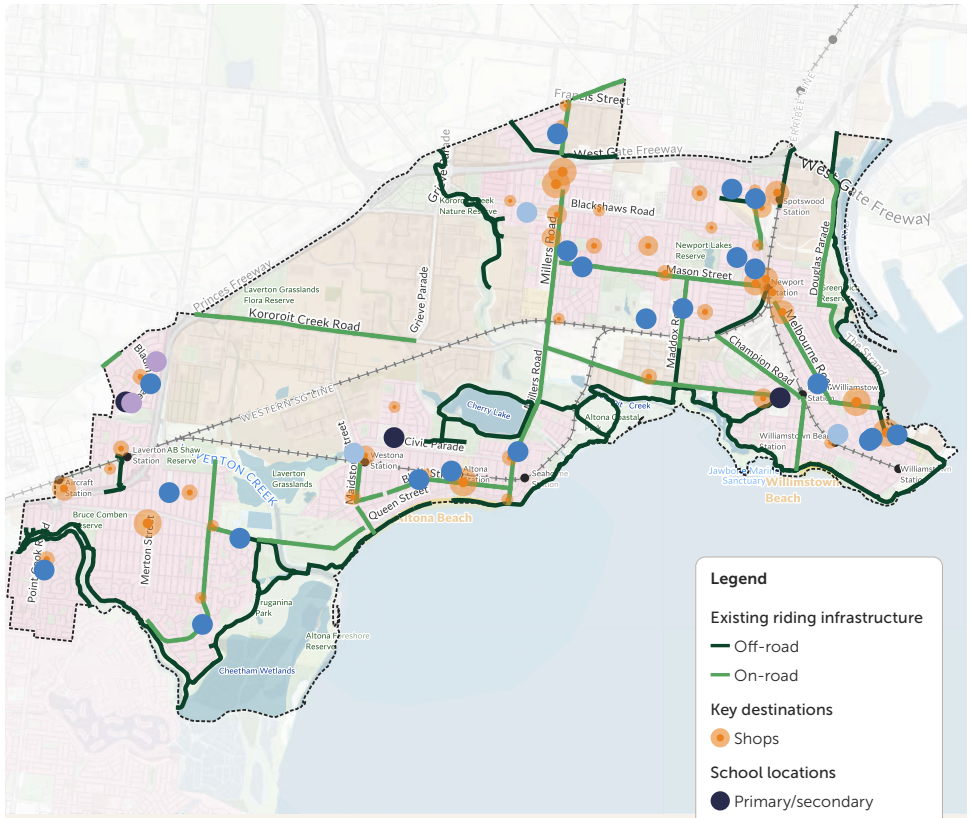


Figure 5.4 **Existing bicycle links, activity centres and school locations**

5.2.2 Riding

The community loves to ride around Hobsons Bay, particularly local trails and existing bicycle paths. During the 2021 Recreational Sunday bicycle rider counts, several locations counted over 500 riders in the three-hour morning period. Access to the riding network, and local destinations are supported by on-road bicycle lanes.

However, connection between all the lanes and paths can be improved to form a network. Lanes often end abruptly, forcing riders into sometimes confined and confusing traffic conditions. This increases stress for riders, as they are suddenly forced to ride alongside moving vehicles.

On-road bicycle lanes require some improvement to feel safer and more comfortable for many riders, as only a painted line separates bicycle riders from traffic. Lanes are often shared with on-street parking, forcing riders to ride around parked cars in the traffic lane.

In addition, some locations in Hobsons Bay have been identified by the community as needing safety improvements to the on-road lanes, including Millers Road, around North Williamstown Station, and Melbourne Road in Newport, Spotswood and Williamstown. Adding additional access points to off-road shared paths will help the connectivity of the network.

Bicycle lanes need to be fully protected from traffic by physical barriers, for most people to feel confident or safe riding. Increasing the number of physically separated bicycle facilities to activity centres and schools is important. A disconnected network reduces access to local destinations, increases the cost of living and reduces local economic activity. Increasing connectivity and safety for riders will support people to choose to ride to these everyday destinations, improving independence, reducing the cost of transport, and reducing the amount of vehicles on the road.

Bicycle riding in Hobsons Bay is supported by the expansive shared trail network, shown in Figure 5.4, including the Bay Trail, Federation Trail, Kororoit Creek Trail, Skeleton Creek Trail, and the future expansion of the Kororoit Creek Trail.



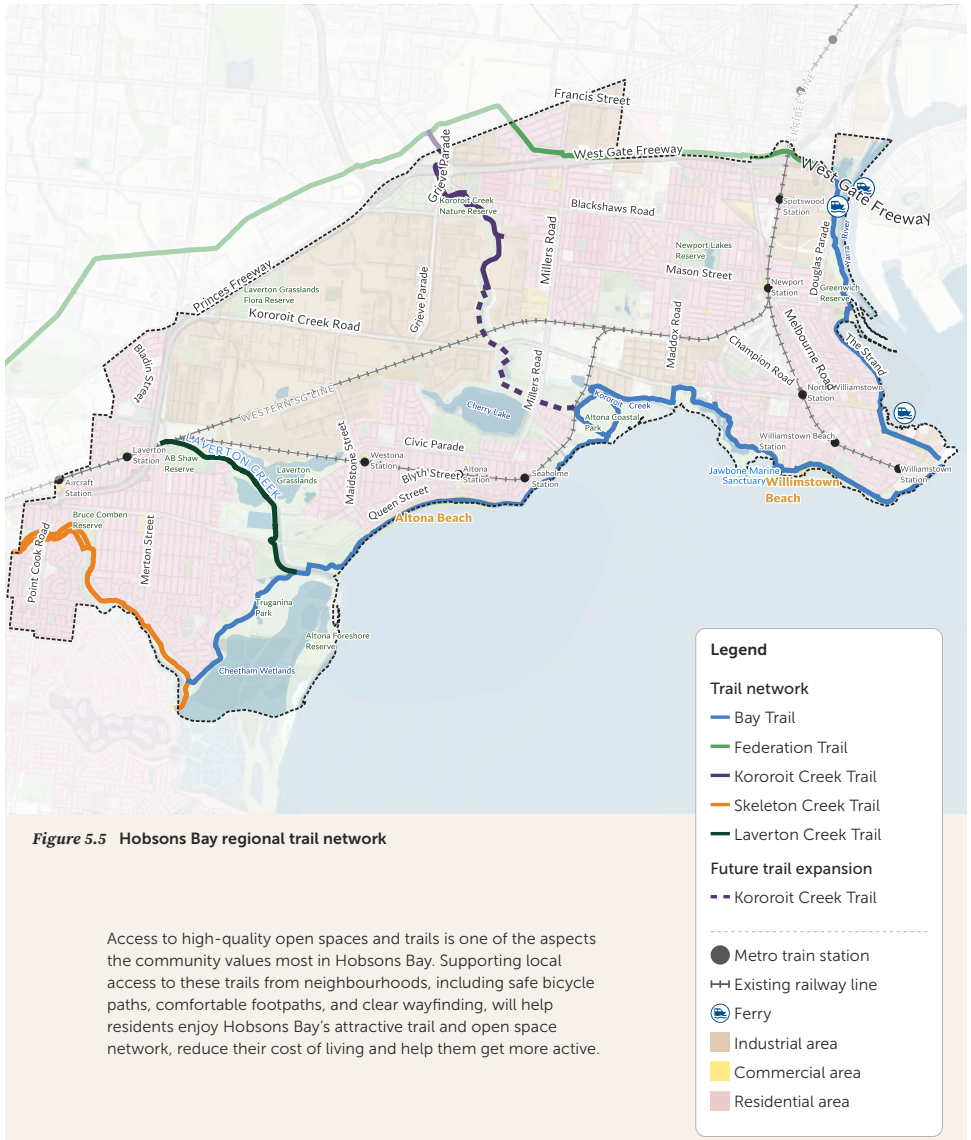


Figure 5.5 **Hobsons Bay regional trail network**

Access to high-quality open spaces and trails is one of the aspects the community values most in Hobsons Bay. Supporting local access to these trails from neighbourhoods, including safe bicycle paths, comfortable footpaths, and clear wayfinding, will help residents enjoy Hobsons Bay's attractive trail and open space network, reduce their cost of living and help them get more active.

5.2.3 What was heard

The municipality's walkability, particularly its flat topography, is a key enabler for the community to use active transport modes.

Supporting safe, comfortable and convenient active travel is a key priority for many in the community. The engagement survey found that 97 per cent of respondents walk at least once a week, including 45 per cent who walk daily, while 25 per cent ride at least once a week.

Key concerns and priorities for the community to support active travel include:

- the quality of footpaths
- improvement to safety for walking and riding
- gaps in the riding network, including access to and from off-road paths
- more dedicated bicycle paths, separated from pedestrians in busy areas
- more commuter bicycle paths, allowing riders to avoid on-road riding on busy arterial roads such as Kororoit Creek Road or Millers Road
- more bicycle parking at key destinations
- more wayfinding and signage for people who walk and ride across the municipality

The community is enjoying upgraded pedestrianised spaces, like Pier Street and the Esplanade in Altona, and just outside Hobsons Bay in Yarraville.[13]

5.2.4 What Council is doing

Neighbourhood plans

During 2020 and 2021, Council prepared a number of Local Area Movement Plans (LAMPs) for neighbourhoods across Hobsons Bay. These plans aim to identify issues and opportunities related to safety, connectivity, amenity and accessibility within local movement networks across all modes of transport.

These plans support the safe movement of all modes of transport and encourage active travel by identifying where additional infrastructure is required. Implementing neighbourhood active transport networks and plans aligns with the Victorian Active Transport Plan 2026.

Local improvements around schools and activity centres

To encourage more local walking and riding trips, Council has focused on improving walking and riding infrastructure around schools and activity centres. Council has also been undertaking individual projects to support active travel to schools across Hobsons Bay.

The state government's Active Transport Plan sets out a plan to develop and invest in strategic walking connections. These connections link to key destinations, and provide an opportunity for collaboration with neighbouring municipalities to deliver regional walking connections.

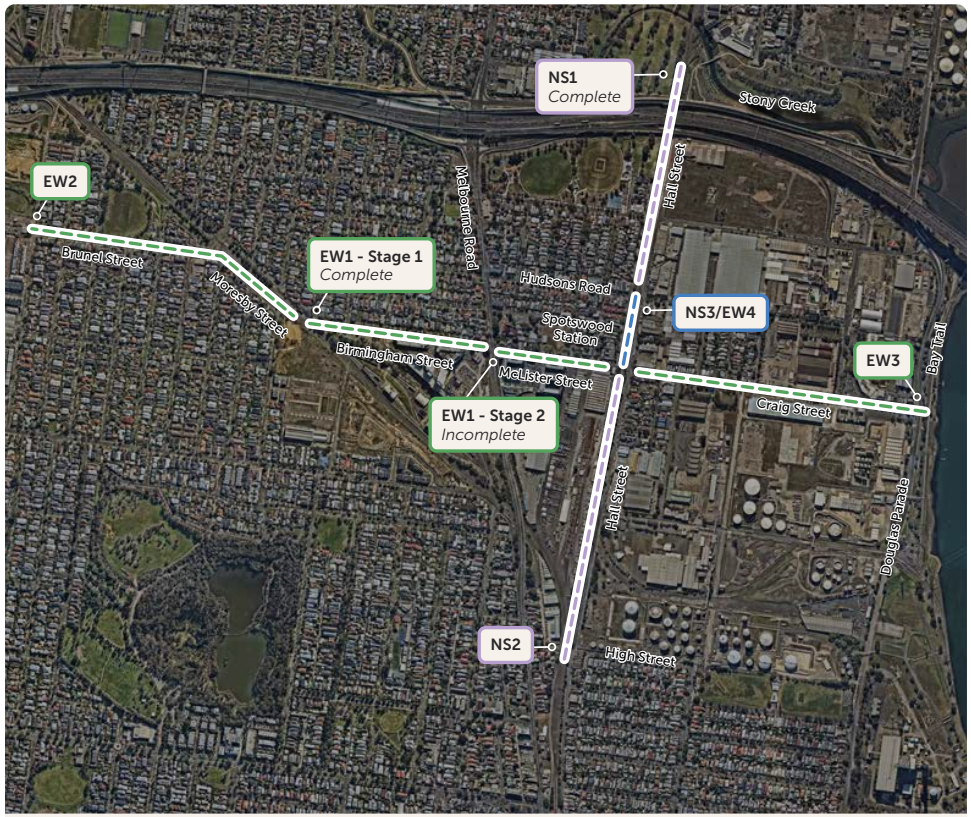


Figure 5.6 **Greenline project sections**

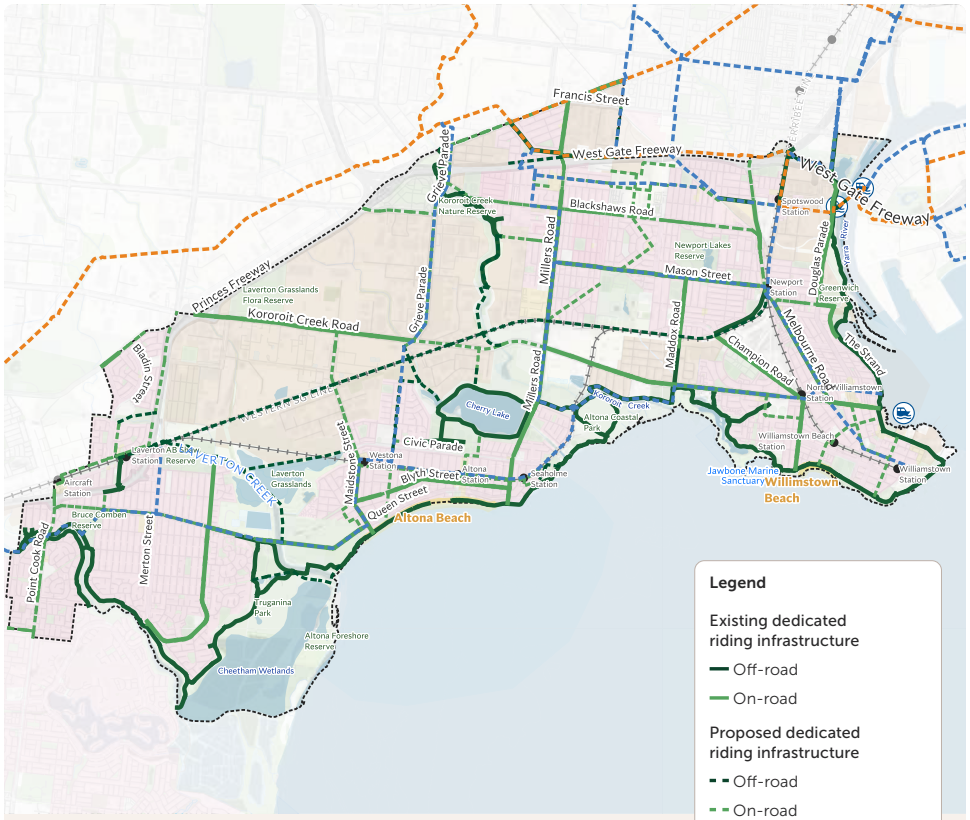


Figure 5.7 **Hobsons Bay City Council current and proposed bicycle network**

Hobsons Bay's trail network

Council is expanding the bicycle network through the trail network and the protected bicycle network. For example, the GreenLine project is expanding the protected bicycle network in South Kingsville and Spotswood. It connects to major destinations including schools, shops, Spotswood Station and new developments.

It also links the Bay Trail and Federation Trail to the local bicycle network in Hobsons Bay, supporting regional connectivity for Hobsons Bay. The GreenLine project is a key component of Council's proposed overall bicycle network.

Council is also working to connect the Kororoit Creek Trail to Cherry Lake in Altona, with support from the Australian Government. This extension connects the Kororoit Creek Trail to the Bay Trail, expanding connectivity of Hobsons Bay's trail network and opportunities for the community to get active and explore their natural surroundings.

Other projects undertaken and currently being implemented by Council include the Hudsons Road Master Plan and Streets for People, Spotswood.

The existing and future bicycle network has been developed by Council to link across neighbourhoods and to key destinations. The network is subject to feasibility assessment prior to commitment and construction.

[12] See Hobsons Bay Integrated Transport Strategy Engagement Report for further details

5.3
Strategic direction

D8: Aim for footpaths to be provided on at least one side of the road in industrial areas

Industrial areas across Hobsons Bay generally lack footpaths. Footpaths are the easiest way to improve pedestrian safety and security, particularly for workers unable to drive who need to walk in the dark to arrive at work on time.

Expanding the footpath network, (and connecting to bus stops), will support more people accessing workplaces in a low-cost, safe and healthy manner.

New industrial developments and major redevelopments should provide footpaths on both sides of the road as a minimum. Footpaths should be incorporated from the outset of the planning and design process and delivered as part of the development or project. Where this is demonstrably not feasible, sufficient space should be retained to enable their future provision.

D9: Aim for all residential streets to have footpaths on both sides of the road

It is important for all residential streets to have footpaths that adequately support safe movement particularly for vulnerable road users and people with a disability. Reviewing the footpath network and prioritising gaps to be filled is a critical next step to improve the footpath network across Hobsons Bay.

As with industrial areas, new developments, major redevelopments and precinct planning should provide footpaths on both sides of the road as a minimum. This requirement should be considered from the outset of the planning and design process.

D10: Work towards safe school access routes to be installed within 500m of schools and advertised on Council's website and promoted within schools

In metropolitan Melbourne, 24.9per cent of vehicle trips beginning between 8-9am are to a primary or secondary school. These trips create significant traffic congestion on the road network. Parents need to be sure that their children will be safe walking or riding to school – or they will not allow them to. Various studies show that students that walk to school achieve higher academic results and are healthier and happier.

Clearly identifying and promoting safe school access routes, (including safe crossing points), will help parents allow their children to walk or ride to school. It will improve student education and health outcomes in Hobsons Bay, reduce traffic congestion and pollution across the community.

Promoting these routes and the benefits of walking to school will improve community awareness, understanding and performance. This will help make the road network reliable for all users.

D11: Aim for new major developments (residential and commercial) to be conveniently connected to the strategic bicycle network

Hobsons Bay will continue to experience significant residential and other major developments to cater for increasing population and demand. All new residents and employees take stock of the transport options available to them and re-consider which transport modes best suit their needs. Hobsons Bay has an opportunity to encourage future residents to bring fewer cars with them and enjoy walking and riding as part of the excellent local lifestyle.

Supporting future developments to be connected to the strategic bicycle network, particularly before or quickly after completion, will increase connectivity of the network and support active travel habits, particularly for residents of new developments. This will be supported by the existing state policy direction of major residential developments being primarily located near reliable public transport corridors, providing more transport choices to residents of these new developments.

D12: Aim for off-road infrastructure that separates movement of people who walk and ride in high demand areas

Hobsons Bay has access to a number of high-quality shared paths. Separating people who walk and who ride increases comfort and safety for all users, particularly as the popularity of fast-moving e-bikes and scooters increases.

Planning for segregated movement of people walking and people riding bikes in high demand areas will help to understand the cost and space impacts in specific contexts. These plans can then be submitted for funding from ratepayer or partner organisations.

D13: Provide wayfinding infrastructure within 400m of all activity centres for people who walk, ride or park their car outside the centre.

Many regional visitors come to Hobsons Bay for a specific purpose and then find so much more to do. Ensuring that new visitors find it easy to walk between attractions or navigate between where they parked and where they need to go, gives them confidence to return, explore further and spend more in our local economy.

Providing this infrastructure within a 400m catchment of all activity centres will make walking or riding to these centres easier for people, and will support people to make the choice to park and walk, reducing congestion in the centre.

D14: Support road renewal, construction and intersection improvements to prioritise the safety for vulnerable road users as a priority over other road users

Vulnerable road users (people walking, riding or using a motorbike) are significantly impacted when involved in crashes. Given their increased risk of serious injury in crashes, protecting vulnerable road users should be a key priority in the design and operation of the transport network These road users take up less space than vehicles, therefore reducing traffic congestion.

It is important that road projects consider vulnerable road as a priority in all improvements. This will ensure they are respected and lauded for making the effort that removes an extra car from the growing traffic congestion problem.

5.4
Actions

Deliver

A36. Continue to improve footpath quality across Hobsons Bay

A37. Develop Neighbourhood Plans for each Hobsons Bay suburb

A38. Install more bicycle hoops, particularly in activity centres

A39. Develop a Wayfinding Strategy with a focus on specific user groups (recreation, commuter, tourism)

A40. Continue to develop the GreenLine project

A41. Identify areas where footpaths are required to allow safe access from roads to bus stops and work sites, particularly in the Altona and Altona North Industrial Precincts

A42. Develop a Walking and Riding Plan that identifies network improvement priorities, infrastructure standards, key programs and future needs

Partner

A43. Work with schools in Hobsons Bay to improve traffic and transport accessibility including the development of school access plans

A44. Expand the local protected bicycle network to support increased bicycle riding around Hobsons Bay

A45. Continue to expand the Kororoit Creek Shared Trail, connecting through to Altona

A46. Install the Railway Avenue shared use path

Advocate

A47. Advocate to the state government for additional pedestrian crossings across arterial roads and creeks

A48. Advocate to DTP to investigate trial of allowing bicycles on buses

A49. Advocate to the Victorian Government for investment in Strategic Cycling Corridors through Hobsons Bay, including safe connections into neighbouring municipalities

5.5
Performance Indicators

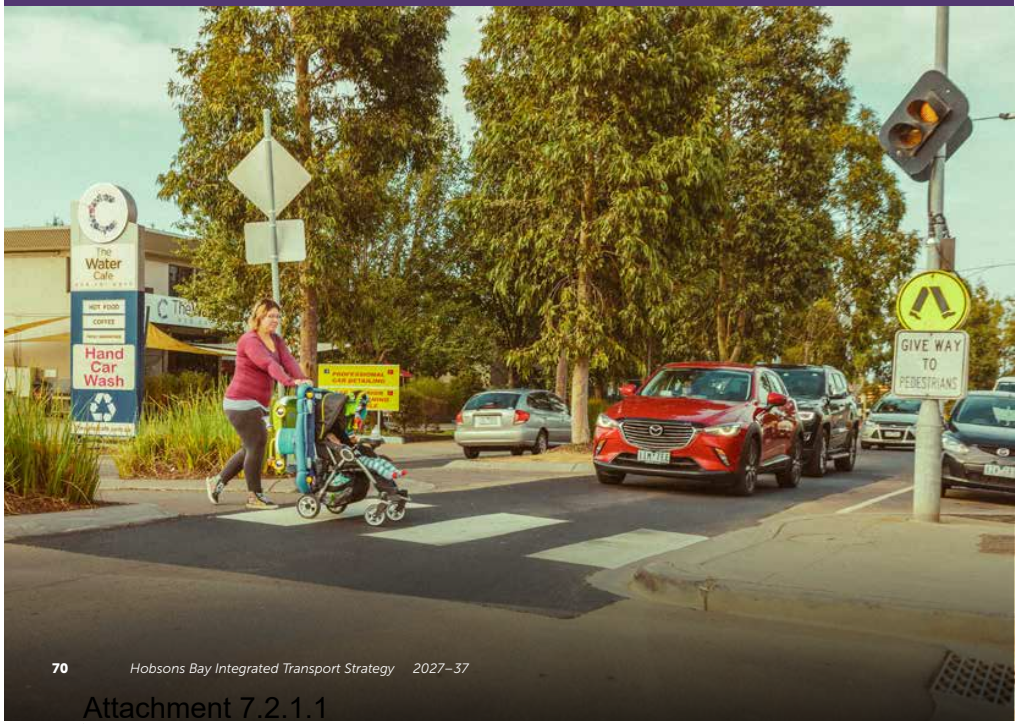
PI 9: More dwellings within 400m of the shared path/trail network

PI 10: More protected or separated bicycle paths

PI 11: More schools with published school access plans

Theme 4

SAFE



6.1 Introduction and objective

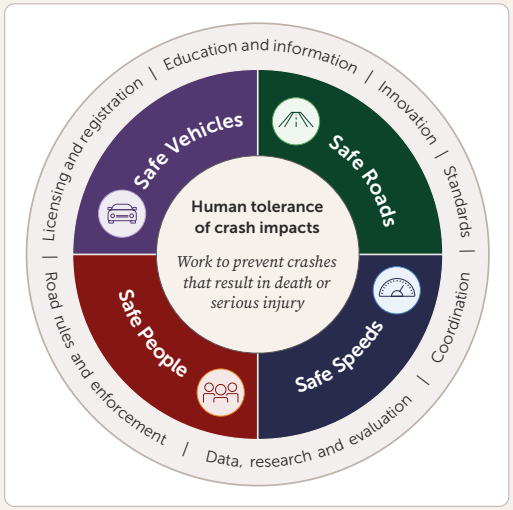
Ensuring everyone can get to where they need to go safely is a primary objective of a well-functioning transport system.

All levels of government are aligned with Vision Zero, which aims for zero deaths and serious injuries on the road network by 2050. To achieve this ambitious goal, the Safe System approach to road safety underpins transport planning in Hobsons Bay.

The Safe System approach assumes that people make mistakes, are fragile, and that road safety is a shared responsibility. It also emphasises the importance of building a safe and forgiving road system. A Safe System road network focuses on safer roads, safer speeds, safer vehicles and safer people.

Council will focus on building a safer road network by implementing various strategies to help everyone move around Hobsons Bay safely and comfortably, no matter how they travel.

Figure 6.1 **Safe System approach**



Source: Victoria Police (2024)

Attachment 7.2.1.1

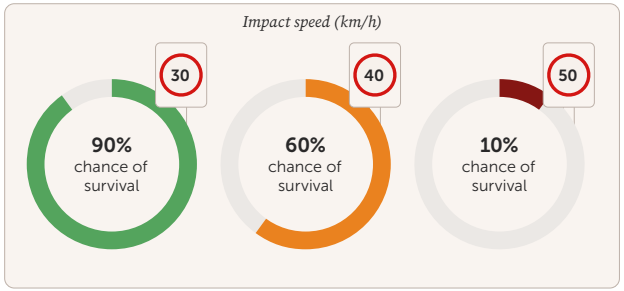
6.2
Context

6.2.1
Road safety

Road safety is critical to ensuring that everyone who uses the transport network can get home safely. Safe speeds and local street speed limit reductions were identified during community engagement as strategies to help the community feel safer on Hobsons Bay's streets. Vulnerable road users (VRUs), such as people who walk, people who ride a bicycle or scooter, and motorcycle riders, are significantly more likely to die or be seriously injured in crashes at speeds above 30 km/h.

The risk of fatality for a person walking if hit by a vehicle travelling at 30 km/h, 40 km/h and 50 km/h is shown in Figure 6.2 below. The chance of surviving a crash is significantly higher when the impact speed is 30km/h, even when compared to 40km/h impact speeds, suggesting that even at low speeds, reviewing speed limits has a significant impact on safety of VRUs.

Figure 6.2 **Chance of pedestrian fatality by impact speed**



Source: M&PC based on Victoria Walks (2025)

Note that this data is for average pedestrians, and the chance of survival is even lower for children and the elderly. Vehicle design also has a significant impact on injury rates and chance of survival. The trend towards vehicles with higher front bonnets means that these vehicles in particular need to be slowed down in urban environments and significantly where there are children present.

Protecting all road users, even on Hobsons Bay's local roads, is just as important as on higher-speed arterials, particularly for VRUs. Certain locations around Hobsons Bay experience more crashes involving VRUs than others.

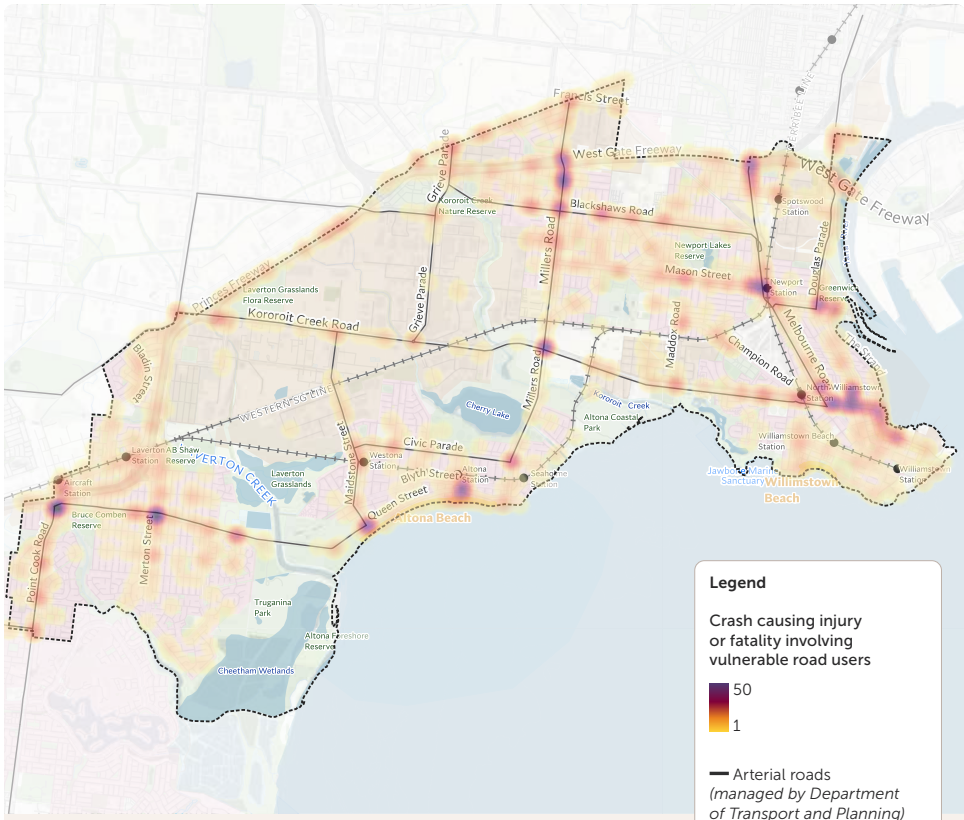


Figure 6.3 **Crashes causing injury or fatality involving VRUs**

Crashes involving VRUs typically occur in activity centres and key destinations. These areas see vehicles sharing space with other users due to the high number of destinations, increasing the risk of interactions between people who walk or ride and vehicles.

Most crashes involving vehicle drivers and passengers occur on arterial roads and key direct corridors in Hobsons Bay. As many of these corridors are managed by the Victorian Government, Council's role is primarily to advocate for safety improvements.

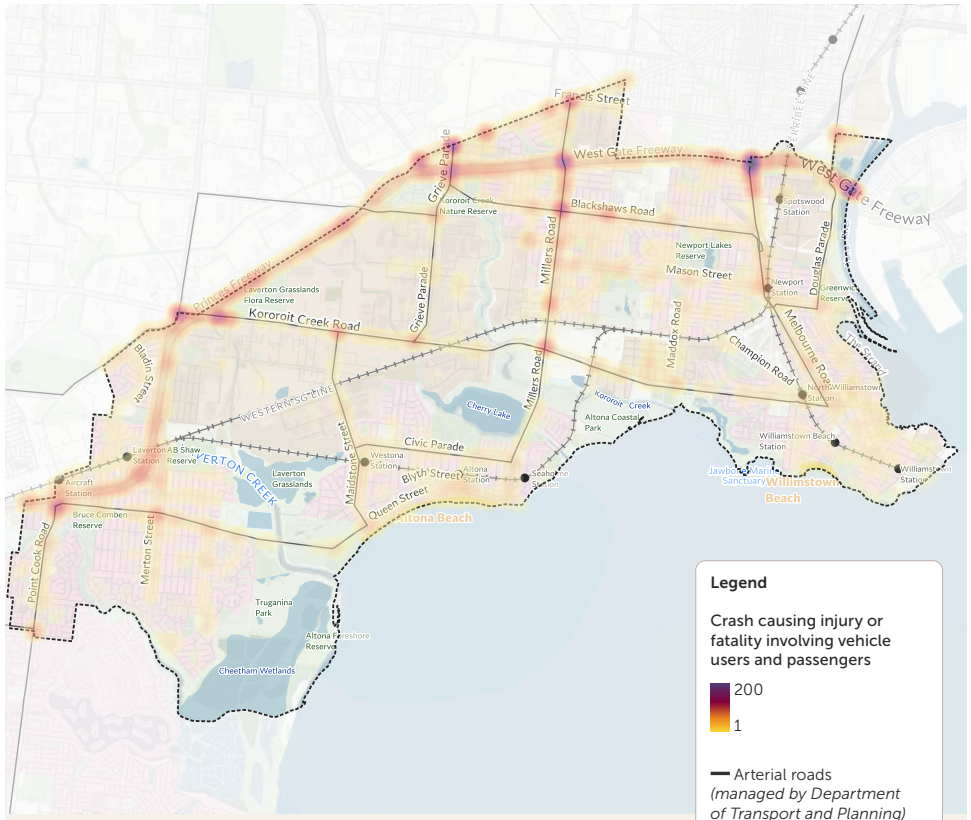


Figure 6.4 **Crashes causing injury or fatality involving vehicle drivers and passengers**

Safety at intersections is critical for all road users. Certain intersection designs can increase the risk of crashes, particularly where drivers are required to judge gaps in traffic, such as at large roundabouts, unsignalised intersections and right turns across oncoming traffic. Council continues to improve safety at these locations through its ongoing capital works program.

6.2.2
Intersection and crossing safety

Many in the community feel unsafe when walking or riding along arterial roads due to lack of safe crossings. This is a challenge for Council, as these roads are state-managed and therefore require the state government to install any new crossings.

Hobsons Bay is working to improve the safety of intersections. Some intersections, particularly roundabouts, can be difficult to cross without priority crossing infrastructure. Traffic, particularly at busy times of day, can be fast-moving and have few gaps between vehicles. This makes it difficult for people walking to judge when it is safe to cross traffic or to wait until a vehicle stops and allows them to cross one leg of the roundabout.

Without crossings, people who walk are forced to anticipate traffic flow and cross when they think it is safe. This is especially dangerous for vulnerable people. It is also particularly dangerous at night or during inclement weather.

Smaller protected roundabouts and protected intersections, particularly those with priority crossings for bicycle riders and pedestrians, are typically safer than traditional intersections as they significantly reduce the number of conflict points due to the simplified flow of traffic.

Figure 6.5 **Mason Street roundabout with priority crossing infrastructure**



Source: Google Maps (2023)

6.2.3
Travel to school

About 17 per cent of Hobsons Bay residents, or 17,000 people, are school-aged (between 5 and 18 years old). With 29 schools in Hobsons Bay, and approximately a quarter of vehicle trips between 8am and 9am heading to a primary or secondary school,[14] school precincts create and experience heavy traffic.

Encouraging more students to walk or ride to school will help reduce vehicle traffic around schools and on nearby arterial roads, while improving safety for everyone in the community. Supporting safe travel behaviours at this impressionable age-range establishes safe and active travel behaviour patterns into adulthood and future generations.

Councils, the state government, schools and other organisations have developed and run many programs that encourage families to walk or ride to school across Victoria and Australia.

Figure 6.6 **Walk and ride to school programs**



School Streets
- Some local streets surrounding the school are closed to traffic
- Students are encouraged to play in the street and participate in activities
- Frequency of events can be decided by school



Safe Routes to School
- Routes which are supported by safe infrastructure and low traffic streets are identified
- Routes and distances marked with decals, potentially using student art



Walk, Ride and Scoot to School Day
- Students are encouraged to walk, ride or scoot to school on a specific day
- Can potentially be motivated by house points and rewards
- Often a yearly event, but frequency can be increased



Walking School Bus
- Students meet along a set route and are 'picked up' by the walking school bus, 'driven' by adult volunteers
- The group travels to school together, collecting students along the way



Cycle Bus
- Students with bicycles meet along a set route and are 'picked up' by the Cycle Bus, 'driven' by adult volunteers
- The group travels to school together, collecting students along the way

Source: M&PC, with images from City of Merri-bek. Bicycle Network, Bicycle Queensland, Pedestrian Council of Australia, and Zero Emissions Noosa (2026)

In 2026, the School Open Streets Guide and Toolkit for Australian Local Governments was released, which provides detailed guidance for councils in developing their own open streets/school streets program. This document makes the process for setting up a travel to school program clear, reducing organisational burden.

Schools across Hobsons Bay can participate in these programs, with Council support in organisation, promotion and funding through grant applications. Families will feel safer participating in these programs if the surrounding area has safe infrastructure.

[14] Victoria Walks (2023). Walking and Transport in Melbourne 2023 Update, p. 5.

6.2.4
What was heard

Safety is vital to supporting the community in feeling comfortable travelling by whatever mode they choose. Road safety, pedestrian safety and safety for people who ride were common priorities across the community. Road safety priorities for the community include:

- Improvements to intersections, particularly busy roundabouts such as Kororoit Creek Road and Millers Road, and the Ferguson Street roundabouts
- Reduced speed limits in areas with significant pedestrian activity at street level, and purely residential streets
- Improvements to freeway on- and off-ramps

A key focus for the community to improve safety is increasing the number of pedestrian crossings across Hobsons Bay. In particular, the community identified arterial roads as being difficult to cross safely.

Introducing and promoting active travel programs is supported, including School Streets. These programs improve the safety of everyone in the precinct, no matter how they travel.

The community noted that improved lighting will support a sense of safety when in public, including around public transport stops.

6.2.5
What Council has done to date

Speed limit reductions

Speed limit reductions maximise the benefits of infrastructure investments. With slower traffic, it becomes safer for people who walk to cross roads in more conditions and more comfortable for people who walk on the footpath or people who ride. Lower speeds give drivers more opportunity to see a person who is walking or riding and stop if necessary.

Lower travel speeds also increase the capacity of roads to accept turning traffic and, in many cases, smooths the flow of traffic between signalised intersections. At lower speed, vehicle occupants can also gain a better feel for where they are and what surrounds them, improving the visibility of local businesses.

Local area traffic management

Local area traffic management (LATM) devices are infrastructure improvements that reduce vehicle speeds, deter rat-running through local streets, and improve safety for people who walk and ride. Council has prepared LATM plans for neighbourhoods across Hobsons Bay, identifying crossing upgrades, new footpaths and bicycle infrastructure, speed limit changes and traffic management device.

Around schools, activity centres and across neighbourhoods, LATM devices will support VRUs to feel safe and secure and reduce conflict for drivers.

Additional LATM studies are planned, and will review each area, identify safety, accessibility and comfort needs for all users, but particularly people who walk or ride, can be improved through infrastructure interventions. The ability to live locally and feel safe in neighbourhoods across Hobsons Bay will be improved through these studies. These taking place on a rolling basis will allow Council to assess the areas regularly as demographics, travel habits, and needs change.

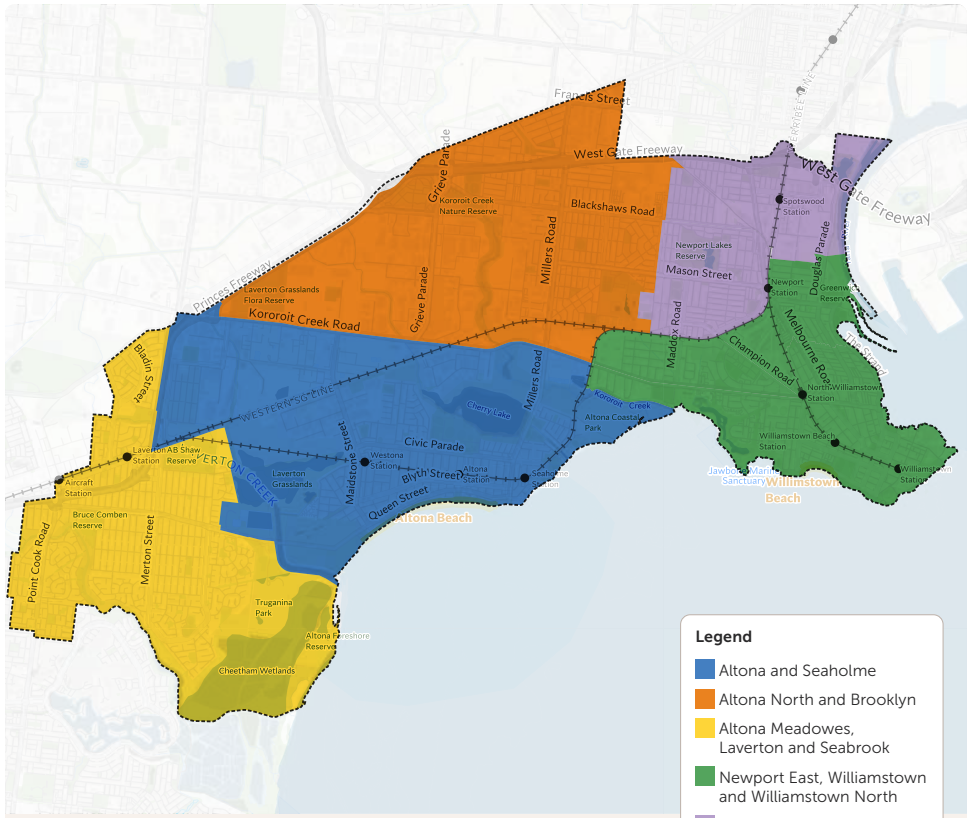


Figure 6.7 **LATM precincts**

Road safety and intersection upgrades

Council has undertaken intersection and road upgrades to improve road safety and reduce the risk of crashes, based on the Safe Systems principles. Upgrades include installation of LATM devices, upgrades to roundabout road, crossing and bicycle infrastructure, and installation of pedestrian-operated signals and other prioritised crossings

6.3 Strategic direction

D15: Safe and prioritised pedestrian crossings, particularly of arterial roads, provided regularly at convenient locations

Many of the crashes in Hobsons Bay which involve vulnerable road users occur on arterial roads. These roads carry more traffic and are typically fast moving. These roads are typically managed by the Department of Transport and Planning, which requires confidence that it will have broad community support for changes.

Advocating for busy (typically state managed) roads to provide safe and prioritised crossing opportunities will increase the number of people who walk, decrease traffic congestion and reduce the number of crashes in Hobsons Bay.

D16: Aim for regular mid-block signalised pedestrian crossings provided every 80 to 100m in activity centres[15]

Movement through some activity centres in Hobsons Bay, such as along Ferguson Street and Douglas Parade, creates a large number of crashes impacting on people who walk. These crashes impact on individuals, and reliability of road links which are interrupted while people affected are cared for.

Increasing the number of mid-block crossings will allow people to access both sides of streets in activity centres, improving safety and increasing local economic activity. Slowing traffic moving through these centres with regular pedestrian movement and low speed limits is shown to increase local economic activity as even drivers pay more attention to their surroundings and are more likely to notice local shops (and sales).

D17: Wombat crossings provided on left turn slip lanes at intersections on arterial or sub-arterial roads

All vehicles need to give way to pedestrians crossing a slip lane. In some locations this road rule is reinforced through the application of a zebra crossing across the slip lane. This type of crossing does not slow vehicle speeds down.

Advocating for provision of wombat crossings across slip lanes on arterial or sub-arterial roads will create a raised surface to both slow vehicles down and make pedestrians more visible for vehicles. Prioritising the crossings most needed to improve connectivity across Hobsons Bay will assist the community with funding requests and grant applications.

D18: Aim for safe and prioritised pedestrian crossings provided at roundabouts on arterial and sub-arterial roads, in activity centres, and within 200m of schools

People walking do not have the right of way at roundabouts unless there is a zebra crossing (or slip lane). Crossing at a roundabout requires anticipating the flow of traffic and breaks in traffic. This can be very difficult in locations with high traffic volumes or speeds, such as arterial and sub-arterial roads, or in activity centres and around schools at pick-up and drop-off times.

Providing prioritised pedestrian crossings, such as signalised crossings or wombat crossings, will help people walking to safely and confidently cross at roundabouts. This will reduce the number of crashes involving people walking and improve the reliability of roundabouts in meeting all road user needs.

[15] Global Designing Cities Initiative (2016). Global Streets Design Guide, Global Designing Cities Initiative, Island Press

D19: Aim for new on-road bicycle infrastructure to be protected from vehicle traffic by physical barriers, 1.5m wide buffers or parked cars (with 0.8m wide buffers), depending on the context

Currently, most on-road bicycle infrastructure in Hobsons Bay is either painted lanes next to traffic, parking lanes, or lanes with painted buffers. These provide minimal protection for riders from moving vehicles or dooring. Most people are not confident enough riders to use these facilities even if they would like to, as they do not feel safe enough.

To encourage more people to ride, and improve safety, physical barriers are best. These barriers can be bollards, concrete kerbs or parked vehicles (with a buffer to prevent dooring). Providing these facilities on key road links will better connect the bicycle network to all residents and workplaces across Hobsons Bay.

D20: Avoid walking and riding bridges and tunnels where better alternatives are available

Hobsons Bay has several physical barriers to movement, including busy roads, railway lines and creeks. These barriers can reduce connectivity, increase travel distances and make driving more necessary.

Bridges and tunnels for people walking and riding are generally not the preferred way to overcome these barriers. They can require people to travel out of their way and may provide an uncomfortable or isolated environment, particularly where there are limited entry and exit points. They can also be costly and difficult to integrate into the surrounding area.

More direct, convenient and accessible connections should be prioritised. Bridges and tunnels should only be considered where other practical, cost-effective and higher-amenity solutions are not available. For creek crossings, alternative treatments may include culverts and appropriate signage to manage access during flood events.

D21: Aim for speed limits reductions to 30km/h around schools, activity centres, narrow and residential streets where appropriate

Since the release of the new Speed Zoning Policy in 2025, councils are able to implement 30km/h zones in areas with high pedestrian activity. Lowered speed limits improve outcomes for vulnerable road users when involved with crashes, with the chance of survival being 90 per cent for a person walking hit by a car travelling at 30km/h compared to 10 per cent when hit by a car travelling at 50km/h. They also increase the amenity of the area for people at street level, as there is less road noise and discomfort from fast moving vehicles.

When implemented around schools, safety improves and parents become more likely to allow children to travel to school. With fewer cars on the road, congestion and safety improves for everyone. In and around activity centres, these lower speed limits are shown to increase local economic activity, improve safety and reduce traffic congestion, as people spend more time in the centre and through traffic with no business in the centre avoids the slow speed limit area.

D22: Improve lighting around all bus stops

The Hobsons Bay community highlighted that perceptions of safety around bus stops is low, particularly at night. Specific demographic groups, such as women, gender diverse people, and people from diverse cultural backgrounds, more often report feeling unsafe at night.

To support safety and passive surveillance, Council will review lighting around bus stops and design of the public and private realm. This will lead to a set of priorities for the types of improvement required and the most important locations for the improvements to be implemented.

D23: Avoid uncontrolled filtered right turns at intersections where traffic is moving above 60km/h

Uncontrolled filtered right turns are those which do not provide any dedicated priority signal phase for the right turns to occur. This means that drivers must wait in the intersection for a gap in traffic before turning. This is dangerous due to a range of factors related to sightlines, traffic speeds, and human behaviour related to gap acceptance and risk perception.

Avoiding uncontrolled filtered right turns on roads with speed limits of 60km/h or above will improve safety. This will redirect right turns to those roads with lower traffic volumes and slower traffic, reducing the complexity and risk of the turn. Trialling these changes through a research phase will assist the community to understand the risks related to uncontrolled filtered right turns and help to change driver behaviour.

D24: Slow traffic through street design measures, such as carriageway narrowing and planting

There is a correlation between lane and street widths and vehicle speeds, with some wider streets increasing the confidence for drivers to travel at higher speeds. Speeding increases the risk for all in the community, including drivers and people walking or riding bicycles. Slowing vehicles can come in the form of LATM infrastructure, such as speed cushions, but can also be supported by roadway narrowing.

On appropriate streets, traffic can be slowed through street design measures. Increasing planting and vegetation in the roadway and expanding nature strips visually, and often physically, narrowing the roadway, and encouraging slower speeds. In addition, expanding footpaths and installing bicycle infrastructure also narrows the roadway, slowing speeds without the need for LATM infrastructure.

6.4
Actions

Deliver

A50. Undertake regular LATM studies, with one precinct undertaken every two years on rotation

A51. Prepare and implement a Road Safety Strategy, including a prioritised Local Area Traffic Management program focused on crash hotspots

A52. Investigate 30km/h speed limits around schools, activity centres, narrow streets and residential neighbourhoods, consistent with DTP's Speed Zoning Policy, and seek DTP approval where supported

A53. Develop projects identified through LATM studies and road safety investigations for consideration in future Capital Works Programs

Partner

A54. Explore School Street trials or other travel to school programs in partnership with schools across Hobsons Bay

A55. Work with DTP to plan corridor-wide safety upgrades on arterial roads with high numbers of serious crashes

Advocate

A56. Advocate for state government upgrade of unsafe arterial road roundabouts

A57. Continue to work with the state government to install additional mid-block pedestrian operated signals across arterial roads

6.5
Performance Indicators

PI 12: Reduced crashes around activity centres and schools

PI 13: Increased safety (and perceptions of safety) at transport stops and hubs

PI 14: More students and families walking and riding to school

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Theme 5

LIVEABLE



Attachment 7.2.1

7.1
Introduction and objective

Hobsons Bay is fortunate to have access to beautiful natural landscapes, coastline, tourism opportunities, and attractive, varied neighbourhoods.

To maintain the high standard of living in Hobsons Bay, the vibrancy of streets, neighbourhoods and activity centres should be supported. Providing travel options to key local destinations, managing congestion and parking and undertaking public realm upgrades increase the liveability of the municipality.

Liveability is improved by supporting enjoyable, reliable and convenient travel, creating comfortable spaces, and enhancing the features that make Hobsons Bay distinctive

7.2
Context

7.2.1
Activity centre planning

Activity centres are the beating hearts of neighbourhoods. Shops, medical centres and pharmacies, take-away and eat-in restaurants, and sometimes community facilities and schools are co-located. Centres come in various sizes and fulfil differing roles for the community, everyday errands for local centres and specialised needs and services for large metropolitan centres.

Due to the importance of activity centres in the lives of Hobsons Bay residents and visitors, it is critical that centres are managed and designed to support users' comfort and convenience. Council strategies, such as the draft Activity Centre Strategy, identifies the preferred public space treatments to support safety, amenity and comfort in activity centres.

Parking

Depending on the size of the centre, its geographic catchment varies. Larger centres draw shoppers from a wider catchment, relying more heavily on car access. These locations typically require larger, more expensive car parking areas. These areas require careful management to ensure they meet the needs of the people who use these centres.

Council will manage parking to support access to activity centres, local businesses, community facilities and public transport. Parking management will prioritise turnover, accessible parking, clear signage, safety and efficient use of existing spaces before considering additional supply.

Parking areas are generally paved, with limited dedicated space for people who walk. This reduces comfort and safety for people walking through parking areas and makes them unattractive and uncomfortable on hot days due to the lack of shade.

To improve comfort and amenity, additional canopy vegetation will be installed in large at-grade parking areas with minimal shading. This will also reduce urban heat by shading areas of paving that would otherwise trap heat.

Public spaces

In addition to shops and services, activity centres include spaces for people to linger. Therefore, it is important that streets are attractive and comfortable. Public space improvements in centres typically include places for people to linger, sit and meet, slower traffic speeds, more priority for pedestrians, public art, and planting of a variety of vegetation.

Access for all modes

Supporting local access to activity centres by all modes is important for managing local traffic and parking and for supporting independent movement for everyone. Currently, the Hobsons Bay footpath network largely runs through residential areas and to activity centres. However, supporting infrastructure that helps people feel safe and comfortable while walking can be improved.

Urban greening and vegetation is vital to helping people to feel comfortable walking due to the significant cooling and shading benefits trees provide. This can be integral to people's decision-making process, particularly during the summer months.

Safe, separated, protected bicycle lanes make it easier to use a bicycle for transport to activity centres, but they are currently not extensively provided. In addition, a common sentiment among the community was that more bicycle parking should be provided at key destinations. Inadequate bicycle parking discourages bicycle use.

Access to activity centres by bus can support people who are unable to walk or ride long distances or drive to travel independently. Currently, buses travel to all key activity centres in Hobsons Bay; however, their directness, frequency and convenience vary significantly. These bus routes would need to be more direct and frequent to provide accessible and comfortable connections to various centres.

7.2.2
EV infrastructure

Electric vehicles (EVs) are helping the community reduce carbon emissions, and local economic vulnerability to petrol price shocks. State governments and the federal government are introducing more policies and incentives to support the transition towards renewable and sustainable vehicles. Globally, this has expanded the range of EV options available across the market.

As more people switch to EVs, the community has become more interested in how they can charge their vehicles close to home. This is particularly relevant to people who have purchased a dwelling without a car parking space on the expectation that if they decide to buy a car, it can be stored on public property (typically in their street).

Like diesel, petrol and gas, EV charging is generally provided by the private sector. Public EV charging is typically located at some Council-owned facilities such as the Civic Centre, community centres, libraries, or parks and reserves. Public EV charging is typically provided as part of state or national schemes to fill the gap in private market investment prior to mass conversion of petrol stations to EV charging.

Due to significant infrastructure and maintenance requirements and costs, it is not viable for Council to provide EV charging locations for the whole community and manage these spaces over the long term. The provision of EV charging requires support from third-party providers.

Council will continue to monitor EV charging options for residents who do not have off-street parking. However, it is not the responsibility of other ratepayers (funding Council resources) to provide charging facilities for any resident that purchases an EV. Instead, Council's role is limited to providing a small number of bays that anyone can use without creating safety issues and negative impacts for other members of the community.

Where Council supports publicly accessible EV charging, it will generally be located at suitable destinations rather than in residential streets. Charging infrastructure would typically be delivered and operated in partnership with third-party providers, allowing drivers to visit a charging location when needed, similar to visiting a petrol station. This approach would help avoid obstructing footpaths, reducing the supply of residential parking, or creating safety and accessibility issues for other road users.

Of the nine charging locations in Hobsons Bay, five are at private businesses, and the remainder are at Council facilities as shown in Figure 7.1 on the following page.

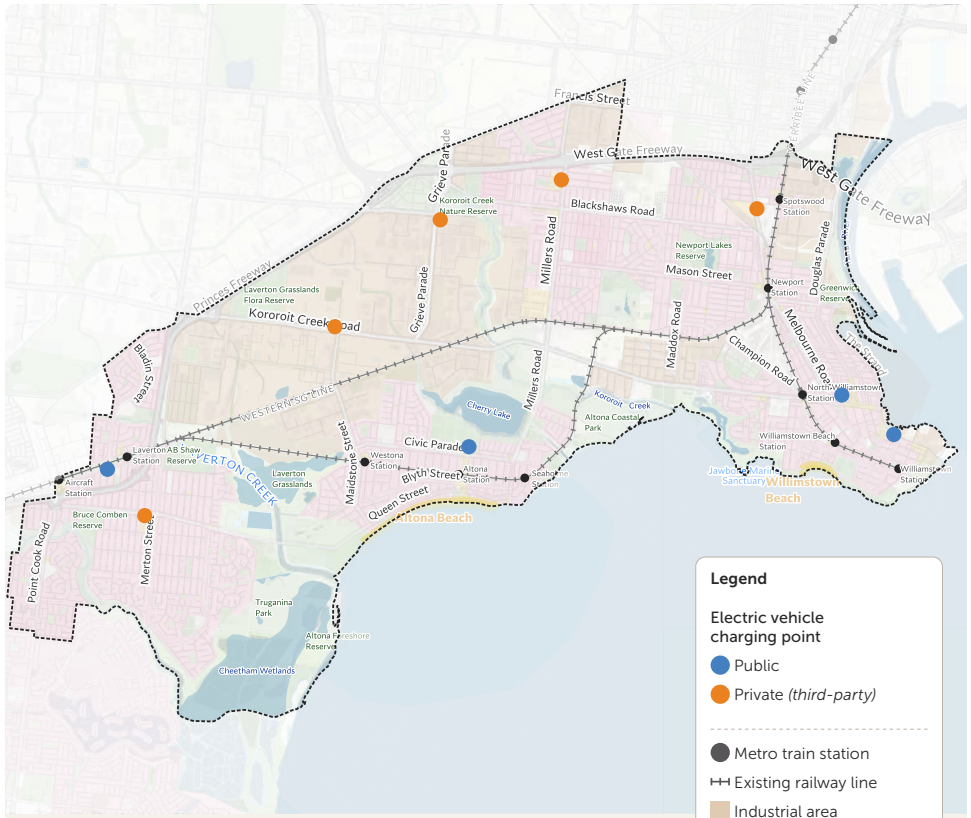
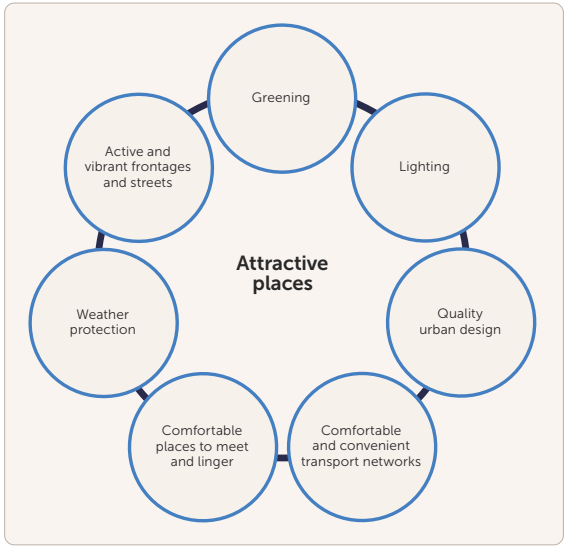


Figure 7.1 **EV charging point land ownership types**
(at time of writing in 2026)

7.2.3
Attractive places

To create more comfortable places in Hobsons Bay, a number of features and strategies should be considered.

Figure 7.2 **Features of attractive places**



Source: M&PC (2026)

Creating attractive places and streets across Hobsons Bay will help the community feel comfortable spending more time in Hobsons Bay's neighbourhoods and activity centres.

In particular, street and public space greening is vital to support people feeling comfortable. As discussed above, urban greening and vegetation provides significant cooling and shading opportunities, supporting the comfort of people walking and in public spaces.

One feature of Hobsons Bay that the community values and would like to see supported is the nature and open spaces across the municipality. Residents want to have attractive places to walk from their house to nearby things including parks and local shops. Experience in open spaces is enhanced by the leafy and cool environment from shading from vegetation, and the biodiversity of these spaces.

7.2.4
Managing congestion

Supporting easy and comfortable movement on the Hobsons Bay road network will increase the comfort of moving around the municipality, while also improving safety. Currently, many roads, such as state-managed arterials, experience congestion particularly during peak periods.

Due to Hobsons Bay's peninsula location and being bordered by the Princes/West Gate Freeway, through traffic (such as those travelling from Wyndham to the inner suburbs), do not typically use roads within Hobsons Bay. Therefore, managing congestion on Hobsons Bay's roads will support comfort and liveability for residents, workers, and visitors of the municipality. Upgrades to road infrastructure, such as lane arrangements and intersections, as well as supporting people to consider a range of modes when travelling will work to reduce congestion on Hobsons Bay's roads.

7.2.5
Urban Heat Island effect

The Urban Heat Island (UHI) effect occurs when an urban environment experiences much warmer temperatures than nearby rural or natural areas. This is caused by the materials used in buildings and infrastructure, which absorb more heat than natural environments; lower levels of vegetation and shade reduce the natural cooling that plants provide; and human activities that generate heat, such as transport and industry.

Large expanses of roads and carparks contribute to the UHI in Hobsons Bay, intensifying the heat-related impacts of climate change, making increased temperatures and extreme hot weather events more severe. Strategies to help reduce the impacts of UHI include increasing vegetation and green spaces, providing shade, and incorporating water-sensitive urban design (WSUD) into urban planning.

Many factors constrain Council when planning for and implementing street tree planting, including underground services, road geometry, drainage, sight distance and footpath clearances. When undertaking street greening, Council is committed to an integrated approach which considers the entire street cross section, balancing canopy with services, drainage and clearances.

7.2.6
Economic vitality of industrial and commercial precincts

To ensure Hobsons Bay remains economically productive, with opportunities for employment, industry and enterprise, it is vital that transport supports employees and employers. Ensuring employees can safely and conveniently access their jobs through a range of travel options is vital to businesses having access to a labour force that operates efficiently.

In areas adjacent to industrial and freight heavy locations, parking can be a conflict point. Pressure for on-street parking, where loading and parking are both needed for different users can cause on-street management challenges. This is similar in commercial areas, where businesses require on-street loading and pick-up/drop-off spaces, while shoppers are competing in the same space for parking to access these shops. This can be mitigated through a strong on-street parking management plan and hierarchy.

It is important that workers have options as to how they will travel to and from their place of employment. Currently, the industrial areas in Altona and Altona North have limited convenient and safe transport options other than driving. Buses to these areas are infrequent, do not venture far into the precinct, and are not connected to an expansive footpath network. Increasing travel options opens up employment opportunities to a wider catchment and makes it easier for businesses to find workers.

Flexible transport solutions can support businesses in underserved industrial areas to provide transport alternatives for workers. This can include employer-run community buses, travelling between places of work and train stations, or on-demand buses such as FlexiRide buses to allow riders to book a service within a designated area. Council will support flexible transport solutions explored by employers to help employee access.

7.2.7
Principal Freight Network and collaboration with other Councils

Freight movement needs to be efficient and safe in order for businesses to remain viable across Hobsons Bay. Freight corridors need to be efficient, appropriate and well maintained to protect Hobsons Bay's productivity as an industrial centre into the future. Key freight corridors, should be maintained to support efficient freight movement.

Key sensitive land uses, such as schools and medical centres, should be minimised and appropriately managed on these routes, to allow freight to move at any hour operators require, without compromising residents' and the community's liveability and safety. Managing development on key freight routes will be further addressed in the Draft Industrial Land Management Strategy, Industrial Design Guidelines 2026 and future freight policy.

7.2.8
What was heard

A common sentiment during engagement was that the community loves Hobsons Bay for its lifestyle and liveability. The community loves the parks, open spaces, and access to beaches, as well as the village feel of some centres across Hobsons Bay.

Public space upgrades are valued by the community because these spaces are attractive and make visiting these destinations comfortable. Planting trees along footpaths and in public spaces is also supported to improve the municipality's liveability.

Protecting key freight corridors was identified as a strategy to mitigate freight's impact on other corridors, including residential areas and roads with community facilities. The community was eager for more truck bans to be installed on these corridors across Hobsons Bay.

7.2.9
What Council has done to date

Public space upgrades

Council is continually undertaking urban design and public space works to improve the attractiveness and comfort of these spaces. Upgrades to destinations including Pier Street and the Altona Foreshore are recent examples of high-quality public realm upgrades.

Street greening

Council is working to cool the municipality and improve the comfort of public spaces, including streets, by planting trees and other vegetation. Street greening has significant benefits for the environment and liveability of all residents in Hobsons Bay. The cooling effect of street trees improves comfort and amenity for people who walk and ride. Cooler streets with more protection from weather encourages people to spend more time in streets out of their vehicles, such as walking to school or riding their bicycle. Greening public spaces, such as strategic walking routes, school routes, activity centres and other paths will help cool Hobsons Bay and support amenity for the community.

Council continues to plant new street trees and replace ageing trees every year through the street tree planting program, to improve the comfort of streets and people in Hobsons Bay.

Electric vehicle charging

Council is investigating and refining its role in supporting EV charging at privately and publicly managed EV charging locations. Council continues to facilitate where future public EV charging stations should be located and to identify the appropriate infrastructure and providers for a future EV charging trial.

Future industry planning

Hobsons Bay City Council has been working to better plan the future of its industrial areas. Easy access to key transport corridors is a key benefit of Hobsons Bay's industrial precincts, including Brooklyn's proximity to Geelong Road, Spotswood's proximity to the train station, Williamstown North's proximity to rail freight infrastructure, and links to the Principal Freight Network, the Port of Melbourne and the CBD. Council is committed to protecting industrial precincts and freight connections without impacting sensitive uses.

Attachment 7.2.1.1

7.3
Strategic direction

D25: Improved public spaces in and around all activity centres

In recent years, Council has undertaken various public space upgrades around key locations in Hobsons Bay. This includes upgraded pedestrian spaces, additional seating and lighting, artwork, planting and vegetation, and safety infrastructure for people who walk and ride in in key activity centres and public spaces, such as the Altona Foreshore and Pier Street upgrades completed in 2023.

Ongoing works will focus on safety, comfort, and experience of people in these centres. Improved public spaces in activity centres will support people feeling safe walking or riding to and within these centres. It will also improve the experience of being in centres, leading to more time spent and potentially more economic investment in local centres and businesses. A draft Activity Centre Strategy is currently under development, and will further work to strengthen these centres.

D26: Support Council's urban greening targets by retaining nature strips and installing vegetated kerb outstands in strategic locations or as part of kerb and channel renewal

Council's Urban Forest Strategy aims to increase canopy cover in Hobsons Bay to 30 per cent by 2040 from 7.5 per cent in 2020. Nearly two-thirds of these trees are found in streets, parks and reserves. Council has limited control over private trees. The network of local streets is a significant asset under Council's control, and is a significant heat sink, making our neighbourhoods hotter in summer. It will generally take several decades to replace any lost canopy cover. This necessitates all alternative design arrangements be explored when undertaking roadworks prior to removal of any existing trees.

Increasing the amount of canopy planting in vegetated kerb outstands, nature strips and car parking areas will help to achieve the community's greening targets. In some locations, new infrastructure may require trees to be removed but the aim is to retain and replace tree canopy.

D27: Protect and enhance existing industrial areas close to major freight transport networks

Hobsons Bay needs to retain the industrial precincts and avoid fragmentation of land uses. In particular, ensuring that industrial precincts are located with easy access to major freight transport routes will protect and enhance the economic vitality and productivity of these areas and businesses – particularly as traffic congestion increases across the whole metropolitan economy.

Efficient and reliable operation of key road and rail freight corridors, such as the Princes and West Gate Freeways, Kororoit Creek Road and the National Standard Gauge Rail Network, will minimise negative impacts of freight on the rest of the Hobsons Bay road network. Fast access to the Port of Melbourne, and protection of large land parcels along the rail freight corridor in Altona will also support efficient movement of freight across the network.

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D28: Mitigate and manage construction of new industrial land uses near sensitive uses such as residential, education and medical

Many industrial areas are located in areas that also have residential and other land uses nearby. This can negatively impact on sensitive land uses including residents and students. Negative impacts include noise pollution, particulate pollution, smell, traffic and safety issues.

Future planning will manage and discourage allowing industrial precincts to be located near sensitive lands uses to minimise the negative impacts from freight vehicles and industry. Discouraging this from the planning stage will ensure key freight routes do not interact with these uses. This will be further explored in the Draft Industrial Land Management Strategy and future freight policy.

D29: Discourage development of sensitive land uses along major freight corridors where appropriate

In some locations, sensitive land uses, such as medical centres and schools, have been established or expanded on key freight corridors, which can create poor amenity and safety outcomes. Despite the activity which may develop on some corridors, truck bans and diversions are unsuitable for a number of key freight corridors in the municipality.

Managing situations where community needs and expectations conflict with the needs of business and industry is important to maintaining a high quality of life and a productive local economy. Appropriately mitigating development of sensitive uses along key freight corridors will retain the priority and efficiency of these corridors which are integral to Hobsons Bay's economic vitality.

D30: Investigate installation of public electric vehicle charging stations at activity centres and key destinations such as train stations

An increasing number of Australians are purchasing electric vehicles, particularly due to increasing fuel vulnerability and price shocks. With more EVs on the road, public charging facilities will be in higher demand.

Council can support a switch to EVs by planning and monitoring growth in the network of charging stations across the municipality. This will require partnership with EV charging service providers to understand their locational and space requirements and careful consideration of cost, equity, and safety implications.

D31: Avoid private resident EV charging which impacts both the footpath network and broad usability of on-street parking

People often charge their EVs at home, typically in their garage or carport. Some Hobsons Bay residents do not have access to private off-street parking, making charging EVs close to home a challenge. Council acknowledges the need to reduce the carbon footprint and cost of transport modes and supports uptake of EVs, while taking into account the associated risks, being EV charging cables and facilities can create trip hazards, and need regular maintenance to ensure they are safe.

D32: Incorporate holistic street design guidelines that respond to local context and needs and prioritise safety

Street design has a significant impact on the amenity, health, safety, and liveability of Hobsons Bay. The legacy street network has been designed for car use and storage with minimal priority given to people living, playing and enjoying the street space.

Developing a holistic street design guide will help Council respond to local context and needs when approving future developments or renewing kerb and channel and street surfaces. Safety of all users, particularly VRUs and vulnerable populations will be considered through using a Safe Systems approach to design of the public realm and streets, and considering Crime Prevention Through Environmental Design (CPTED).



7.4 Actions

Deliver

A58. More upgraded public spaces and streets across Hobsons Bay to support amenity and comfort

A59. Ensure planning applications involving public spaces and streets are in accordance with design principles in the Hobsons Bay Planning Scheme

A60. Develop a Parking Plan & Policy with a focus on activity centres and neighbourhoods

A61. Continue to support increased street tree planting and retention for improved amenity, particularly during road upgrades and along median strips

A62. Explore locations and providers for potential public EV charging in Hobsons Bay

A63. Develop an EV Charging Policy outlining Council's position, preferred locations and approach to working with third-party providers, informed by a kerbside charging trial

A64. Explore the potential for installing e-bicycle charging stations near key destinations along the Hobsons Bay trail network

A65. Install additional bicycle repair stations along recreational trails

A66. Include relevant transport and land use actions, design principles, and directions into the Hobsons Bay Planning Scheme to support long term planning and delivery

A67. Incorporate the ITS into the Hobsons Bay Planning Scheme

A68. Implement a street tree planting program to improve street amenity, reduce urban heat effect, and create desirable routes and pathways that encourage walking and sustainable transport

A69. Upgrade infrastructure for people who walk and ride to support access to activity centres, including places to rest and linger, lighting, and safe and convenient crossings

Partner

A70. Develop an optimal network plan for carshare services to be rolled out by private sector service providers

A71. Explore an optimal network plan for a shared bicycle scheme to be provided by private sector service providers

A72. Partner with businesses to support flexible and shared transport options, such as employer-run shuttle services, in industrial and employment areas

Advocate

A73. Advocate for additional and improved bus stop facilities across Hobsons Bay

A74. Advocate for improved bus services to industrial areas

All Themes

A75. Use the strategic priorities and future investigations in the Topic Snapshots (Appendix B) to guide the plans, policies, projects and advocacy in this Implementation Plan, and review them as each plan is prepared

7.5 Performance Indicators

PI 15: More publicly available EV charging locations, managed by external operators

PI 16: Increased canopy cover on Hobsons Bay's transport network

PI 17: Reduced freight traffic on residential streets

PI 18: More industrial workers travelling to work by active or public transport

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APPENDIX A

Implementation Plan

Theme 1

INCLUSIVE

Actions below arise from the Inclusive theme discussed in Chapter 3.

Short term | Medium term | Long term

Action	Description	Council role	Responsible Department	Short term (0-2 years) / Medium term (3-6 years) / Long term (7-10 years)
A1	Continue to provide accessible, inclusive walking and public space infrastructure across Hobsons Bay that prioritises urban greening	Deliver	Traffic & Transport, Engineering Design and Parks & Open Space	
A2	Continue to provide bicycle paths across Hobsons Bay, linking to key destinations	Deliver	Traffic & Transport and Engineering Design	
A3	Facilitate installation of mobility scooter charging stations at key destinations around Hobsons Bay	Deliver	Community Life	
A4	Improve wayfinding and signage to include accessible features	Deliver	Parks & Open Space with Traffic & Transport (technical input)	
A5	Install new accessible wayfinding and signage	Deliver	Parks & Open Space with Traffic & Transport (technical input)	
A6	Continue to provide community transport for transport disadvantaged residents	Deliver	Community Life	
A7	Continue to consider the impact on disadvantaged groups when undertaking transport works and projects	Deliver	Social Planning	
A8	Continue to design and upgrade public spaces and key destinations according to Crime Prevention through Environmental Design (CPTED) principles	Deliver	Parks & Open Space	
A9	Review and update Council's functional specifications and minimum standards for road and street elements	Deliver	Engineering Design	
A10	Update guidelines to ensure all TGSIs are provided on new paths and at intersections along strategic walking routes and within 400m of selected activity centres, schools and key destinations	Deliver	Engineering Design	
A11	Advocate to Metro Trains and DTP for accessible upgrades at all train stations, including Laverton and Newport stations	Advocate	Advocacy with Traffic & Transport (technical input)	
A12	Advocate to Transport Victoria and DTP for accessible bus stops across the municipality	Advocate	Advocacy with Traffic & Transport (technical input)	

Theme 2

CONNECTED

Actions below arise from the Connected theme discussed in Chapter 4.



Action	Description	Council role	Responsible Department	Short term (0-2 years)	Medium term (3-6 years)	Long term (7-10 years)
A13	Develop a policy and plan for efficient freight movements, including those related to industry and retail centres	Deliver	Traffic & Transport			
A14	Continue to update and implement the Asset Plan and Road Management Plan, reviewed every four years	Deliver	Strategic Asset Management			
A15	Develop a Public Transport Advocacy Plan setting out Council's public transport priorities, why each is a priority, and how Council will pursue them with the Victorian Government and neighbouring councils.	Deliver	Advocacy and Traffic & Transport			
A16	Protect large industrial sites with access to rail corridors through the Hobsons Bay Planning Scheme, to support rail freight and reduce freight traffic on roads	Deliver	Strategic Planning			
A17	Work with neighbouring councils to improve cross-boundary active and public transport connections	Partner	Traffic & Transport			
A18	Partner with freight and logistics companies to improve understanding of their needs and how Council can help maintain efficient freight movements that limit the impact on local communities	Partner	Economic Development with Traffic & Transport (technical input)			
A19	Work with neighbouring western region councils to prepare a Western Region Bus Improvement Plan, setting out shared priorities for bus network changes to put to the Victorian Government	Partner	Advocacy and Traffic & Transport			
A20	Advocate for improved safety and priority for people who walk and ride at all roundabouts on arterial roads	Advocate	Advocacy with Traffic & Transport (technical input)			
A21	Advocate for a western region bus review, particularly in the underserved areas of Altona Meadows, Altona North and Laverton, with frequent connections to train stations and work sites	Advocate	Advocacy with Traffic & Transport (technical input)			
A22	Advocate for the implementation of bus network efficiencies	Advocate	Advocacy with Traffic & Transport (technical input)			
A23	Advocate for improved regional public transport connections by extending services or creating new routes that cross municipal boundaries and connect to key destinations, including: • a rapid transit route between Highpoint and Tarneit via Altona North (and Paisley Station); • a Sunshine to Altona medium capacity transit corridor; • and a Newport to Sunshine medium capacity transit corridor along the existing freight corridor	Advocate	Advocacy with Traffic & Transport (technical input)			

Short term Medium term Long term

Action	Description	Council role	Responsible Department	Short term (0-2 years)	Medium term (3-6 years)	Long term (7-10 years)
A24	Advocate for increased service frequency and span for all public transport services	Advocate	Advocacy with Traffic & Transport (technical input)			
A25	Identify where standard-sized buses are not appropriate for the size of streets and demand for service, and advocate for the use of smaller vehicles	Advocate	Advocacy and Traffic & Transport			
A26	Advocate for the Westgate Punt to operate to the minimum service standards of public transport (6am to 9pm, seven days)	Advocate	Advocacy with Traffic & Transport (technical input)			
A27	Advocate for ferry services to have an improved presence on Transport Victoria's journey planner and mapping tools	Advocate	Advocacy and Economic Development, with Traffic & Transport (technical input)			
A28	Advocate for Melbourne Metro 2 (via Newport) to include the reopening of Paisley Station in Altona North as part of the works	Advocate	Advocacy with Traffic & Transport (technical input)			
A29	Advocate for positive outcomes for the Hobsons Bay community in each Level Crossing Removal Project (LXRP)	Advocate	Advocacy and Strategic Projects			
A30	Advocate for turn bans from arterial roads where regional through traffic seeks to create rat-runs	Advocate	Advocacy with Traffic & Transport (technical input)			
A31	Advocate for improved VicTrack-owned parking at stations, with a focus on personal security, compliance and reliability at all times of the day through management and restrictions	Advocate	Advocacy with Traffic & Transport (technical input)			
A32	Advocate to improve the rail freight connection to and through Sunshine	Advocate	Advocacy with Traffic & Transport (technical input)			
A33	Advocate to protect rail freight corridors from fragmented land development encroaching into large sites adjacent to the railway	Advocate	Advocacy with Traffic & Transport (technical input)			
A34	Advocate for truck-only lanes on the inside lanes of the West Gate Freeway and Princes Freeway	Advocate	Advocacy with Traffic & Transport (technical input)			
A35	Investigate and advocate for measures to improve the safety and efficiency of truck access to the Princes Freeway and West Gate Freeway	Advocate	Traffic & Transport			

Theme 3

ACTIVE

Actions below arise from the Active theme discussed in Chapter 5.

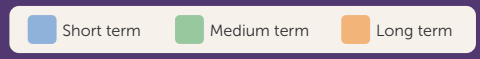


Action	Description	Council role	Responsible Department	Short term (0-2 years)	Medium term (3-6 years)	Long term (7-10 years)
A36	Continue to improve footpath quality across Hobsons Bay	Deliver	Engineering Design			
A37	Develop Neighbourhood Plans for each Hobsons Bay suburb	Deliver	Strategic Planning			
A38	Install more bicycle hoops, particularly in activity centres	Deliver	Parks & Open Space and Traffic & Transport			
A39	Develop a Wayfinding Strategy with a focus on specific user groups (recreation, commuter, tourism)	Deliver	Parks & Open Space and Traffic & Transport (technical input)			
A40	Continue to develop the GreenLine project	Deliver	Traffic & Transport			
A41	Identify areas where footpaths are required to allow safe access from roads to bus stops and work sites, particularly in the Altona and Altona North Industrial Precincts	Deliver	Traffic & Transport			
A42	Develop a Walking and Riding Plan that identifies network improvement priorities, infrastructure standards, key programs and future needs.	Deliver	Traffic & Transport			
A43	Work with schools in Hobsons Bay to improve traffic and transport accessibility including the development of school access plans	Partner	Traffic & Transport			
A44	Expand the local protected bicycle network to support increased bicycle riding around Hobsons Bay	Partner	Traffic & Transport			
A45	Continue to expand the Kororoit Creek Shared Trail, connecting through to Altona	Partner	Traffic & Transport and Projects & Infrastructure			
A46	Install the Railway Avenue shared use path	Partner	Advocacy with Traffic & Transport (technical input)			
A47	Advocate to DTP to investigate trial of allowing bicycles on buses	Advocate	Advocacy with Traffic & Transport (technical input)			
A48	Advocate to the state government for additional pedestrian crossings across arterial roads and creeks	Advocate	Advocacy with Traffic & Transport (technical input)			
A49	Advocate to the Victorian Government for investment in Strategic Cycling Corridors through Hobsons Bay, including safe connections into neighbouring municipalities	Advocate	Advocacy, with Traffic & Transport (technical input)			

Theme 4

SAFE

Actions below arise from the Safe theme discussed in Chapter 6.



Action	Description	Council role	Responsible Department	Short term (0-2 years) / Medium term (3-6 years) / Long term (7-10 years)
A50	Undertake regular LATM studies, with one precinct undertaken every two years on rotation	Deliver	Traffic & Transport	
A51	Prepare and implement a Road Safety Strategy, including a prioritised Local Area Traffic Management program focused on crash hotspots	Deliver	Traffic & Transport	
A52	Investigate 30km/h speed limits around schools, activity centres, narrow streets and residential neighbourhoods, consistent with DTP's Speed Zoning Policy, and seek DTP approval where supported	Deliver	Traffic & Transport	
A53	Develop projects identified through LATM studies and road safety investigations for consideration in future Capital Works Programs	Deliver	Traffic & Transport	
A54	Explore School Street trials or other travel to school programs in partnership with schools across Hobsons Bay	Partner	Traffic & Transport & Community Life	
A55	Work with DTP to plan corridor-wide safety upgrades on arterial roads with high numbers of serious crashes	Partner	Traffic & Transport	
A56	Advocate for state government upgrade of unsafe arterial road roundabouts	Advocate	Advocacy with Traffic & Transport (technical input)	
A57	Continue to work with the state government to install additional mid-block pedestrian operated signals across arterial roads	Advocate	Advocacy with Traffic & Transport (technical input)	

Theme 5

LIVEABLE

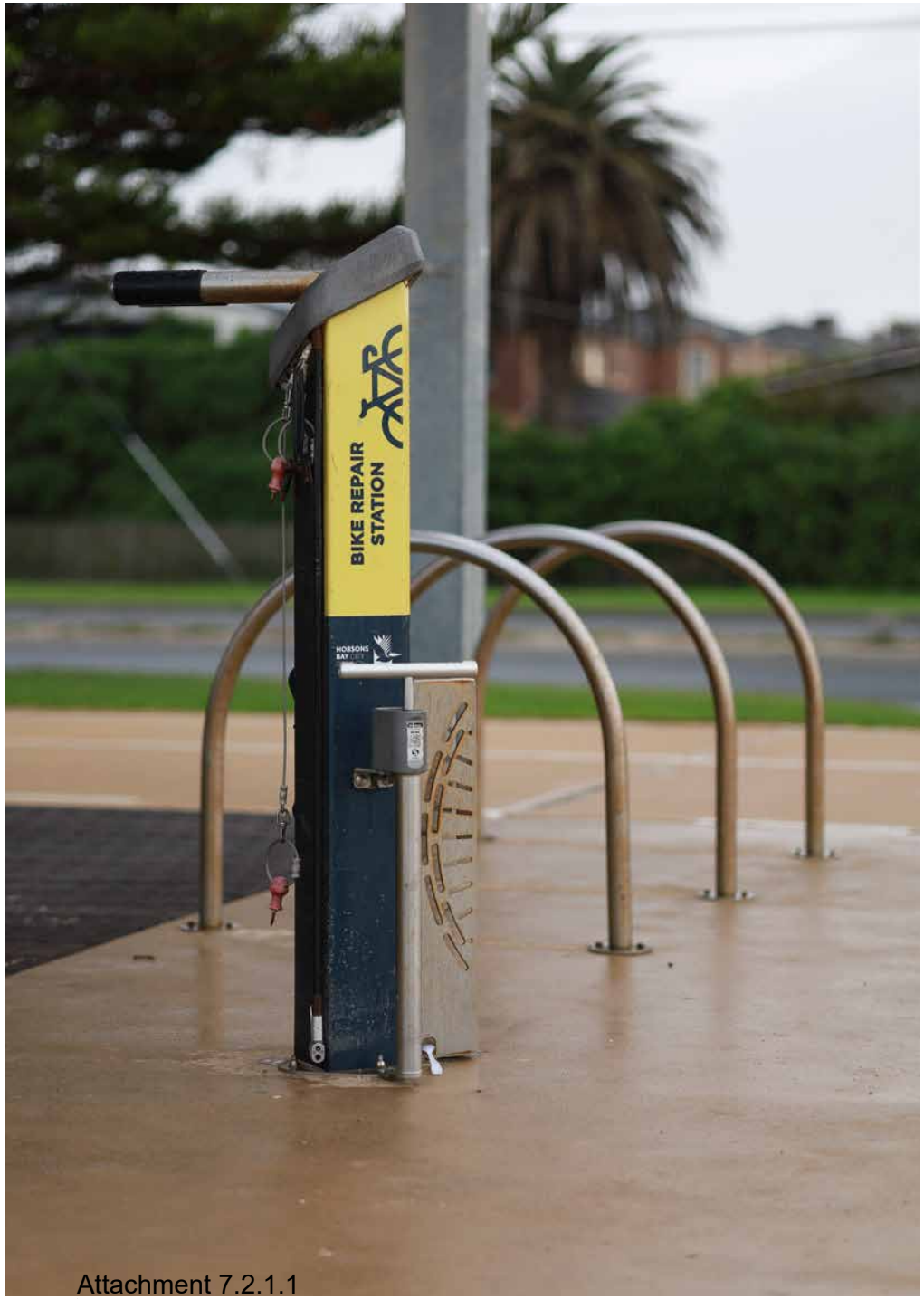
Actions below arise from the Liveable theme discussed in Chapter 7.

Short term | Medium term | Long term

Action	Description	Council role	Responsible Department	Short term (0-2 years)	Medium term (3-6 years)	Long term (7-10 years)
A58	More upgraded public spaces and streets across Hobsons Bay to support amenity and comfort	Deliver	Parks & Open Space			
A59	Ensure planning applications involving public spaces and streets are in accordance with design principles in the Hobsons Bay Planning Scheme	Deliver	Urban Planning (Statutory)			
A60	Develop a Parking Plan & Policy with a focus on activity centres and neighbourhoods	Deliver	Traffic & Transport			
A61	Continue to support increased street tree planting and retention for improved amenity, particularly during road upgrades and along median strips	Deliver	Parks & Open Space			
A62	Explore locations and providers for potential public EV charging in Hobsons Bay	Deliver	Traffic & Transport and Sustainability			
A63	Develop an EV Charging Policy outlining Council's position, preferred locations and approach to working with third-party providers, informed by a kerbside charging trial	Deliver	Traffic & Transport and Sustainability			
A64	Explore the potential for installing e-bicycle charging stations near key destinations along the Hobsons Bay trail network	Deliver	Traffic & Transport and Sustainability			
A65	Install additional bicycle repair stations along recreational trails	Deliver	Parks & Open Space			
A66	Include relevant transport and land use actions, design principles, and directions into the Hobsons Bay Planning Scheme to support long term planning and delivery	Deliver	Strategic Planning			
A67	Incorporate the ITS into the Hobsons Bay Planning Scheme	Deliver	Strategic Planning			
A68	Implement a street tree planting program to improve street amenity, reduce urban heat effect, and create desirable routes and pathways that encourage walking and sustainable transport	Deliver	Parks & Open Space			
A69	Upgrade infrastructure for people who walk and ride to support access to activity centres, including places to rest and linger, lighting, and safe and convenient crossings	Deliver	Parks & Open Space and Traffic & Transport			
A70	Develop an optimal network plan for carshare services to be rolled out by private sector service providers	Partner	Traffic & Transport			
A71	Explore an optimal network plan for a shared bicycle scheme to be provided by private sector service providers	Partner	Traffic & Transport			



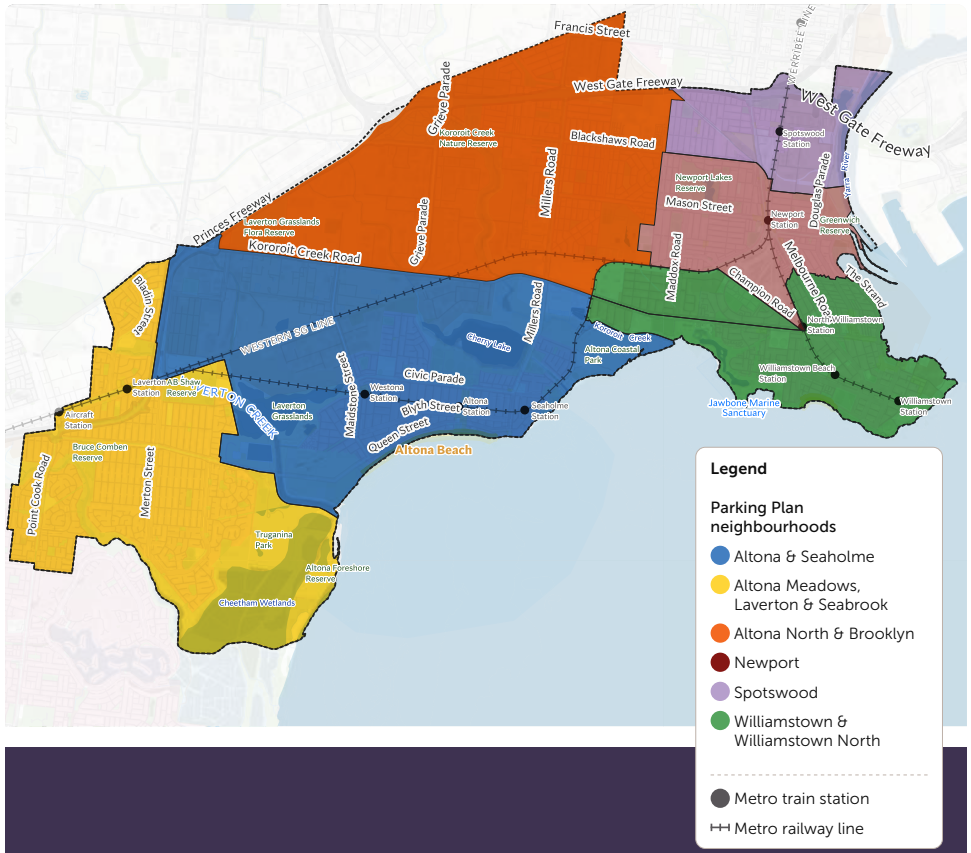
Action	Description	Council role	Responsible Department	**Short term** (0-2 years)	**Medium term** (3-6 years)	**Long term** (7-10 years)
A72	Partner with businesses to support flexible and shared transport options, such as employer-run shuttle services, in industrial and employment areas	Partner	Economic Development			
A73	Advocate for additional and improved bus stop facilities across Hobsons Bay	Advocate	Advocacy with Traffic & Transport (technical input)			
A74	Advocate for improved bus services to industrial areas	Advocate	Advocacy, Economic Development and Traffic & Transport			
All Themes						
A75	Use the strategic priorities and future investigations in the Topic Snapshots (Appendix B) to guide the plans, policies, projects and advocacy in this Implementation Plan, and review them as each plan is prepared	Deliver	Traffic & Transport, with the teams named in each Topic Snapshot			



APPENDIX B

Topic Snapshots

Attachment 7.2.1.1



Parking

Integrated Transport Strategy

Parking in Hobsons Bay is provided on-street parking bays, median parking, and off-street parking areas.

Hobsons Bay is a destination for many across Melbourne and parking requires careful management, particularly at locations such as the beach, activity centres, and train stations.

Council provides on-street and median parking, and some off-street parking areas particularly around Council facilities like key reserves and venues. Disability Permit bays are provided across the Council to support accessibility for users with reduced mobility.

Train station parking and parking at shopping centres is typically not provided by Council.

Metered parking is located at a few locations in Altona and Williamstown to manage demand at busy beaches and foreshore.

Ensuring appropriate management to support user experience without impacting the public realm and experience of other users is vital for Council. Providing new on-street parking is not feasible, given the high cost of both land and maintenance.

Focus areas

- Pressure on parking around key destinations like train stations and activity centres, particularly in VicTrack parking areas such as Newport Station
- Competition for kerbside space on residential streets in summer and on weekends in Williamstown and Altona
- High demand for street space in residential areas where on-street residential parking is common
- Pressure between loading needs and general parking in activity centres
- High demand for parking around schools at pick-up and drop-off times
- Lack of car share parking
- Lack of supporting infrastructure in off-street parking areas, including pedestrian paths and canopy cover
- Streets where parking reduces the available carriageway below 3.0 metres, limiting traffic flow and access
- Limited road reserve space constrains provision of Disability Discrimination Act-compliant accessible parking bays

What needs to be addressed

- Competition between kerbside uses in residential neighbourhoods and activity centres, particularly in the summer and on weekends
- Competition between tradies, workers and customers for parking in industrial areas
- Prioritisation of key parking users, and recognition of which users contribute most to local economic activity
- Demand for parking at train stations often exceeding supply
- Demand for parking at school pick-up and drop-off times reducing safety for all road users and the school community
- Safety and comfort of people walking through off-street parking areas

What Council will do next

Plans and policies

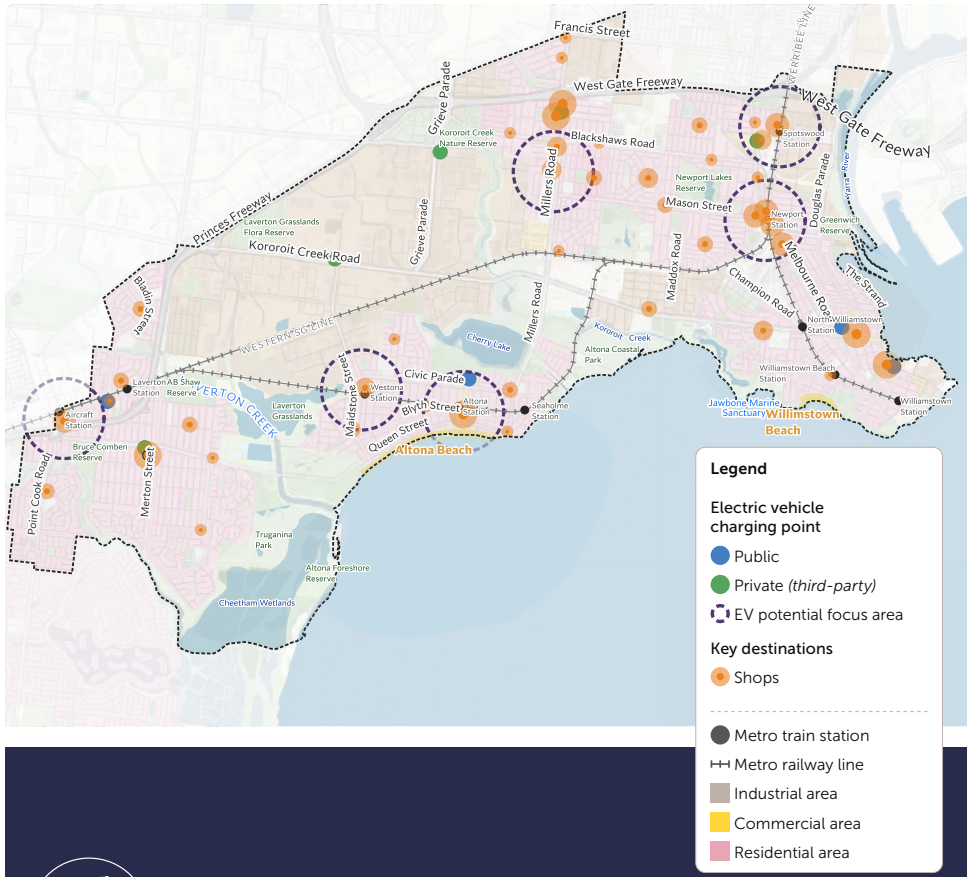
- Develop a Parking Plan & Policy with a focus on activity centres and neighbourhoods, to support a reliable experience

Strategic priorities

- Avoid construction of new general-purpose car parking where practicable, while allowing parking required for accessibility, servicing, safety and essential community functions
- Reduce conflict for kerbside parking during peak periods such as summer and weekends, supporting a reliable parking service for all, particularly residents
- Improve canopy cover and pedestrian paths in off-street parking areas to improve safety, amenity, and comfort in parking areas
- Manage parking to assist residents in areas where homes do not have off-street parking
- Ensure that activity centres have an appropriate number of accessible parking bays
- Locate and design Disability Permit bays to offer various options that meet diverse needs
- Support parking reductions or waivers for developments within 400m of regular public transport and/or shared or off-road bicycle paths to encourage sustainable transport

Future investigations

- Establish a kerbside use hierarchy which uses should be prioritised, and how competing priorities will be managed
- Manage the on-street and off-street parking provided by ratepayers in a meaningful way that delivers a reliable service to users and reduces ratepayer subsidies
- Identify streets where parking reduces effective carriageway widths below operational standard and apply treatments such as parking restrictions, line marking or kerb extensions to retain appropriate lane widths
- Identify opportunities to redevelop at-grade car parks for mixed-use and residential purposes while maintaining appropriate car parking provision.



Electric vehicles and charging

Integrated Transport Strategy

With rising fuel costs and growing concern about climate change, electric vehicles (EVs) are becoming more popular in Australia.

By July, 36% of all 2026 vehicle sales were electric or hybrid vehicles, compared to 12% of all 2022 sales.

EVs have reduced running costs compared to petrol and diesel vehicles, and purchase prices are reducing as more models become available in the market. Combined with improved availability of public infrastructure, EVs are accessible to a wider range of buyers than ever before.

Of the nine charging locations in Hobsons Bay, five are at private businesses, and the remainder are at Council facilities.

People can choose to charge their EV at home, often in their garage or carport. However, some in Hobsons Bay do not have access to off-street parking, which makes charging EVs at home challenging.

Some people run charging cables along the footpath from their home, which can create safety risks for people walking by. This is not Disability Discrimination Act-compliant and can cause significant danger for vulnerable members of the community.

Focus areas

- Public EV charging stations across the municipality, particularly in parts of Altona, Altona Meadows, Newport, Seabrook, Spotswood, and South Kingsville
- EV charging stations at activity centres, including Pier Street in Altona, Newport, Borrack Square, Harrington Square, and Aviation Road
- Public EV charging at popular reserves, such as Newport Lakes Reserve, Williamstown and Altona beaches, Doug Grant Reserve, Bruce Comben Reserve, and Truganina Park
- Private sector investment in non-home based car storage and charging for those without car spaces on their property

What needs to be addressed

- Council's role in EV charging - it is not viable for Council to provide EV charging locations for the whole community and manage these spaces over the long term, which would require support from third-party providers
- Community understanding about how kerbside EV charging negatively impacts other road users
- Identification of a public EV charging network of infrastructure to meet community needs
- Types of EV charging infrastructure Council will facilitate installation by third-party providers (which do not impact the footpath network)
  - » Pole mounted chargers
  - » Charging stations



What Council will do next

Plans and policies

- Develop an EV Charging Policy outlining Council's position and preferred locations, and method for trial partners

Strategic priorities

- Build community awareness of the cost and impacts of EV charging on ratepayers broadly
- Encourage appropriate installation of private, home-based EV chargers that do not impact the accessibility and Disability Discrimination Act compliance of the footpath networks

Future investigations

- Refine Council's role in supporting EV charging at privately and publicly managed locations
- Identify the appropriate infrastructure and providers for a future EV charging trial
- Investigate installation of public EV charging stations, focusing on key destinations in Hobsons Bay such as transport hubs and activity centres
- Define an optimal network of charging infrastructure provided by the private sector and determine the extent of public sector involvement required to achieve equity
- Explore potential for private kerbside EV charging trial.





Walking

Integrated Transport Strategy

Walking makes up 22 per cent of all trips in Hobsons Bay, and 44 per cent of trips under 1.6km.

Most streets in Hobsons Bay have footpaths on both sides of the road. However, industrial areas and some streets in Altona Meadows and Seabrook have paths on only one side of the road or no paths at all.

Crossing busy streets, particularly arterial roads, can be difficult because mid-block crossings are limited. Roundabouts without priority crossings are harder and less safe for people walking.

Supporting access to key destinations, like activity centres and schools, helps reduce car travel and congestion, and increases independence. This helps children, elderly, people with a disability and those without a car to travel independently. This should also be supported by accessible infrastructure such as connected footpaths, tactile ground surface indicators, and crossing infrastructure.

Focus areas

Footpath network
- Altona and Altona North industrial areas
- Altona Meadows west of Merton Street
- Seabrook
- Connected footpaths to bus stops

Safe crossing infrastructure needed
- Within 400m of schools and selected activity centres
- Around bus stops
- All legs of roundabout and slip lanes, particularly on arterial roads
- Arterial roads – including Blackshaws Road and Kororoit Creek Road

Supporting infrastructure needed
- Accessible infrastructure such as tactile ground surface indicators and lipless pram crossings, particularly within 400m of selected activity centres
- Wayfinding within 400m of selected activity centres
- Seating within 400m of selected activity centres
- Canopy cover, particularly in industrial areas, and denser residential areas such as South Kingsville and Newport

What needs to be addressed

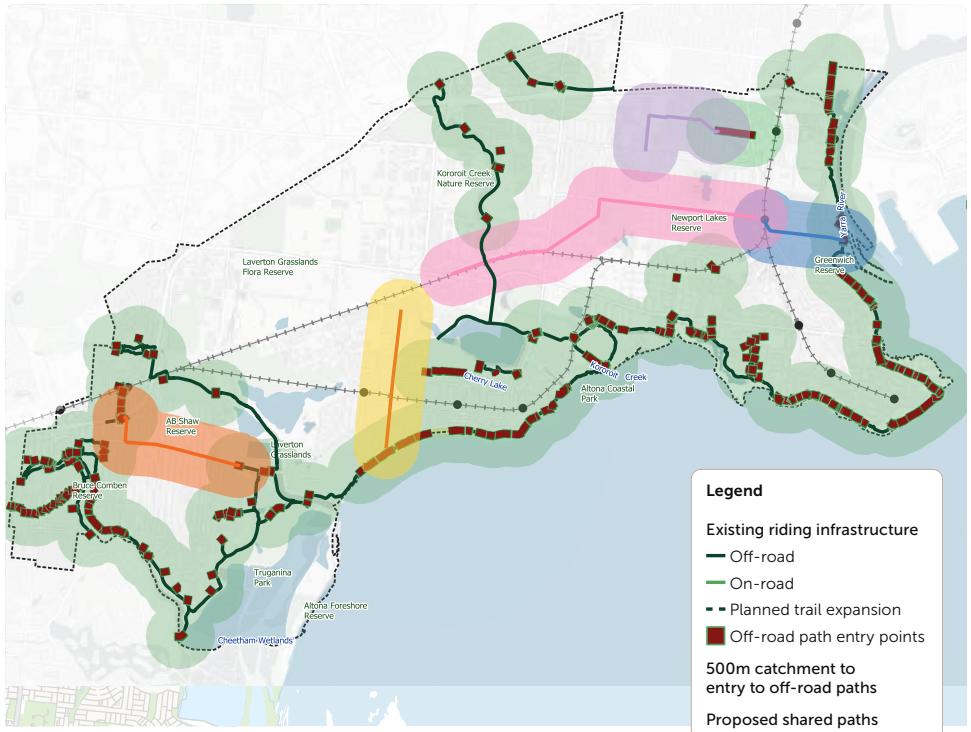
- Expanding the footpath network to provide paths on both sides of the street, or one side of the street in industrial areas
- Priority and safety for people who walk at mid-block and intersection crossings
- Encouraging walking as a convenient, low-cost way to travel locally, through school travel programs, better wayfinding and supporting infrastructure
- Safety when sharing spaces with people who ride
- Accessibility of the network for all including safe and supportive infrastructure
- Public realm improvements to support comfort for people in activity centres to linger and experience the centre on foot

What Council will do next

Plans and policies
- Develop a Walking and Riding Plan that identifies network improvement priorities, infrastructure standards, key programs and future needs

Strategic priorities
- Bus stops are connected to a continuous footpath network with pedestrian crossings at bus stops
- Safe and prioritised pedestrian crossings, particularly on arterial roads, are provided regularly at convenient locations
- Regular mid-block prioritised or signalised pedestrian crossings should be provided every 80 to 100m in activity centres, where strategically appropriate, with final locations to be determined through site-specific assessment
- Prioritised pedestrian crossings provided at roundabouts on arterial and sub-arterial roads, in activity centres, and within 200m of schools
- Avoid construction of new tunnels and bridges for people who walk or ride across roads and other barriers where possible, due to undesirable urban design and safety outcomes

Future investigations
- Advocate to DTP for longer signal phases so people can cross wide roads in one phase, particularly near bus stops
- Explore footpath gaps in industrial areas to support walking, prioritising connections from bus stops.



Riding

Integrated Transport Strategy

One in four people who responded to our survey ride at least once a week, and the trail network is one of Hobsons Bay's strengths.

Local riding

Access to the shared path network and local destinations are supported by on-road bicycle lanes, but these often end abruptly. This increases stress for people who ride, as they are suddenly forced to ride alongside moving vehicles.

Typically, only a painted line separates people who ride from traffic. Lanes are often shared with on-street parking, forcing riders to move around parked cars in the traffic lane.

Regional riding

Some neighbourhoods have limited access to the network, specifically, Altona, Altona Meadows, Altona North, and Newport.

The Bay Trail, Federation Trail, Kororoit Creek Trail, and the Skeleton Creek Trail are key links within and surrounding Hobsons Bay.

Connections to the wider region can be improved. There are only eight points where users can travel between Hobsons Bay and the wider region on regional trails and shared paths.

Focus areas

Local riding
- Access between Millers Road and Federation Trail
- Access from Newport, Spotswood and South Kingsville to The Punt
- Access to activity centres (Central Square, Altona Gate, Aircraft, Newport)
- Access to train stations (Williamstown Beach, Williamstown, Seaholme, Aircraft, Laverton)
- Access to schools (in particular areas with higher numbers of crashes around schools)
- Residential areas particularly in Altona North, Altona Meadows, Laverton, Newport and Seabrook
- Central Avenue, Altona Meadows
- Grieve Parade (shared use path)

Connected trail network
- Altona Meadows north of Central Avenue
- Laverton
- Altona (Westona area)
- Altona North (east of Millers Road)
- Newport (west of Newport Station)
- South Kingsville

Safety improvements
- Millers Road
- Kororoit Creek Road
- Melbourne Road
- Ferguson Street

Secure bicycle parking
- Activity centres
- Gyms and leisure centres

Other infrastructure
- Wayfinding
- Repair stations

What needs to be addressed

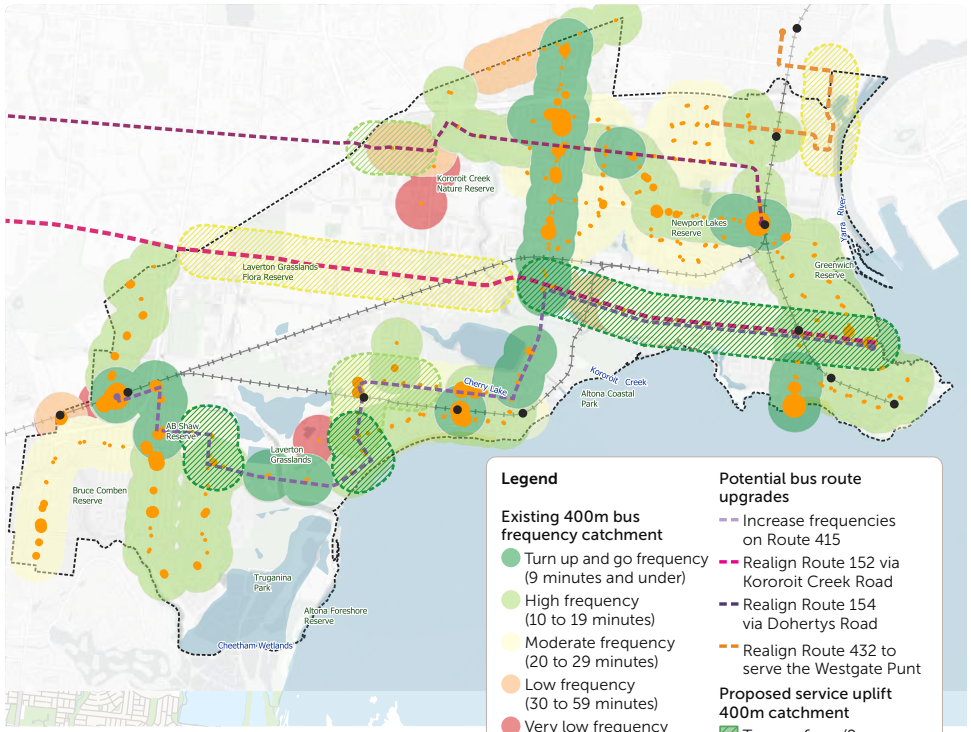
- Network connectivity (on-road and off-road)
- Safety of on-road lanes
- Safety at intersections
- Infrastructure for people of all abilities
- Links between Hobsons Bay and the wider region
- Access to protected lanes from residential areas
- Wayfinding near key destinations
- Safe riding for travel to schools

What Council will do next

Plans and policies
- Develop a Walking and Riding Plan that identifies network improvement priorities, infrastructure standards, key programs and future needs

Strategic priorities
- Complete continuous strategic riding corridors, closing gaps before extending isolated sections
- Safe connections to regional trails, particularly connections to the wider region
- High-quality connections to key precincts, such as Spotswood Station and future large-scale residential developments
- Segregate bicycle facilities from fast moving vehicles, heavy vehicles and high traffic volumes with physical barriers such as bollards, kerbs, or parked cars
- Bicycle parking and storage in high demand locations
- Separate bicycle movements from people who walk in areas of high activity
- Wayfinding tailored to the needs of people riding a bike to key destinations

Future investigations
- Advocate for state investment in key riding corridors, such as the Strategic Cycling Corridors (SCCs)
- Prioritise new lanes creating a connected network, filling key gaps, separated from traffic by physical barriers or off-road paths
- Analyse barriers and gaps in the network including connections into neighbouring municipalities and liaise with partners to expand regional network links.



Public transport

Integrated Transport Strategy

Public transport is key to facilitating low-cost travel, particularly for trips across or beyond Hobsons Bay. Two train lines and 16 bus routes reduce traffic congestion and ease parking demand.

Indirect and infrequent buses

Bus routes in Hobsons Bay are relatively indirect and meandering. Route design makes them a slow option compared to other modes.

Most bus stops have moderate service levels. Service increases will improve attractiveness and simplicity for users.

Train use and updating network

The Werribee and Williamstown train lines have frequent services, but many trips require a change of trains. This increases travel time and decreases the attractiveness and amenity of using the train for across-region trips, making cars a more attractive mode of travel for many.

Ferries and the Westgate Punt

Hobsons Bay has four ferry routes, including the Westgate Punt. Supporting a more standard public transport service span on the Punt will improve accessibility across the Yarra. As growth occurs in Fishermans Bend this will become more essential.

Focus areas

Bus

- Moderate to low frequencies in Williamstown North, South Kingsville, Newport, Altona North, Seabrook
- Lack of services in Altona and Altona North industrial areas
- Indirect services on Bus Routes 432 and 471
- Congestion on West Gate Freeway increasing travel times for Bus Route 232
- Low service frequency on most routes
- Inaccessible bus stops, including lack of seating and difficulty safely accessing stops
- Connections to and service span of the Westgate Punt ferry

Train

- Moderate frequencies (around 20 minutes)
- Lack of train station in Altona North
- Inconvenient connections for Altona Loop trips
- Need for interchange at Laverton and Newport for various trips decreases convenience
- Stations feeling unsafe for users, particularly women, culturally diverse people, and gender diverse people
- Newport and Laverton Stations often inaccessible for people with reduced mobility
- Bus interchanges at stations such as Spotswood
- Lack of connectivity to Geelong and Werribee

What needs to be addressed

- Increased frequency of bus services, preferably at least every 10 minutes along key corridors
- More direct bus services to key destinations, avoiding meandering around residential streets adding significant travel time
- Regional travel improvements, including a western region bus review, Melbourne Metro 2 and Paisley Station
- Rapid transit route between Highpoint and Tarneit via Altona North (and Paisley Station)
- Sunshine to Altona medium capacity transit corridor
- Newport to Sunshine medium capacity transit corridor along existing freight corridor
- Accessibility of public transport infrastructure, such as bus stops and station access
- Spotswood bus interchange, with the preferred location on Hudson Road under the elevated railway

What Council will do next

Plans and policies

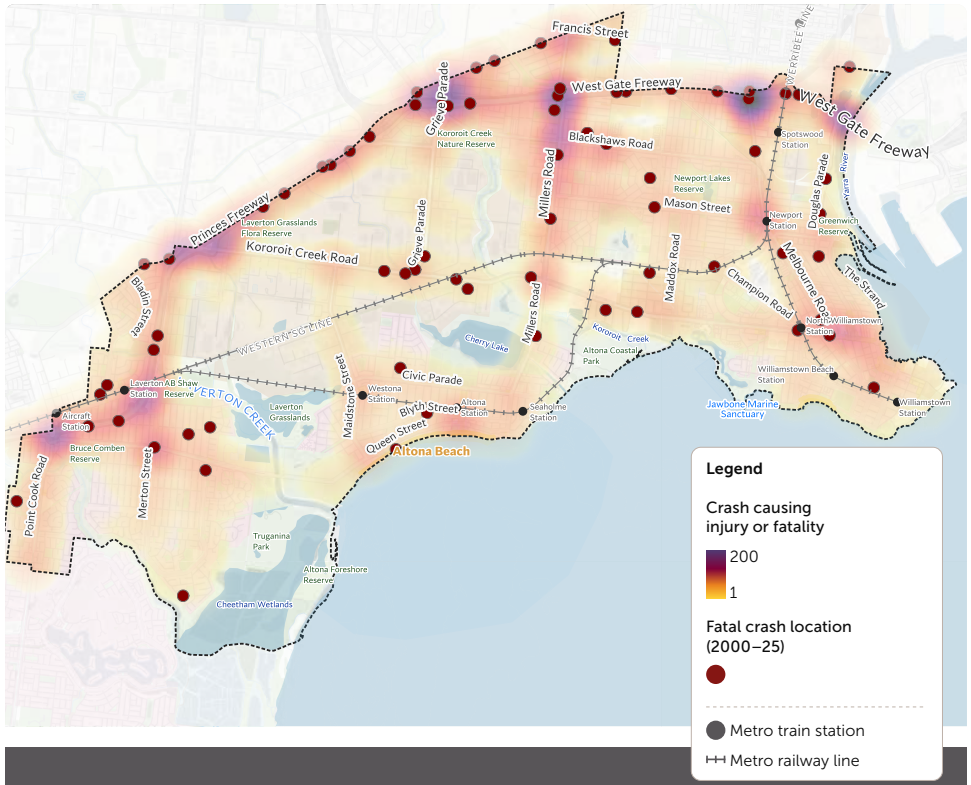
- Western Region Bus Improvement Plan
- Public Transport Advocacy Plan to coordinate advocacy efforts within Council, outline impactful messaging, including why certain items are advocacy priorities, and make Council's position and priorities clear to the community and neighbouring councils

Strategic priorities

- The majority of residents to be within 400m of public transport routes with services every 10 to 15 minutes
- Connect all bus stops to a continuous footpath network, including industrial areas
- Advocate for bus priority, such as bus lanes and queue-jump lanes, where congestion delays buses

Future investigations

- Review Disability Discrimination Act-compliant bus stop and train station infrastructure
- Advocacy for Melbourne Metro 2 to include Paisley Station, to increase access to high-quality public transport between Laverton and the CBD via Newport and Altona North, improving access to 80,000 future jobs in Fishermans Bend
- Analysis of links likely to experience increasing congestion resulting from population growth and plan bus priority measures.



Roads and Freight

Integrated Transport Strategy

Around 70 per cent of trips in Hobsons Bay are made by car, and the municipality is a state-significant freight hub

Roads

Driving is the most common way of moving around Hobsons Bay, with around 70% of trips made by car. Council aims to make roads safe for everyone, however they travel. While Hobsons Bay's car ownership growth has remained steady, neighbouring municipalities have seen significant growth, placing external pressure on the road network and increasing congestion.

Speeds

Between 2000 and 2024, 46% of crashes that caused injury or fatality occurred on roads with speed limits of 51 to 70 km/h, despite accounting for around 10% of the road network. Reducing speeds improves safety outcomes for everyone. For example, the chance of people who walk surviving a crash is significantly higher when the impact speed is 30km/h, compared to 40km/h impact speeds.

Freight

Hobsons Bay is a state-significant hub for logistics, transport and warehousing creating large volumes of heavy vehicle traffic on local and arterial roads.

Kororoit Creek Road, Princes Freeway and the West Gate Freeway are key freight corridors, These corridors need to be kept for freight, with surrounding land uses that limit the impact on the community.

Truck bans exist on some streets, but sensitive land uses, such as residential areas, community centres and schools, still experience freight traffic.

Focus areas

- Intersections with high numbers of serious and fatal crashes, particularly state-managed arterial roads
- Significant number of crashes in areas of high activity, particularly involving vulnerable road users
- Growing car ownership in neighbouring municipalities, adding traffic and congestion on Hobsons Bay roads
- High use of cars for trips less than 1.6km, despite active travel being viable for many such trips, increases traffic congestion on local roads
- Freight vehicle traffic impacting sensitive land uses like schools and dwellings
- Local road network safety, particularly around schools and activity centres
- Protect large land parcels with access to rail corridors to support rail freight connectivity and reduce freight impact on roads
- Plan for corridor-wide road safety upgrades

What needs to be addressed

- Safety at busy arterial intersections, particularly large roundabouts
- Traffic congestion exacerbated by short trips and regional vehicle ownership increases
- High proportion of crashes on moderate speed roads (51 to 70km/h)
- Impact of truck bans on freight movements and residential areas
- Protection of industrial areas and freight corridors from inappropriate development
- Local safety improvements

What Council will do next

Plans and policies

- Prepare and implement a Road Safety Strategy and prioritised Local Area Traffic Management Program, focusing on hotspot locations
- Plan individual projects for inclusion in future Capital Works Programs

Strategic priorities

- Uncontrolled filtered right turns avoided at intersections where traffic is moving faster than 60km/h
- Protect and enhance existing industrial areas in proximity to major freight transport networks
- Avoid locating new industrial uses near sensitive uses, including residential, education and medical facilities
- Avoid development of sensitive land uses along major freight corridors
- Safeguard key strategic freight routes, considering truck bans where appropriate
- Avoid intensifying sensitive uses in proximity to key freight routes to separate vulnerable road users from freight where possible
- Road construction and renewal will focus on priority and safety for active transport users over other road users

Future investigations

- Investigate and prioritise unsafe intersections for improvement upgrades
- Investigate introduction of 30 km/h speed limits, consistent with DTP's 2025 Speed Zoning Policy with its focus on priority activity areas, school precincts, narrow streets, and residential neighbourhoods
- Investigate other opportunities for safer speeds in areas with high numbers of crashes.

APPENDIX C

Neighbourhood priority plans

To support the implementation of this Strategy, priority plans have been developed for each neighbourhood. These plans provide what types of improvements are the priority for each area, and examples of where they can be implemented.

Priority infrastructure types identified include:

- Modal/movement filters: Improvements to limit all or some movement, including modal filters, left in-left out infrastructure, left-out only infrastructure
- Upgraded intersection: Dangerous/complex intersection which should be considered for upgrade to simplify movement and improve safety
- VRU crossing upgrade: Upgrade to crossing to provide prioritised and safe crossing infrastructure, primarily for people who walk or ride, including wombat crossings, zebra crossings, and continuous raised footpaths
- VRU safety upgrades: Precincts which require upgrades to support the safety of VRUs, identified through crash statistics
- Road safety upgrades: Roads which require either speed reduction infrastructure such as speed humps, or general infrastructure upgrades to support the safety of all users, identified through crash statistics

These can be found in Figure C.1 to Figure C.5.

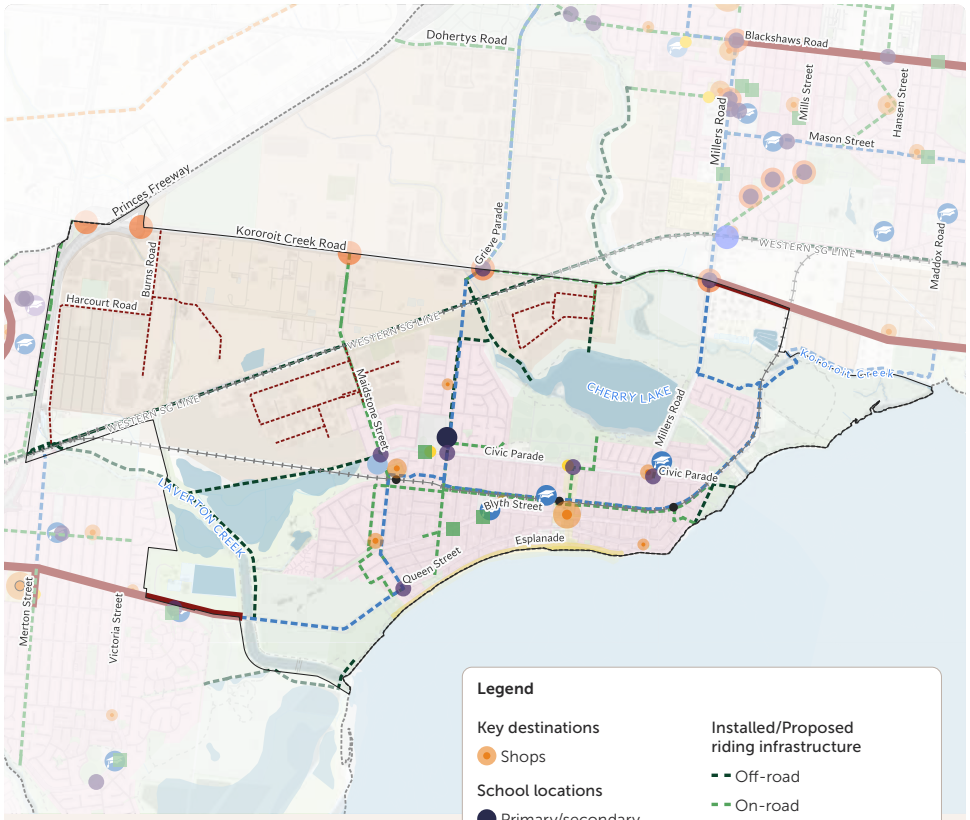


Figure C.1 **Altona and Seaholme priority map**

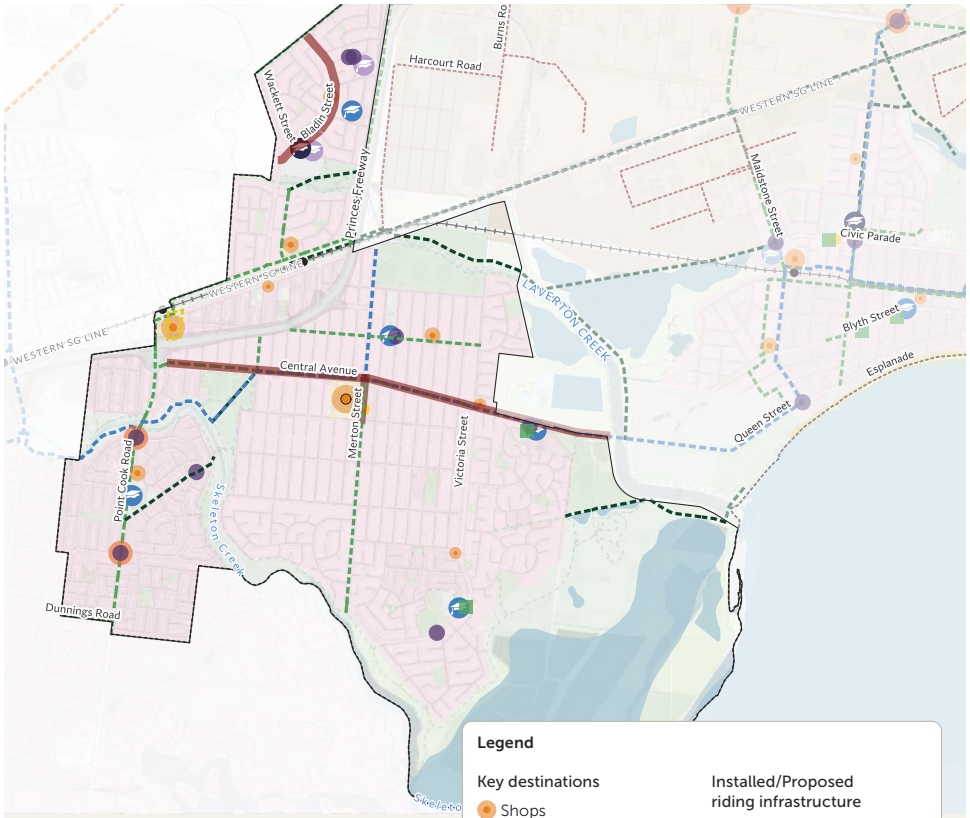


Figure C.2 **Altona Meadows, Seabrook and Laverton priority map**

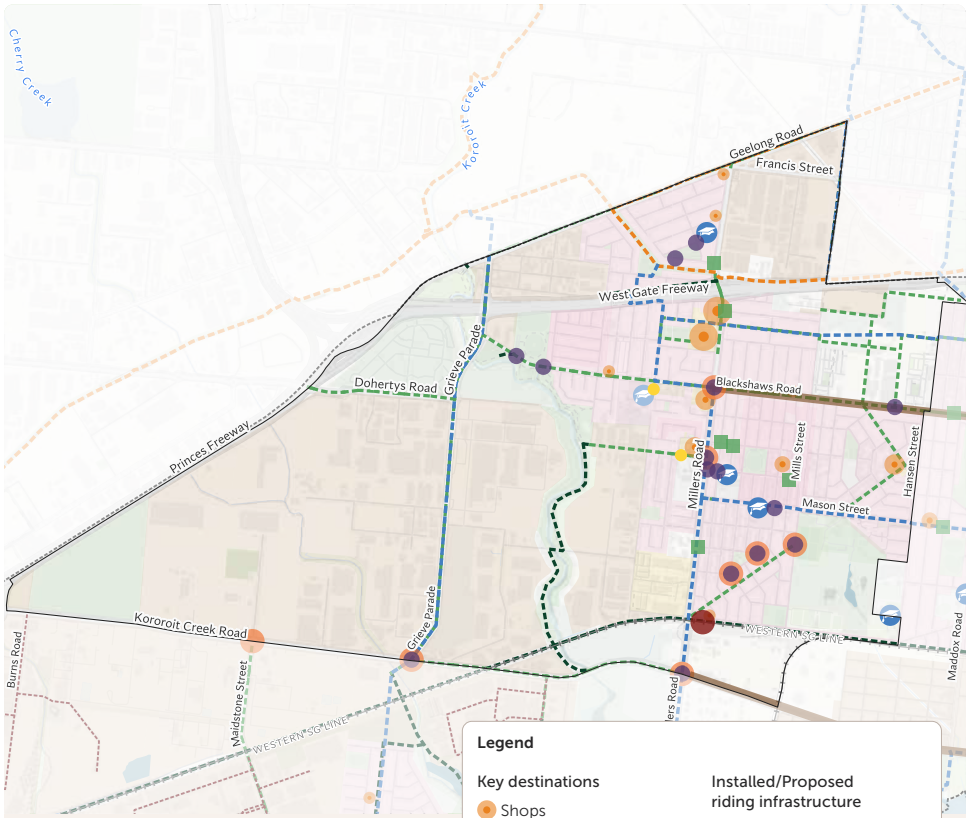


Figure C.3 **Altona North and Brooklyn priority map**

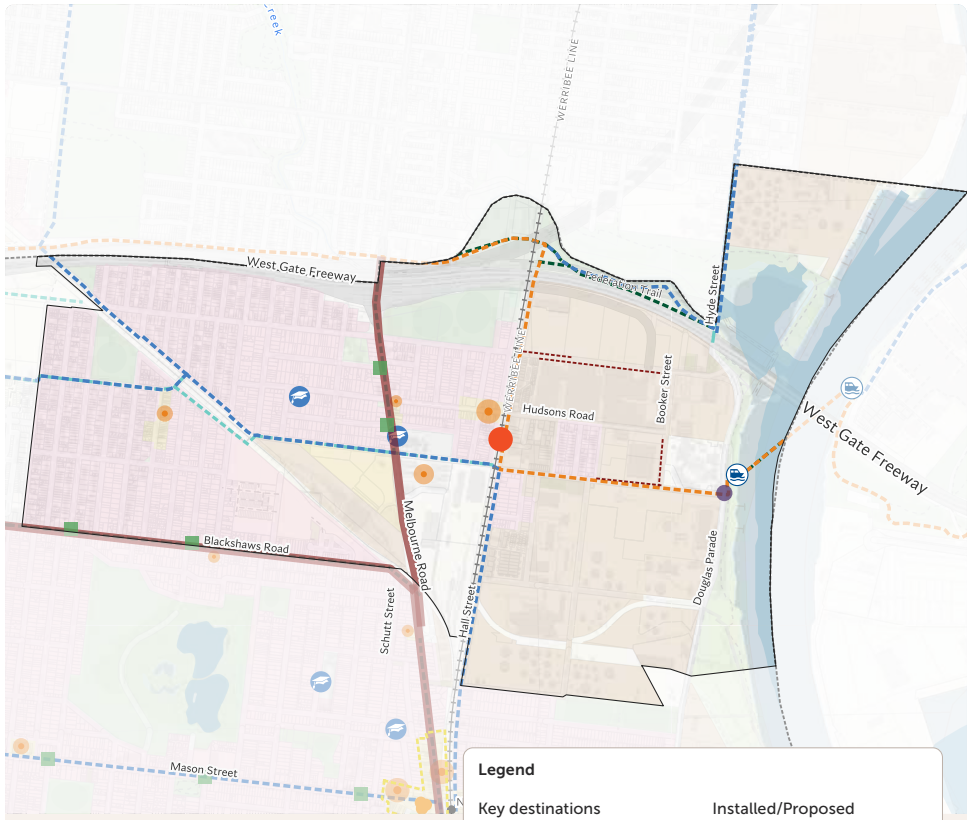


Figure C.4 **Spotswood and South Kingsville priority map**

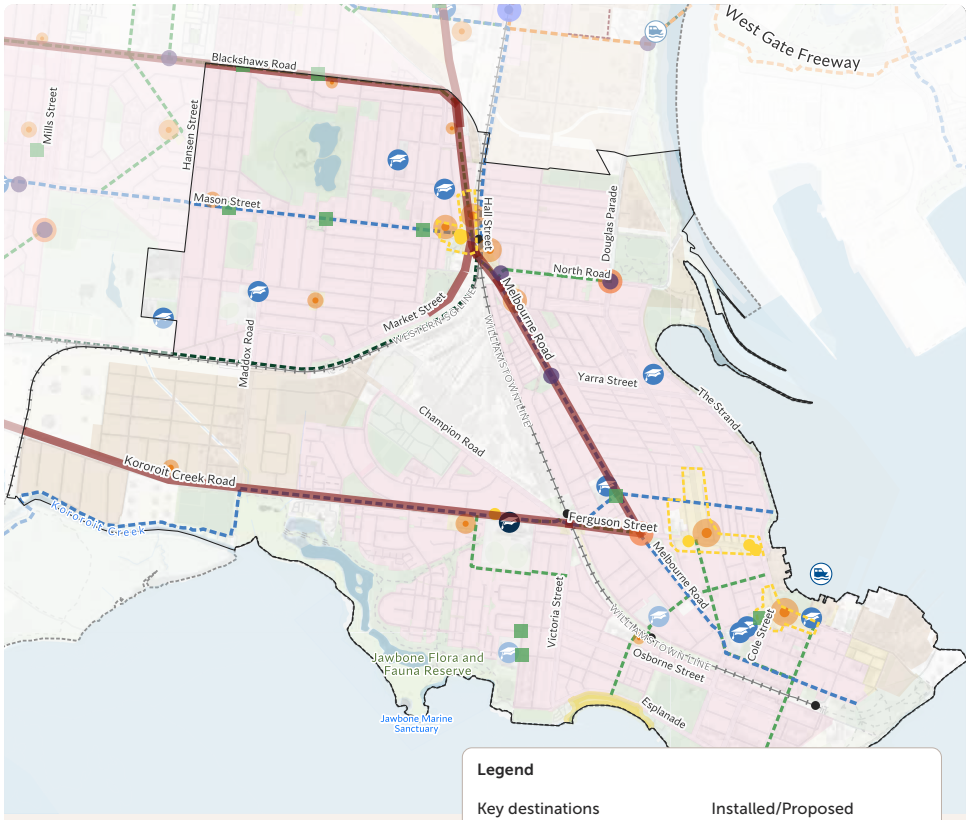


Figure C.5 **Williamstown, Williamstown North, and Newport priority map**

APPENDIX D

Transport principles

The transport principles in this appendix provide a consistent framework for planning, designing and delivering transport infrastructure and public realm improvements across Hobsons Bay. They support the objectives of the Integrated Transport Strategy by setting out the key considerations that should guide transport-related decisions, projects and development outcomes.

The principles are intended to support consistent decision-making across a range of Council functions and activities. They reflect current good practice and provide a shared basis for assessing opportunities, identifying priorities and shaping transport outcomes that are safe, accessible, connected and sustainable. While each project will respond to its own context and constraints, these principles should be considered throughout planning, design and delivery processes.

By establishing an agreed set of principles, Council can apply a more consistent approach to transport decision-making and project development over time, helping to deliver outcomes that align with the vision and directions of the Integrated Transport Strategy.

Urban design guidelines for public spaces

To ensure that neighbourhood centres support comfortable active travel to and within these centres, guidelines for the provision of active transport facilities in these centres should include:

- Footpath width: 1.8m (minimum width allowing two wheelchairs to pass) to 3m where footpath dining and street furniture is present[16]
- Bicycle parking: Every 50 metres within activity centres[17]
- Seating: Every 60 to 100 metres[18]
- Tree planting: Canopy trees every 10 metres
- Raised threshold treatments: Across each side street along primary pedestrian corridors
- Prioritised and safe pedestrian crossings: Every 50 metres[19]

In these centres the street should support comfortable and safe pedestrian movement, specifically through wider footpaths to cater for clear sight lines at pedestrian crossings, on-street dining, tree planting, and additional space for seating and bicycle parking.

An example of a high-quality public space on the pedestrianised section of Pier Street, shown in Figure D.1.

Figure D.1 **Pier Street, Altona pedestrianised public realm**



Source: Google Maps (2023)

[16] Aumann, P., & Arnold, T. (2026). Guide to road design. Part 6A, Paths for walking and cycling (2nd ed.). Austroads. (Original work published 2009), pg. 37
[17] Industry norm based on other secure parking locations (sign poles) being available. In general bicycle parking should be more convenient and frequent than car parking
[18] Industry norm based on health advice that should be adapted to feasible locations based on block lengths
[19] Industry norm based on how to enable safe movement of people in activity centres

Active transport

Principles to support the transport vision for Hobsons Bay are outlined below.

Footpaths

Footpaths should be designed and constructed to a high standard that supports comfort, long-term usability, and sustainability including:

- Integrating tree planting, shade provision, and seating alongside footpath works to enhance comfort and accessibility
- Renewing damaged, uneven, and obstructed footpaths in established areas, including locations affected by vegetation, tree roots, parked vehicles, and poor surface condition
- Prioritising low-embodied-carbon materials, recycled content and durable construction methods, while incorporating water-sensitive urban design (WSUD) and permeable surfaces where appropriate to reduce stormwater runoff
- Retaining and increasing canopy cover through a street tree planting program to improve street amenity, reduce urban heat effect, and create desirable routes and pathways that encourage walking and sustainable transport
- Consider renewable materials and tree-supportive treatments, including flexible permeable pavement where appropriate
- Consider the impact of lighting and vegetation choice on areas of significant biodiversity when planning and designing transport networks adjoining conservation reserves

Footpath width guidelines[20] are shown in Table D.1.

Table D.1 **Footpath width guidelines**

Type	Preferred unobstructed width	Minimum width
Activity centres	3m	2.4m
Strategic Walking Connections – at destinations	2.4m	2m
Strategic Walking Connections – close to destinations (within 400m)	2m	1.8m
Strategic Walking Connections – along route	1.8m	1.5m
Residential streets	1.5m	1.2m

Source: Austroads (2026) with M&PC interpretation

[20]Aumann, P., & Arnold, T. (2026). Guide to road design. Part 6A, Paths for walking and cycling (2nd ed.). Austroads. (Original work published 2009), pg. 7, 35 – 37.

Note that it will not be necessary to increase the width of any existing paths unless there is sufficient demand. Maintaining existing footpaths that are 1.2m or 1.5m at their current width is fine if they are currently meeting the local needs.

Widening footpaths requires significant resources and effort while also creating significant disbenefits in terms of carbon emissions, embodied carbon, reduced soil permeability and increased soil compaction, which negatively affects canopy trees. Therefore it is important to design the network and the specific footpath width of each link with the aim of minimising these negative impacts, while meeting local needs

Pedestrian crossing infrastructure

Guidelines for pedestrian crossing infrastructure are outlined below:

- Pram crossings: Provided at all intersections, at accessible grades outlined in the Infrastructure Design Manual
- Tactile ground surface indicators (TGSIs): Provided in areas of high pedestrian activity, and where visually impaired people are likely to visit, with areas including activity centres, public transport stops, signalised intersections, signalised pedestrian crossings, specialist schools. TGSIs should also be provided at the top and bottom of public ramps[21]
- Pedestrian crossings: Type of crossing installed and design according to Austroads Guide to Traffic Management. Part 6 Intersections, Interchanges and Crossings, signalised pedestrian crossings to be advocated for regular installation across arterial roads in residential areas and nearby destinations for people walking

Shared use and separated paths

Shared and separated paths encourage riding for all levels of confidence, as they are fully removed from traffic. Width requirements for shared paths are shown in Table D.2, with local access paths being local routes, regional paths being a part of the SCC, and recreational paths including off-road trails.

Table D.2 **Shared path widths**

	Suggested path width (m)		
	Local access path	Regional path[3]	Recreational path
Desirable minimum width	2.5	3.0	3.5
Minimum width – typical maximum	2.0[1] – 3.0[2]	2.5[1] – 4.0[2]	3.0[1] – 4.0[2]

[1]A lesser width should only to be adopted where cyclist volumes and operational speeds will remain low.
[2]A greater width may be required where the numbers of cyclists and pedestrians are very high or there is a high probability of conflict between users (e.g. people walking dogs, in-line skaters etc.).
[3]May be part of a principal bicycle network in some jurisdictions.

Source: Austroads (2026)

[21]Standards Australia (2010), AS/NZS 1428.4.1:2009 – Design for access and mobility. Pg. 23 – 24.

Attachment 7.2.1.1 Page 192

Separated paths are also appropriate for providing people walking and riding with separate spaces to reduce conflict. The appropriate width for separated two-way paths is shown in Table D.3.

Table D.3 **Two-way separated path widths**

	Suggested path width (m)		
	Local access path	**Regional path[3]**	**Recreational path**
Desirable minimum width	2.5	2.0	4.5
Minimum width – typical maximum	2.0–3.0	≥1.5	≥4.5

Source: Austroads (2026)

The appropriate width for separated one-way paths is shown in Table D.4.

Table D.4 **One-way separated path widths**

	Path width (m)		
	Local access path	**Regional path[3]**	**Recreational path**
Desirable minimum width	1.5	1.5	3.0
Absolute minimum width	1.2[1]	≥1.2	≥2.4

[1]A minimum width of 2.0 m is required where passing within the cyclists' path section occurs or where it is desirable that passing manoeuvres by cyclists occur outside of the pedestrian path section of the facility.

Source: Austroads (2026)

On-road bicycle lanes

Bicycle lanes can have several designs which impact the types of riders confident in using them. Features and considerations for on-road bicycle lanes are outlined in Table D.5.

Table D.5 **On-road bicycle lane infrastructure features and considerations**

Type	Design features	Suitable for	Considerations
Sharrows	Painted bicycle symbols on the middle of roadways indicating typical route for people riding	On local, low traffic streets where actual travel speeds are slow (less than 30km/h)	Riders forced to interact with traffic, can reduce safety on some roads with higher speeds
Painted bicycle lanes	Painted lanes, typically provided on-street, often either shared with parking, or located between the parking lane and traffic lane. Typically, around 1.8m wide, with preferred minimum being 2m	When providing low-cost bicycle solutions on local and arterial roads	Due to lack of protection and increased risk of interaction with traffic and parking, many people who ride do not feel confident using these lanes
Buffered painted bicycle lanes	Painted lane segregated from traffic and/or parking by an additional painted buffer on one or both sides of the lane. Typical width of the buffer is around 1m	When providing a lower-cost bicycle solution, but wanting to increase the safety outcomes of riders	Increased safety outcomes and separation from traffic will support more people to feel confident riding. However, narrower buffers reduce protection from dooring from parked cars
Protected bicycle lanes	Dedicated path separated from traffic by physical buffers such as bollards or kerbs	Best type of bicycle infrastructure, particularly beneficial along primary riding routes	Protection from traffic increases the comfort and confidence of many riders

Source: Austroads (2026) with M&PC interpretation

On-road bicycle lanes

Bicycle lanes can have several designs which impact the types of riders confident in using them. Features and considerations for on-road bicycle lanes are outlined in Table D.5.

Table D.5 **On-road bicycle lane infrastructure features and considerations**

Type	Example
Sharrows	 Aloha Street, South Kingsville
Painted bicycle lanes	 Railway Street South, Altona
Buffered painted bicycle lanes	 Mason Street, Altona North
Protected bicycle lanes	 Mason Street, Newport

Google Maps (2026)

Bicycle lane design specifications should be according to the Austroads *Guide to Road Design. Part 6A, Paths for Walking and Cycling.*

Active travel to school

Austroads has recently released guidance around active travel to school, called the Travel to School Guidelines[22] which provide advice on integrated planning for active school travel, stakeholder collaboration, planning, operation, and initiatives for walking to school. It also includes advice on how to identify and prioritise schools to work with regarding active travel strategies and programs. This document should be referred to when looking to support active travel to school.

Various programs and strategies can be explored to encourage students and families to travel actively to school.

Western Australia's Your Move program supports schools to inspire more students and their families to travel actively to school through opportunities such as grants, bike education, active travel themed excursions for students and Safe Routes to School access guides.

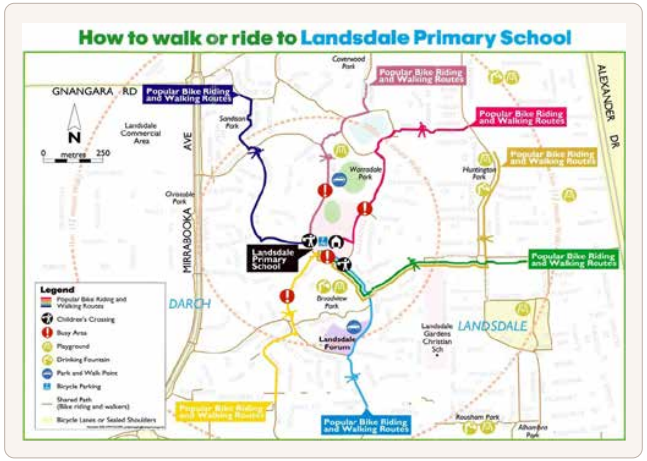
Your Move provides 'How To' guides on topics such as how to start a walking school bus, applying for grants and funding, travel planning, and riding safety. Lesson Plans to encourage active travel are provided, and Walk, Wheel, Ride local area maps have been created for various local governments in Western Australia. These maps highlight routes for:

- Principal shared paths
- Local bicycle friendly routes
- High quality shared paths (walking and riding)
- Other shared paths & public access ways (walking and riding)
- Footpaths
- Bicycle lanes or sealed shoulders
- Key destinations
- Bus routes (including frequency)
- Road infrastructure such as traffic lights

Your Move, in collaboration with local councils and schools, also provides walk or ride to school maps.

An example of the maps is shown in Figure D.2.

Figure D.2 **Walk or ride to school map**



Source: Your Move

The resources provided by Your Move can support Council and schools in Hobsons Bay through advice and high-quality example for encouraging active travel to schools.

[22] Austroads (2026) Travel to School Guidelines. Austroads.

Public transport

When advocating for public transport infrastructure, Council should advocate for:

- Bus routes that travel directly to key destinations and minimise long deviations
- Bus and train service frequencies and spans that support convenient and intuitive use such as consistent service patterns, same timetable for Saturday, Sunday and Public Holidays, reduced reliance on timetables with more routes having services every 10 minutes
- Maximising the number of households within 400m of bus stops
- Providing a range of destinations and living opportunities within close proximity to key transport hubs
- DDA compliant bus stops, including seating and shelter where possible, and all stops connected to the footpath network
- Safe and comfortable connections between bus stops at key destinations and the destination, including safe and prioritised walking connections
- Higher capacity routes to serve growth areas in Melbourne's west and Geelong's north and connect these to Hobsons Bay
- Identify bus stops which require upgrading to bus shelters for advocacy to the State Government, with prioritisation criteria to include
  - » Patronage of bus stop
  - » Nearby demographics
  - » Nearby destinations such as large employment destinations, activity centres, medical centres, community centres, retirement villages or aged care centres

Roads and parking

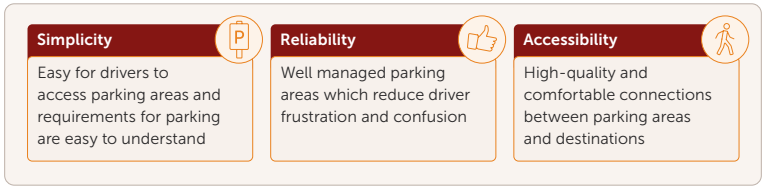
Type of intersection installed and design according to Austroads Guide to Traffic Management. Part 6 Intersections, Interchanges and Crossings. Intersections should be designed with consideration for the Safe System approach, to maximise the safety of all users, particularly vulnerable road users.

Parking management

Council will manage parking to support access to activity centres, local businesses, community facilities and public transport. Parking management will prioritise turnover, accessible parking, clear signage, safety and efficient use of existing spaces before considering additional supply.

Successful parking management is based on three principles, as outlined in Figure D.3.

Figure D.3 **Parking management principles**



Source: M&PC (2026)

Freight

Key principles for planning freight movements include:

- Ensure access to key rail and road freight routes are retained including appropriate sized parcels of land to accommodate large volumes of freight movements in close proximity to key routes
- Avoid incompatible land uses along key freight routes
- Retain existing industrial areas with access to freight railway lines
- Avoid freight routes alongside existing incompatible land uses, such as residential areas, schools, medical facilities, parks, and community centres
- Provide smooth traffic flow on key freight routes by discouraging complex intersections or complex turning movements
- Investigate best practice approaches to freight including freight only corridors and lanes



2027–37

Integrated Transport Strategy

Last update: October 2026

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HOBSONS BAY CITY COUNCIL

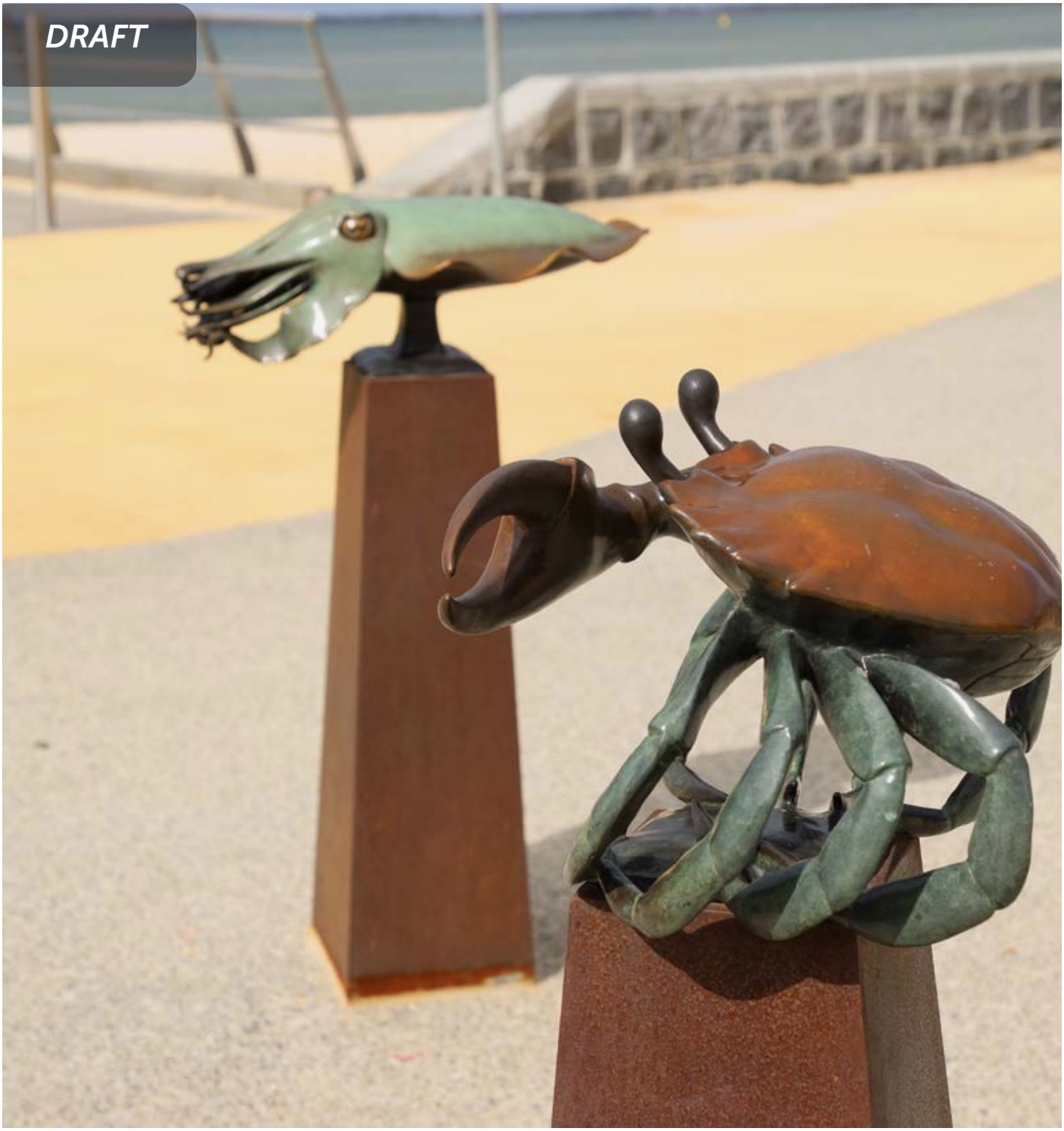
Creative City Arts and Culture Strategy

10 YEAR STRATEGY

Shaping creative experiences for communities to help build vibrant, connected, liveable cities.

November 2026

HOBSONS BAY CITY COUNCIL



Acknowledgement of Country

Council acknowledges the Bunurong People of the Kulin Nation as the Traditional Owners of these municipal lands and waterways, and pay our respects to Elders past and present.



Smoking Ceremony by Bunurong Land Council Aboriginal Corporation, Boollam Boollam Willum Cultural & Biodiversity Festival in Altona Meadows, 2024

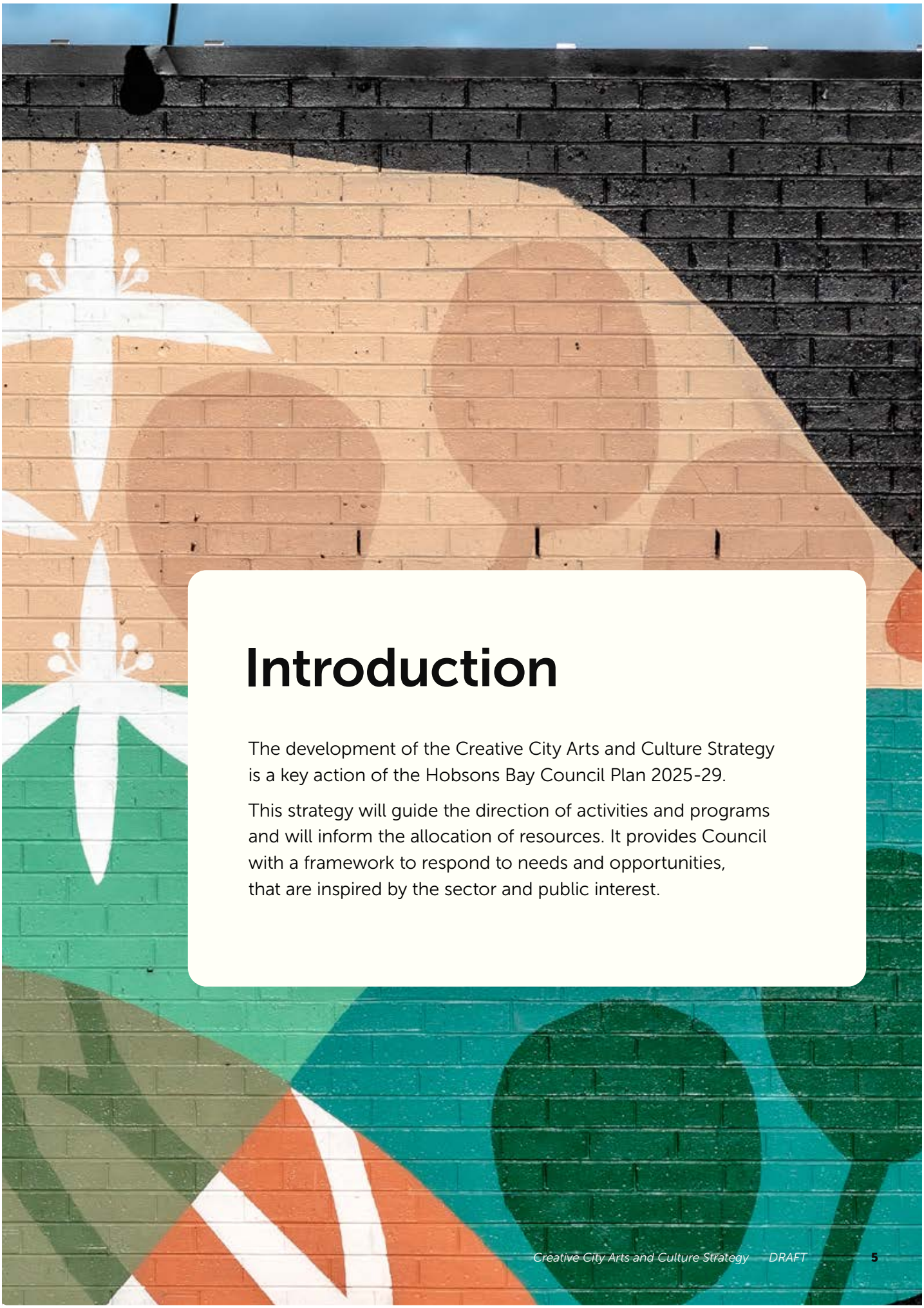
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Front page image: Seaborn by Pauline Fraser, 2005, Altona



Image: Newport Lakes Birdlife by Sarah Allen, 2024, South Kingsville



Introduction

The development of the Creative City Arts and Culture Strategy is a key action of the Hobsons Bay Council Plan 2025-29.

This strategy will guide the direction of activities and programs and will inform the allocation of resources. It provides Council with a framework to respond to needs and opportunities, that are inspired by the sector and public interest.



Image credit: Cargo by Mike Nicholls and Jonathan Leahey, 2009, Williamstown

About Hobsons Bay

Hobsons Bay is located on the lands and waterways of the Yalukit Willam, 7kms south-west of central Melbourne. Storytelling through arts and cultural practices of First Nations peoples has continued here for more than 60,000 years. The Creative City Arts and Culture Strategy aspires to elevate the voices and stories of First Nations artists and communities, recognising their deep, ongoing connection to Country.

Hobsons Bay is ideally positioned as the gateway to Melbourne's west, a region that is home to an incredible diversity of arts and culture and with a defined visitor economy. Hobsons Bay is recognised for its biodiverse coastal environment, maritime history, cultural diversity and its industrial heritage – all of which help form the city's unique identity. The landscapes and neighbourhoods throughout Hobsons Bay are interesting and diverse places to live and offer artistic inspiration. Hobsons Bay has a rich history of arts and cultural programming that highlights and celebrates the importance of these diverse places.

Creative industries are already an important contributor to our city. Hobsons Bay is home to a vibrant community of artists, writers, musicians, theatre-makers, event producers and more contributing to our cultural ecology. Pivotal arts spaces in Hobsons Bay include The Substation in Newport, Joel Gallery in Altona and Woods Street Arts Space in Laverton, all of which offer different access points into the arts – from leading contemporary artists to local community-led workshops – and each is located in busy and well-connected precincts.

The Creative City Arts and Culture Strategy draws on the unique urban identity of Hobsons Bay and harnesses the city's strengths. It provides a roadmap for creative programming and arts infrastructure that will contribute to community health, wellbeing and prosperity. It is both a practical and aspirational Strategy that recognises opportunities and the steps to enhance our local economy, further develop creative industries, and reinforce the cultural reputation of Hobsons Bay as a Creative City.

"Hobsons Bay continues to grow and evolve. Within 20 years, we will have almost another 20,000 residents. The opportunities in front of us are exciting and we will be working to ensure people of all ages and from all walks of life can continue to live happy, healthy and safe lives here."

CEO message from Hobsons Bay Council Plan 2025 - 2029

Role of Local Government in Arts and Culture

Local government plays a vital role in shaping creative experiences for communities through leadership, strategic planning and investment in arts and culture. Through creative programs, public art and cultural initiatives, an arts and culture strategy enables Council to foster connection, identity and participation, contributing to community health and wellbeing. The creative sector supports the visitor economy, activates public spaces and contributes to broader economic growth, helping build vibrant, connected and liveable cities.



Image: Quantum Columns or Spaghetti Under A Microscope by Lucas Gauci, 2024, Airtime flags, Altona Meadows Skate Park

Strategic Context

The Strategy aligns with the Council Plan and Health, Wellbeing and Safety Plan by responding to community priorities and aspirations, while also considering available resources and conditions within the creative sector.

Community consultation during the development of the Council Plan reinforced that arts and culture are fundamental to delivering on the principles embedded in the Council Plan, as identified under the themes of 'Healthy Community' and 'Liveable City':

- Strengthen community connection (Healthy Community, Goal 1)
- Reduce harm and build a safer community (Healthy Community, Goal 2)
- Promote physical and mental wellbeing (Healthy Community, Goal 3)
- Provide equitable and inclusive community infrastructure (Liveable City, Goal 1)
- Foster community through events and arts (Liveable City, Goal 4)

These themes and goals from the Council Plan, paired with input from community consultation, have generated **Principles, Program Areas and Actions** that provide a strategic roadmap for arts and culture in Hobsons Bay over the next ten years.

2025

Consultation and development of the Council Plan
Surveys and workshops.

Council Plan 2025-2029
Developed and published.

Health, Wellbeing and Safety Plan
Developed and published.

2026

Action in Council Plan
"Develop and implement the *Hobsons Bay Creative City Arts and Culture Strategy*, incorporating the *Public Art Strategy.*"

Consultation for Creative City Strategy
Surveys and workshops.

Principles, Program Areas, and Actions
Developed in response to consultation and research.

Early 2027

Creative City Arts and Culture Strategy Draft
Draft completed and shared on Participate for public exhibition and feedback.

The Importance of Arts and Culture in Communities

Arts, culture and creativity are essential to a healthy, connected and vibrant community. They contribute to community wellbeing, strengthen social connection, activate public spaces, celebrate local identity and create opportunities for participation, expression and belonging.

The realm of arts and culture creates an environment for residents and visitors to reflect, explore, be challenged, play and learn. People identify with the arts across a broad spectrum and the positioning of Hobsons Bay as a **Creative City** has helped support the most inclusive approach, empowering the makers and creators, artists and administrators, historians, designers, volunteers, producers, performers – and people simply enjoying the experiences that the arts can deliver.

A strong cultural reputation as a **Creative City** provides a context for visitors, and the positioning of Melbourne and Victoria as compelling cultural destinations highlight that the arts and creative industries are an important economic contributor.

The **Creative City** Arts and Culture Strategy positions Council to be able to respond to needs and to be proactive in preparing for opportunities, inspired by future trends and public interest. It will guide the direction of future activities, programs, and strategies, and will inform the allocation of resources and the identification of revenue and funding opportunities.

The arts help us to understand our past, identifying, documenting, conserving, and protecting our cultural resources as well as being central to a healthy inclusive community and sense of place. They allow for bold expression and moments of delight and provide opportunities to experience and experiment. The arts underpin place-making, revitalisation and re-purposing and contribute to our economy.

Council is well placed to raise awareness of the value of cultural experience and to create pathways to participate. It can advocate for, invest in, facilitate, and support initiatives, highlight strengths, and identify gaps, barriers and opportunities, in support of its role to improve the overall quality of life of people in the municipality.



Image: Ocker by Na Djinang Circus as part of Melbourne Fringe Festival Commonwealth Reserve, Williamstown, 2026



Image: Seaworks in Williamstown

The Value of Creative Industries

The cultural and creative sector makes a significant contribution to the economy. In Hobsons Bay, the creative sector has experienced strong growth, with an estimated average annual increase of 8.4% in jobs and 6.8% in economic value added, outperforming Greater Melbourne.

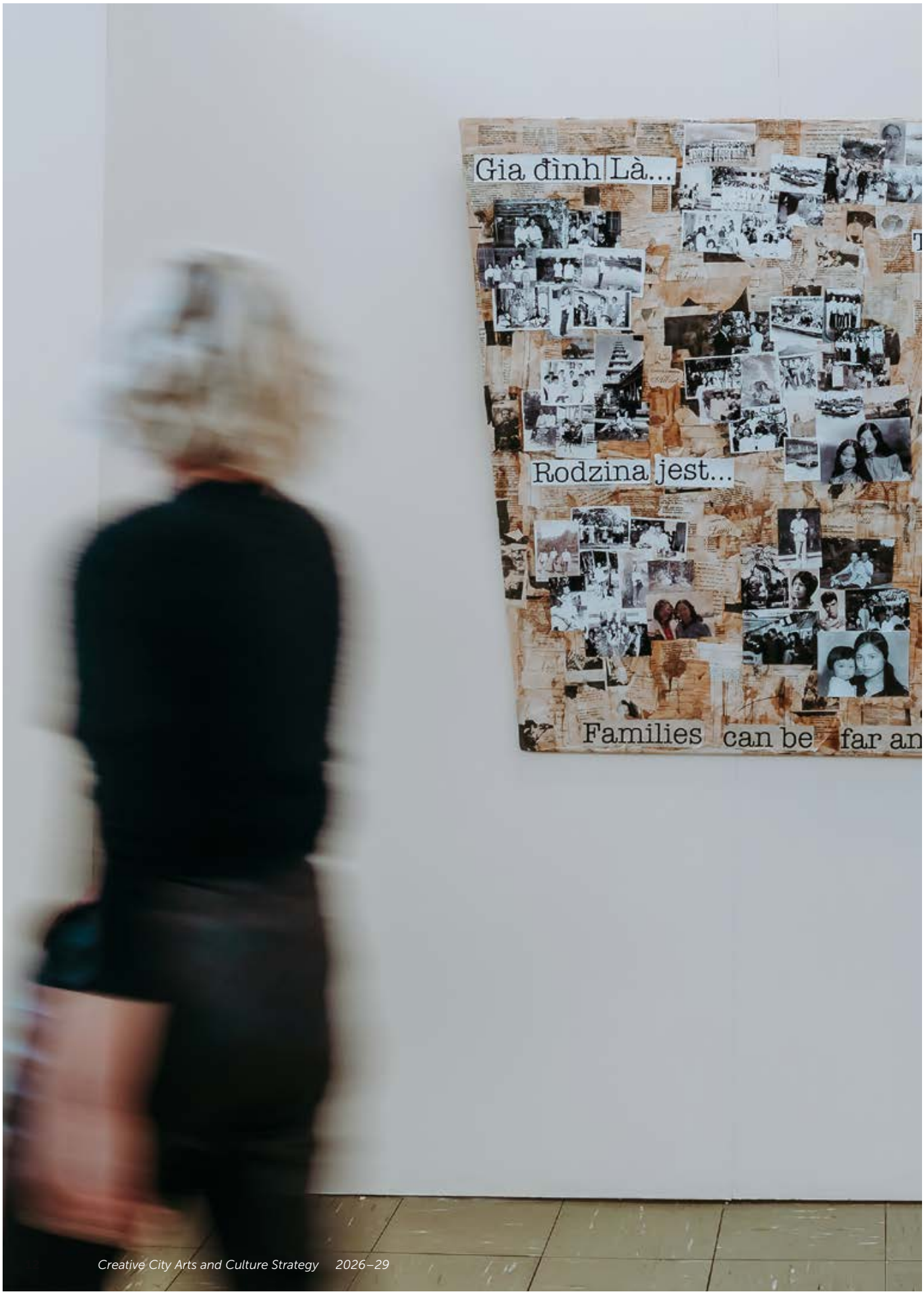
Arts and culture are part of everyday life. Research from the National Arts Participation Survey found that 98% of Australians engage with the arts in some way, whether through attending performances, reading, gaming, visiting galleries or participating in creative activities.

Like sport and recreation, arts and culture help people live healthy and connected lives. They contribute directly to the objectives of Council's Plan and the Health, Wellbeing and Safety Plan by:

- strengthening social connection and community belonging
- supporting mental health and wellbeing
- increasing activation and perceptions of safety in public spaces
- providing opportunities for visibility, representation and cultural expression
- creating vibrant places where people want to live, work and visit
- supporting local jobs, businesses and economic activity

*The creative industries collectively contribute **$41.2 billion** to the state's economy – representing 8.4% of the total Victorian economy.*

Source: Creative State 2028 strategy, page 18


Gia đình Là...
Rodzina jest...
Families can be far an



'In an increasingly polarised world, the arts and creativity have an important role to play in opening us up to new ideas and perspectives, exploring complexity, and facilitating important social dialogues. This is crucial to the health of our democracy and society, and to our individual growth and resilience.'

Source: Creative State 2028 strategy, page 18



Community Consultation

Community consultation has informed values and priorities in arts and culture in Hobsons Bay and identifies service gaps and areas for growth.

During the development of the Council Plan and Health, Wellbeing and Safety Plan, Council heard from the reference group that arts and culture play a critical role in creating a healthy community and liveable city.

Throughout the **Creative City** consultation, there were more than 100 workshop participants and over 200 survey respondents in total, representing a diverse cross-section of artists, local organisations, students, Council staff, and residents.

The process provided people an opportunity to help refine proposed principles and program areas, while identifying opportunities to broaden the impact of arts and culture in Hobsons Bay through new programming, partnerships and opportunities.

Key themes that emerged throughout the community engagement surveys and workshops included:

- Need for more creative spaces and arts infrastructure
- An emphasis on amplifying community-generated stories, with strong calls to prioritise marginalised, intersectional and diverse voices
- Flexible and longer-term funding models
- Opportunities for people to connect with each other, their communities, objects, history and places
- A strong appetite for permanent, site-responsive public art that tell the story of place
- Interest in events that connect arts with Hobsons Bay's coastal and natural environment
- The desire for stronger promotion of arts and cultural activities
- Greater visibility of First Nations stories
- More programming of live music and festivals

Top image: Creative City community consultation workshop, 2026
Image (opposite page): Rainbow Road artwork by Industrial Art Sign Co at Altona Theatre, 2022

Gender Impact

As per the requirements of the Gender Equality Act 2020, Council is required to prepare a Gender Impact Assessment (GIA) for all new and updated programs, policies and services that have a direct and significant public impact.

Through the development of the **Creative City** Arts and Culture Strategy, a "gender lens" has been applied to ensure the impact of gender norms, behaviours and roles are considered. A broad range of genders and population groups have been consulted, including people of different ages, cultural backgrounds, LGBTIQA+ status and people with disabilities.

Community consultation for the Strategy highlighted the importance of connection, wellbeing and visibility in the arts, underlining the need for an intersectional approach to programming and development of creative spaces.

The Council Plan and Health, Wellbeing and Safety Plan included similar themes in its Gender Impact Assessment:

- considering community safety as a health and wellbeing outcome
- considering the priorities that ranked highest for women, young people and people with a disability, including health and wellbeing community services, services for children, youth and/or families
- creating better social and community connection opportunities to address mental health issues
- supporting health and wellbeing through the built environment and open space to improve, maintain or expand public open space and facilities

The **Creative City** Arts and Culture Strategy has been developed with a gender lens, which has informed the Principles, Program Areas and Actions.





Image credit: Shakhiswaraa School of Dance at Woods Street Arts Space, 2022

PRINCIPLES

Creative City Hobsons Bay is guided by three principles:



Participation in arts and culture is accessible, inclusive and engaging for diverse communities, and fosters connection, wellbeing and belonging.



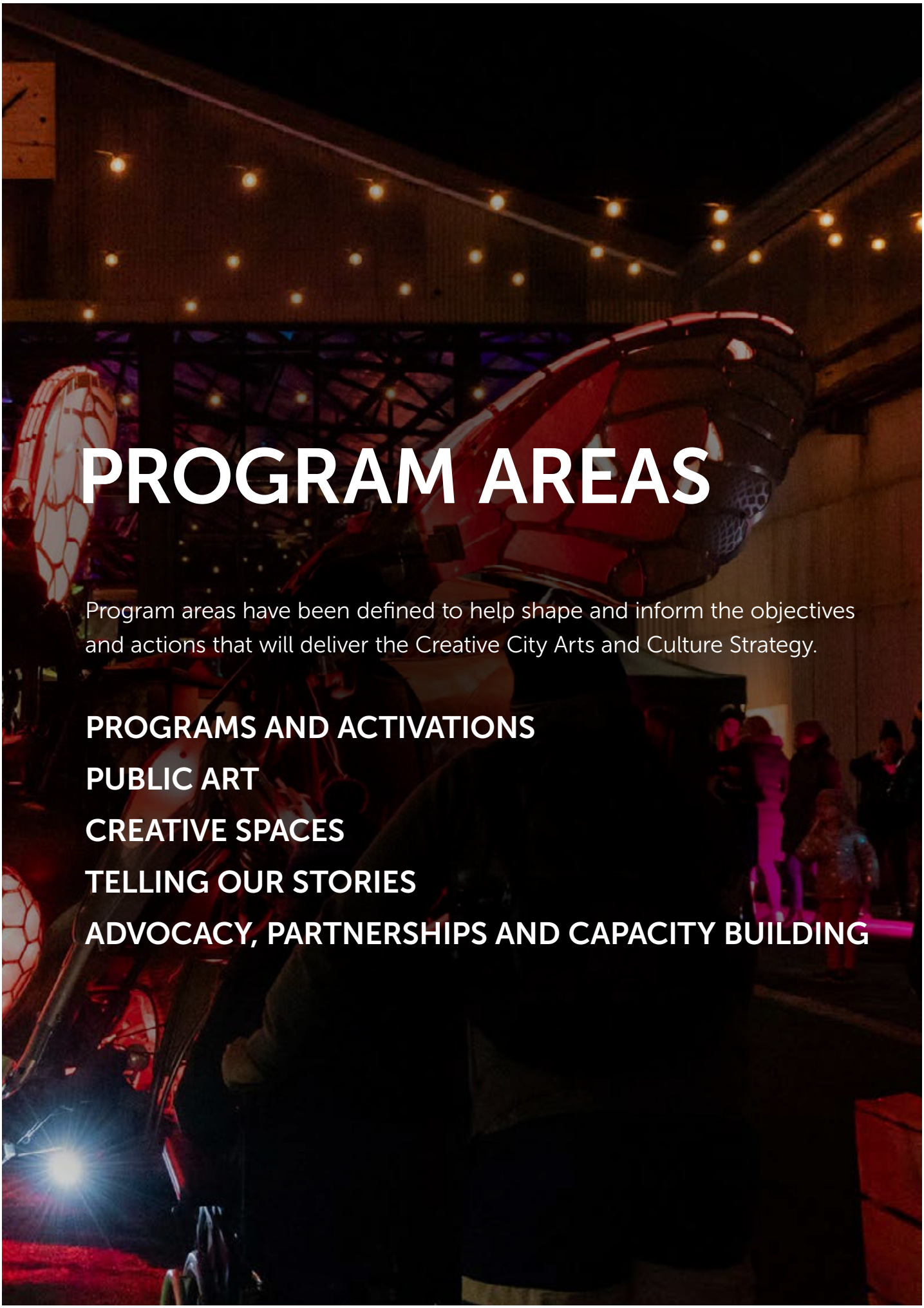
Partnerships and creative opportunities strengthen investment, economic sustainability and resilience in the arts.



Unique places, stories and communities contribute to Hobsons Bay's reputation as a Creative City.



Image: Winter Solstice, Seaworks, Williamstown, 2026



PROGRAM AREAS

Program areas have been defined to help shape and inform the objectives and actions that will deliver the Creative City Arts and Culture Strategy.

PROGRAMS AND ACTIVATIONS

PUBLIC ART

CREATIVE SPACES

TELLING OUR STORIES

ADVOCACY, PARTNERSHIPS AND CAPACITY BUILDING

"I would like to see greater equity of events and opportunities across the municipality."

Community survey respondent, 2026



Image: Little Projector Company, Winter in Williamstown, 2024

PROGRAM AREA

PROGRAMS AND ACTIVATIONS

Produce and support a vibrant arts and culture program for artists and audiences across the city, including music, visual arts, performing arts, cultural events, activating spaces and recognising the role of the arts in placemaking.

Objectives

To provide innovative and high-quality opportunities representing best practice, support neighbourhood vitality and enhance the cultural experience and reputation of Hobsons Bay

Support a cultural events and festivals calendar that celebrates and enhances our local creative and cultural ecology

To attract opportunities and partnerships, such as significant cultural events to Hobsons Bay

What we do already

- Ensure a diverse creative workshop program at Woods Street Arts Space, Laverton
- Support the Hobsons Bay Arts Society to deliver an annual exhibition program
- Support arts festivals and events (including literary, music, visual arts) including through Council's Make it Happen grants program, marketing or venue support
- Present and leverage local programming to enable major cultural festivals in Hobsons Bay e.g.: Heritage Hobsons Bay as part of the Australian Heritage Festival (National Trust), Melbourne Fringe Festival, Midsumma, Open House Melbourne
- Partner with local theatre companies Altona City Theatre and Williamstown Musical Theatre Company as companies-in-residence at Altona Theatre,
- Set making and storage provisions at Hobsons Bay Community Workshops for local theatre companies: Altona City Theatre, Williamstown Musical Theatre Company and Williamstown Little Theatre
- Support arts spaces and organisations that present arts programming
- Support community-led arts activations and projects including through Council's Make it Happen grants program, marketing or venue provision
- Promote opportunities including through Hobsons Bay Creative City e-news, Hobsons Bay Events quarterly booklet, social media and other channels
- Present the Woods Street Youth Art Prize, Laverton (biennial, next iteration scheduled for 2028)
- Produce the Dear Agnes Contemporary Art Program celebrating environment at Truganina Explosives Reserve, Altona (triennial, next iteration scheduled for March 2029)

New Actions

Year	Action	New Cost Implication
Year 1 2027–28	Undertake a ***Creative Programs Audit*** across creative spaces, libraries, cultural venues, facilities for hire and other spaces to determine trends, gaps and opportunities. **Context** To ensure Council is working collaboratively, taking advantage of opportunities to activate spaces, unlocking value and providing an equitable program across the city. The audit will inform a range of Council programs.	Within existing resources
Annual	Develop and deliver an annual program that supports place-based ***Creative Activations and Placemakin***g in activity centres and related precincts, in line with social and economic renewal opportunities. **Context** The arts have a significant role to play in placemaking, from creative interventions and treatments to influencing ways that people experience a place. Having a recurrent funding stream in a placemaking framework will deliver high value. Delivery outcomes would vary; examples could include a one-off-site activation, a block party, design market, pop-ups, public art, exhibitions or small events.	$20,000 per year, per precinct
Annual	Develop and deliver an annual ***Live Music Program*** that activates Council venues as well as other spaces. **Context** The live music industry is a significant economic and cultural contributor in Victoria. Building a recurrent program will unlock value for the city.	$40,000 per year
Annual	Develop and deliver a new annual ***Performing Arts Program*** that provides opportunities for artist and audience development through diverse programming across cultural venues. **Context** Bringing ticketed touring shows to Hobsons Bay adds value to our venues. It will help build the profile of our cultural venues as well as the performing arts sector, help build audiences and benefit our local community theatre scene.	$30,000 per year

NEW ACTIONS

New Actions

Year	Action	New Cost Implication
Year 2 2028–29 Year 4 2030–31	Scope and deliver a biennial ***Community Art Project*** celebrating nature-based themes suited for activity centres. **Context** Establishing creative projects with local schools and community groups helps foster connection and interest in our local environment through the arts.	$20,000
Year 4 2030–31	Scope a western region partnership to deliver a triennial ***Contemporary Art Festival*** across different exhibition spaces in Hobsons Bay and other western region creative spaces. **Context** Melbourne's west is known for a diverse and defined arts and culture sector. Being able to leverage our unique regional identity and collaborate for the arts communities and city is an exciting opportunity.	Within existing resources



Image: Woods Street Youth Art Prize Exhibition, Laverton 2024

"I'd like to see more art visible in the community. Art needs to be a voice, an everyday presence in the lives of its community."

Community consultation survey, 2023



Image: Threshold by Louise Lavarack, 2006, Altona North

PROGRAM AREA

PUBLIC ART

Provide a high-quality public art program that enhances public places, and celebrates the unique cultural, social, and environmental characteristics of Hobsons Bay.

Objective

To recognise the value of public art to our local sense of place as well as contributing to the visitor economy

To promote and celebrate the Hobsons Bay public art collection

To ensure all public art opportunities are commissioned and produced as site-specific and place-based

What we do already

General

- Commissions when opportunities arise
- Conservation and maintenance
- Advocacy

Street art

- Commission works with place-based themes
- Assess locations

Outdoor art exhibitions

- Airtime, opportunity for young artists in Altona Meadows
- The Outside Gallery, Newport
- Laneway Gallery, Laverton

Temporary public art programs

- Dear Agnes contemporary public art program in Altona, every 3 years
- Light projections in strategic locations

Temporary public art

Temporary public art projects are presented for a defined period, ranging from a single day to several years. Examples include installations, murals, and light-based artworks.

Temporary works provide opportunities to explore new ideas, respond to local issues and celebrate the unique character of Hobsons Bay. They encourage experimentation, can support artists at all stages of their careers, and create opportunities for communities to engage with art in unexpected and meaningful ways. Temporary works can also be used to test ideas that may inform future permanent commissions.

Council has arts infrastructure that supports temporary art and a rotating exhibition program, at outdoor sites being at Airtime (flag poles at Altona Skate Park), Laneway Gallery (billboards at Woods Street Arts Space Laverton) and The Outside Gallery (light boxes at Paine Reserve, Newport) which it delivers to an annual program. The street art program and triennial Dear Agnes contemporary art program operate within existing budget allocations.

New Actions

Year	Action	New cost implication
Year 1 2027–28	Deliver the ***Street Art Program*** - commission up to three murals and locations. **Context** It is recommended that 2027-2028 is a delivery year, with up to three sites to be identified and commissioned.	Within existing resources
Year 2 2028–29 Year 3 2029–30 Year 4 2030–31	Develop and deliver a new ***Temporary Art Site for Brooklyn*** for example a billboard site with changing exhibitions **Context** New creative outcomes for Brooklyn, is a great opportunity to enliven a part of the city that is also a significant gateway to Hobsons Bay.	$15,000 (one-off for site establishment) Works and content will be commissioned within existing budget

NEW ACTIONS

Permanent works

Permanent works are public artworks intended to remain in the public realm for the long term (25 years) and become part of Hobsons Bay's cultural legacy. They may be site-specific or integrated into civic, landscape or infrastructure projects.

The Public Art and Cultural Collections Investment Fund

The **Public Art and Cultural Collections Investment Fund** has been established to enable an accumulation of funds from either capital works or external investment opportunities, protected by strong governance. The fund enables investment into strategic projects identified in the **Public Art Strategic Sites** list once thresholds have been reached.

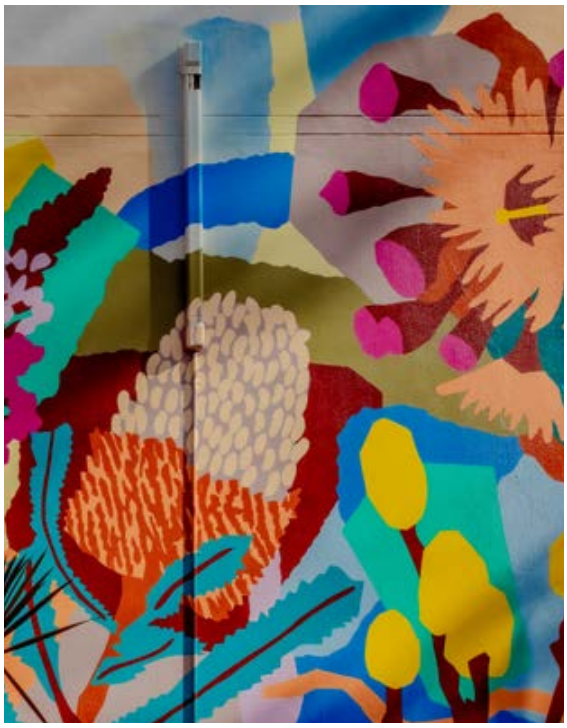
Permanent works contribute to the identity and character of Hobsons Bay by reflecting local stories, environments, cultures and histories. They create lasting landmarks, strengthen people's connection to place and enhance public spaces for current and future generations. As enduring cultural assets, permanent works are managed and maintained as part of Hobsons Bay's public art collection.

New Actions

Year	Action	Cost implication
Annual	Make annual capital works contributions to the Hobsons Bay City Council ***Public Art and Cultural Collections Investment Fund*** that accumulates to support the delivery of projects identified in the ***Public Art Strategic Sites List.*** **Context** Creating an investment fund that Council makes an annual capital works contribution to (recommended $80,000 each year) will enable funds to be accumulated to better support planned delivery of major projects.	$80,000 Capital works annual allocation
Year 2 2028–29	A fixed term position to support the delivery of the Public Art Program. **Context** When Council is commissioning permanent public art, staff resources need to be factored in.	Budget bid
Year 2 2028–29 Year 3 2029–30	Based on the outcomes identified through the ***Public Art Opportunities Masterplan for Precinct 15, Altona North***. Actively seek developers' contributions for future implementation. **Context** This action requires advocacy with developers for co-investment. Therefore, scoping is required outside of the capital investment	Within existing resources











Over page: At the falling of the year, after McCubbin by Melanie Caple, Williamstown, 2025
Above: Reunion by Grant Flick, Laverton, 2011
Top right: Nature's Palette by Leah Bartholomew, Williamstown, 2025
Bottom left: The Gates of Ceremony by Anuradha Patel and Velislav Georgiev, 2011, Williamstown Botanic Gardens
Bottom right: Time Beacon by Cameron Robbins, Altona Meadows, 2004

10 Year - Public Art Strategic Sites

For the successful commissioning of public art, all works must adhere to the guidelines and principles identified in the **Hobsons Bay Public Art Commissioning Guidelines**. As noted in the Guidelines, the preferred approach for Council is to oversee the management of commissions.

It is also important to note that a commissioned project can take a minimum of 18 months to deliver a site specific permanent public art project. For more complex sites and partnerships, this timeline can extend to 3 years.

Site/ Opportunity	Alignment	Min $ to trigger a Council-led commission process	Min $ to trigger a Council-led commission process	Delivery Period	Delivery Team
		Council funding	**External funding**		
Laverton	Relates to the loss of Dean Bowen bronze artworks	$150,000 + insurance funds		18 months, from commencement of commission	**Lead** Arts, Culture and Heritage **Partners** Open Space and City Design, Parks
Spotswood LXRP Advocacy for Public Art Investment	Hudson Road Masterplan - Wayfinding and Public Art	TBD	$550,000 requested from LXRP	Commence commission process at the conclusion of the LXRP works	**Lead** Arts, Culture and Heritage **Partners** Open Space and City Design **Stakeholders** Hudson Road Traders
Altona and Altona North Kororoit Creek Shared Trail (Stage 1 and 2)	Up to three wayfinding sites identified during design process	TBD	$300,000+ Federal Government Grant	18 months, from commencement of commission	**Lead** Arts, Culture and Heritage **Partners** Open Space and City Design, Parks **Stakeholders** Friends of Lower Kororoit Creek
Altona North Precinct 15	Sites identified in ***Public Art Opportunities Masterplan***	TBD	$700,000+ Developers' contributions / other partnership funding sources		**Lead** Arts, Culture and Heritage **Partners** Open Space and City Design, Parks, Planning **Stakeholders** Developers

Site/ Opportunity	Alignment	Min $ to trigger a Council-led commission process	Min $ to trigger a Council-led commission process	Delivery Period	Delivery Team
		Council funding	**External funding**		
Altona Meadows The Wetlands Centre	Commission a First Nations artist to create a work that denotes a gathering place as part of the new Wetlands Centre	$120,000 +		18 months, from commencement of commission	**Lead** Arts, Culture and Heritage **Partners** Open Space and City Design, Parks **Stakeholders** The Wetlands Centre, Traditional Owners
Newport Rail Corridor from Station to The Substation	Deliver improved visual amenity through public art that connects the Newport Station, The Substation and Paine Reserve	TBD	$500,000+ Advocacy to State Government (Does not include fencing and paths)	18 months, from commencement of commission	**Lead** Arts, Culture and Heritage **Partners** Open Space and City Design, Parks, The Substation, Metro Trains Newport Hub **Stakeholders** Vic Track, State Government
Williamstown Foreshore environment	Birrarung Valley Walk Project - Trail Head Marker/ Public Artwork	TBD	Partnership Funding	18 months, from commencement of commission	**Lead** Arts, Culture and Heritage **Partners** Open Space and City Design, Parks **Stakeholders** Traditional Owners Birrarung Walk Project Steering Group

*TBD - To Be Determined

"Inclusive local arts spaces are essential for organisations and artists' survival."

Hobsons Bay Arts Society

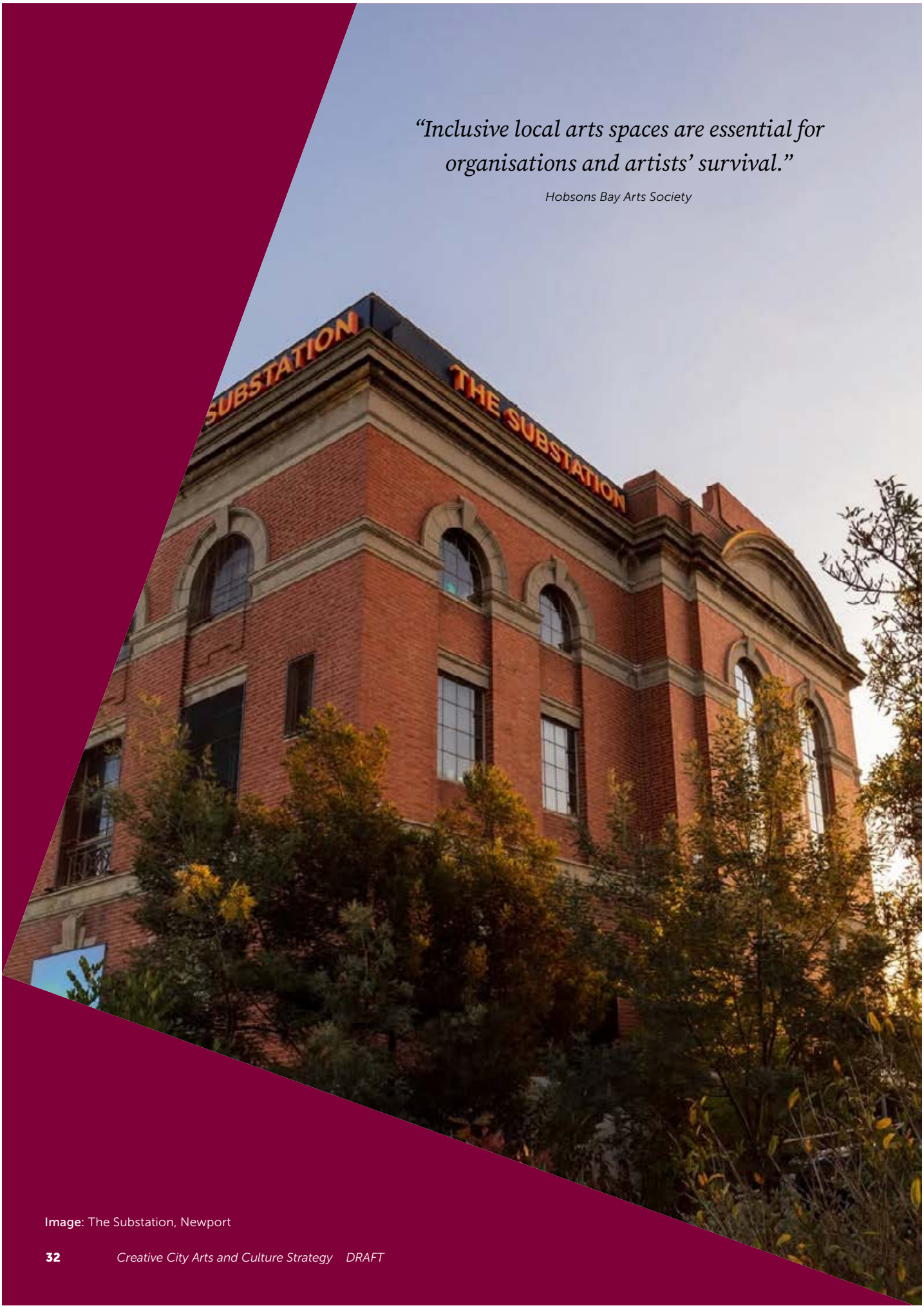


Image: The Substation, Newport

PROGRAM AREA

CREATIVE SPACES

This program area covers operations and management of arts infrastructure, cultural venues, and other creative spaces.

Council has roles as an asset owner, with capital and renewal responsibilities, as an operator and service provider and as a funder or partner with organisations that provide arts infrastructure and related services.

Objectives

To ensure cultural venues and creative spaces are fit-for-purpose, appropriately resourced, and maintained, recognising that arts infrastructure is an important element of access to the arts.

To repurpose and activate underutilised spaces for creative opportunities that support artists, makers and creative organisations.

What we do already

Provide support to enable the sustainability of Independently managed arts infrastructure:

- Provide operational funding through a triennial funding agreement to The Substation to enable its role as an arts space – currently in annual extensions
- Support programs and exhibitions at Louis Joel Arts & Community (provision of recurrent operational funding is through Council's community centre/neighbourhood house funding program)

Operate and maintain Council-managed arts infrastructure (leased)

- Operate Woods Street Arts Space (WSAS) in Laverton

Maintain or operate Council-owned assets that contribute to arts access including:

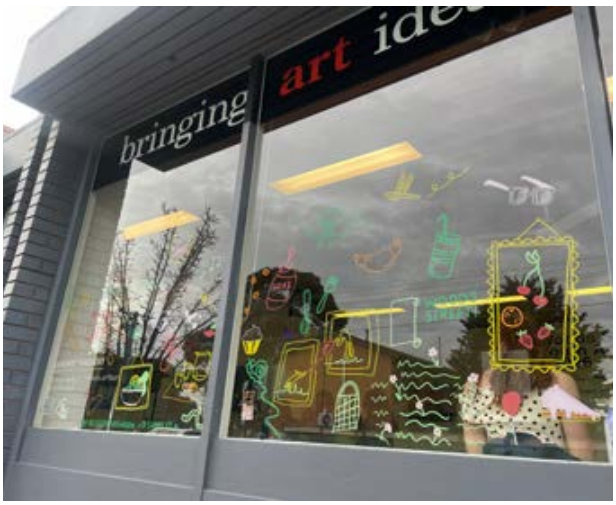
- Altona Civic Centre - exhibition programming
- Altona Homestead
- Altona Theatre (Altona City Theatre, Williamstown Musical Theatre Company and dance schools)
- Old Laverton School
- Truganina Homestead and Underkeepers Cottage
- Williamstown Town Hall (also a civic and community venue)
- Advocate for investment in the Williamstown Mechanics Institute

Woods Street Arts Space
Laverton









Top right: Mug Metamorphosis by Naomi Thorpe, Laneway Gallery, 2026
Bottom right: Little Picture Window, 2026
Bottom left: Woods Street Youth Art Prize launch, 2026
Top left: Fluttering Figments, project led by Lukas Kasper, 2024

Louis Joel Arts & Community
Altona









Top right: Louis Joel Arts & Community exterior
Top left and bottom right: Past Life exhibition curated by Yi Li, featuring Avrille Burrows, Lucy Buxton, Mita Chowdhury, and Rachel Morley, 2026
Bottom left: Transcriptions group exhibition by Wunder Gym, 2025



Altona Theatre

Image: Emma Donovan and The Putbacks performing as part of On the Road Again, 2022

Truganina Explosives Reserve
Altona









Top right: aerial photo of Truganina Explosives Reserve, Jonathan Sinatra for Dear Agnes Contemporary Public Art Program, 2026
Bottom right: Flora Field: An Invitation... Angelique Joy for Dear Agnes Contemporary Public Art Program, 2026
Bottom left: Dear Agnes Contemporary Public Art Program launch, 2026
Top left: Keepers Quarters exterior, Truganina Explosives Reserve

New Actions

Year	Action	Cost implication
Annual	Develop and implement an annual ***Creative Industries Residency Program*** that provides creatives (individual and organisations) opportunities to access diverse creative spaces. Sites of interest include: • Altona - Louis Joel Arts and Community studio • Altona - Truganina Explosives Reserve buildings • Laverton - Studio 54 (shopfront) Woods Street • Williamstown - Seaworks (sheds) • Williamstown - Town Hall (front 1918 building) **Context** Connecting artists and creatives with spaces that they can work in, contributing to activating precincts and unlocking value in various sites. Responds to an action in the Council Plan about utilizing underused spaces for the arts. Scope would include short term and longer-term use.	$40,000 each year
Annual	Support and build on the operational capacity of ***Louis Joel Arts and Community*** to strengthen curatorial program in the gallery and community access to the studios. **Context** Council provides operational funding of almost $70,000 each year to Louis Joel through its community centre and neighbourhood house funding. Being able to provide operational funding to support its gallery and help build its studio capacity will better define it as an arts space for the city.	$40,000 per year
Annual	Continued advocacy for ***The Williamstown Mechanics Institute Investment*** **Context** In 2025-26, Council endorsed the Williamstown Mechanics Institute as an advocacy priority and reestablished its purpose, as a highly significant cultural and heritage asset. In addition to the advocacy for the building, ensuring fit for purpose gallery, performance and museum infrastructure is required.	Within existing resources
Annual	Establish an ***Exhibition Program at Truganina Explosives Reserve, Altona*** (Underkeeper's Cottage) **Context** Being able to utilise the Underkeeper's Cottage for public benefit.	Within existing resources + Budget Bid

New Actions

Year	Action	Cost implication
Year 2 2028–29 Year 3 2029–30	Undertake a business case analysis for ***Purpose-Built Arts and Cultural Collection Shared Storage*** at Civic Centre and at other locations. **Context** The majority of Councils' civic collection is in offsite storage. Being able to identify a suitable long-term cost-effective solution, noting it may also incorporate the needs of the WHS and ALHS.	Within existing resources
Year 3 2029–30 Year 4 2030–31	Undertake a ***Review of Local Maker Spaces and Resources for Artists in Hobsons Bay.*** Create a directory that improves access. **Context** During consultation there was a strong desire from community about what maker spaces where available and how they could access them.	Within existing resources



Image: Newport Folk Festival at The Substation, 2026



Image: Sounds of Silent at Williamstown Town Hall, 2024

PROGRAM AREA

TELLING OUR STORIES

Deliver and support a heritage program that recognises Hobsons Bay's unique histories through collaboration with community, artists, and local heritage organisations.

Amplify First Nations storytelling and voices through programs, creative opportunities and cultural events.

Objectives

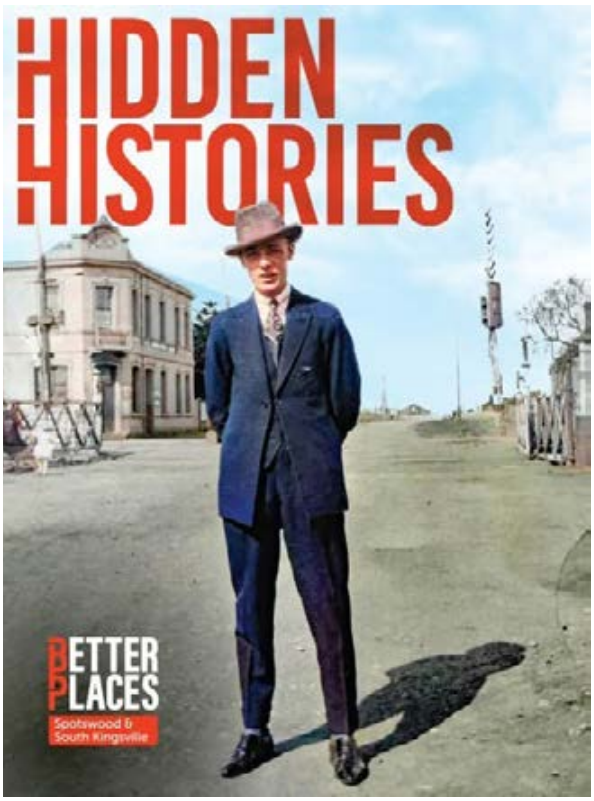
- The heritage of Hobsons Bay is interpreted through the development of programs and partnerships with local groups and experts
- Ensure accurate, inclusive and accessible heritage interpretation and storytelling that reflects diverse perspectives
- To ensure positive contribution is made to Reconciliation in Hobsons Bay through the prioritisation of First Nations cultural programming
- Apply best practice principles to the conservation, interpretation and management of heritage and cultural collections

What we do already

- Produce the Heritage Hobsons Bay Festival as a city-wide celebration (on hold in 2026)
- Partner with Open House Melbourne to highlight and showcase important buildings and stories
- Support the delivery of First Nations Cultural Programs
- Facilitate a local heritage network representing historical societies, historians and related groups
- Conservation and maintenance of cultural objects, assets and including the civic collection
- Cultural heritage interpretation (e.g., Bay Trail Markers, Heritage Street Signs, The Message Tree at Nelson Place)
- Programming as opportunities arise, including 100 Years of the Williamstown Town Hall ballroom

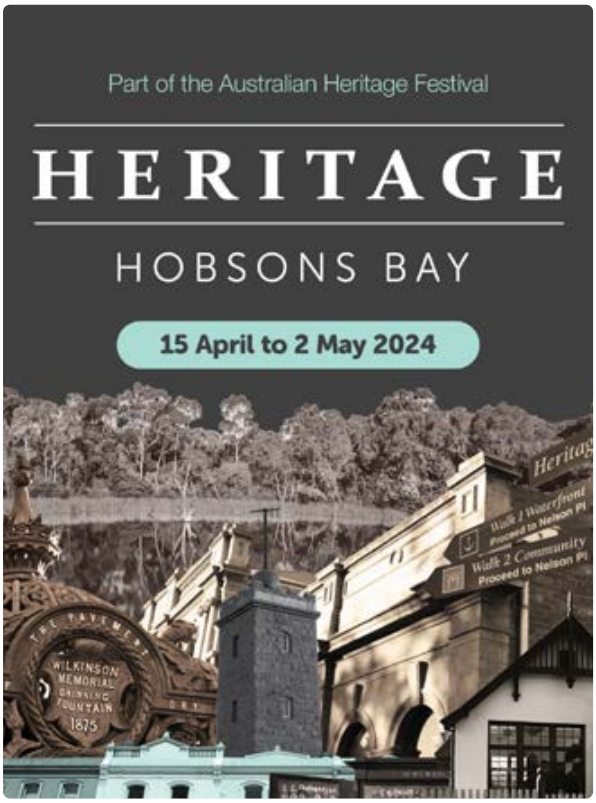
New Actions

Year	Action	Cost implication
Year 1 2027–28	Undertake a ***Curatorial Review of the Williamstown Town Hall Cultural Collection*** **Context** To enable space to be effectively utilised, while ensuring that furniture and fittings that have provenance to the building are profiled appropriately.	Existing resources
Year 1 2027–28 Year 3 2029–30	Deliver a biennial ***Boollam Boollam Willum Festival*** that offers diverse programs across Hobsons Bay through First Nations creative, environment and cultural heritage-based themes. **Context** Council had positive outcomes for its series of Boollam Boollam events at Altona, which were supported through project funding. Being able to build on and extend its reach to other sites around the city and curate to multiple themes will respond to community interest and add value.	$25,000 (biennial)
Year 2 2028–29	Develop a ***Cultural Heritage Interpretation Plan*** that focuses on telling shared stories: including First Nations, industrial, maritime, migrant and social histories. **Context** This enables the next stages of Council's interpretive work to be as well planned as we did with the Bay Trail markers program, including opportunities for innovation, augmentation, digital applications, sound installations.	Budget Bid
Year 3 2029–30	Undertake a curatorial review that supports ***Altona Laverton Historical Society at the Altona Homestead*** **Context** *The Altona Laverton Historical Society manages the Altona Homestead at Logan Reserve.* *Assistance that supports ALHS collection needs.*	Existing resources
Year 4 2030–31	Develop and deliver a ***Heritage Hobsons Bay Network Website*** that connects local historical societies to a public interface. **Context** A dedicated website to build capacity of local history and heritage operators, enabling them to share collection information and historical knowledge. It could include Council's civic collection and stories.	$20,000 (once off cost)





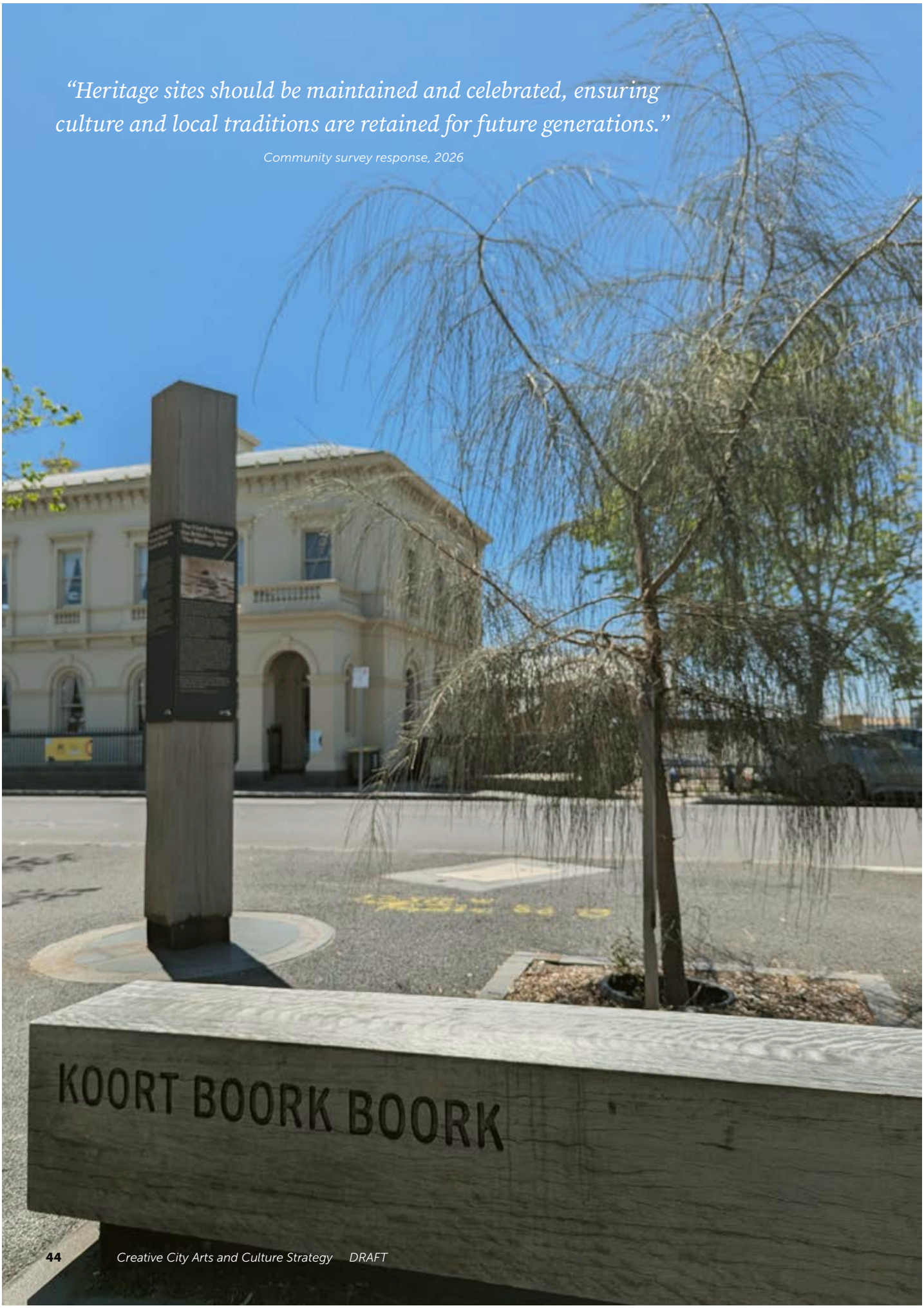




Top left: 'Hidden Histories' short film by Art & Industry Projects
Top right: Historical capstan and cannon on The Strand, Williamstown
Bottom left: Walk on Country with Rob Ogden at Truganina Explosives Reserve, Altona 2026
Bottom right: Heritage Hobsons Bay poster, 2024

"Heritage sites should be maintained and celebrated, ensuring culture and local traditions are retained for future generations."

Community survey response, 2026



Recognising First Nations Heritage

As part of the Creative City Arts and Culture Strategy, Council aims to honour the following values:

Truth-telling

Incorporating First Nations Australians' perspectives, cultural knowledge, and inclusive narratives about the municipality's past and present.

Heritage interpretation and storytelling

Engaging in accurate, inclusive and accessible heritage interpretation and storytelling.



Image opposite: The Message Tree, Nelson Place, Williamstown
Image above: Womindjeka Gateway Flags (seasonal), designed by Aretha Brown



PROGRAM AREA

ADVOCACY, PARTNERSHIPS AND CAPACITY BUILDING

Strengthen a creative and cultural economy through professional development, collaboration, promotion, and funding opportunities.

Build capability across the sector through partnerships and advocacy.

Objectives

Advocate, position and promote Hobsons Bay's creative industries as integral to the economic and cultural life of the city

Strengthen our advocacy around attracting state, federal and private investment that supports local creative communities

Connect and grow local creative industry network

What we do already

Provide funding for projects, programs and events through Make it Happen, Council's annual community grants program.

Present professional development, networking and capacity building initiatives including:

- Hobsons Bay Creative Exchange Lab, an annual program providing networking and professional development opportunities
- Workshops on topics of interest including grant writing, events planning, risk management
- Capacity building for small organisations, most recently Expand Your Impact Art & Heritage
- An artist development and mentoring program called Wunder Gym, in partnership with Wyndham Council
- Enable artists opportunity through broad Expressions of Interest (EOI) processes
- Representation on arts committees and professional networks
- Advocacy and stakeholder engagement Representation on arts committees and professional networks
- Public Art advocacy and stakeholder engagement
- Seek co-investment to complete the Williamstown Mechanics Institute



NEW ACTIONS

Year	Action	Cost implication
Annual	Research local industry DGR (Deductible Gift Recipient) programs that will strengthen partnership opportunities for investment into local creative industries. **Context** A relevant local information source can provide value to the community.	Within existing resources
Year 1 2027–28	Scope a new ***Arts and Events Grants Program***, reviewing Make it Happen allocations and resetting criteria to expand opportunities for artists and cultural events, including multiyear agreements. **Context** Some Councils have dedicated arts streams and triennial and multi-year grants. Plan is to research opportunities.	Within existing resources Budget Bid
Year 2 2028–29 Year 3 2029–30 Year 4 2030–31	Develop and deliver a ***Creative City Website*** that has a directory function that supports a local arts network and promotes opportunities. **Context** Consultation drew a consistent theme about increasing promotion and visibility of and for the arts. A dedicated website could include a directory function that supports a local arts network and promotes opportunities. Council will continue to publish on Creative City social media and Creative City e-news.	$20,000 (once off cost)
Year 3 2029–30	Establish an ***Arts Culture & Heritage Advisory Group*** to help inform future work and advocacy goals.	Within existing budget

Our cultural assets

Our creative spaces

- Altona – Louis Joel Arts and Community
- Laverton – Woods Street Arts Space
- Newport – The Substation

Venues that enable a Creative City

- Altona Homestead
- Altona Meadows Library maker spaces
- Altona Theatre
- Brooklyn Community Hall
- Hobsons Bay Community workshops
- Laverton Soundstep Studios
- Newport Hub and studio
- Old Laverton School (closed)
- Scienceworks
- Seaworks and upstairs gallery / Loft Gallery, Pirates Tavern
- South Kingsville Community Centre
- Truganina Homestead and Underkeepers Cottage
- Williamstown Centenary Theatre
- Williamstown Italian Social Club
- Williamstown Library and Heritage program
- Williamstown Little Theatre
- Williamstown Mechanics Institute (closed)
- Williamstown Town Hall

Arts infrastructure – outdoor exhibition spaces

- Orbital, exhibition display case at Central Square, Altona Meadows
- Airtime, flags for young people to exhibit works, Altona Meadows Skate Park
- Laneway Gallery, billboards at Woods Street Arts Space, Laverton
- The Outside Gallery, lightboxes at Paine Reserve, Newport

Museums and heritage places to note include

- Altona Homestead
- Altona Truganina Homestead and Underkeepers Cottage
- Newport DERMPAV (Diesel Electric Rail Motor Association of Victoria)
- Newport Railway Museum, Newport Rail Workshops
- Williamstown HMAS Castlemaine
- Williamstown Maritime Museum
- Williamstown St John Museum

Organisations, producers and networks that contribute to our Creative City

- A Is for Art
- Altona City Theatre Company and ACTion youth theatre
- Altona Laverton Historical Society
- Aphids (The Substation)
- Australian Art Orchestra (The Substation)
- Born In A Taxi
- Crashendo (Laverton P-12)
- Dramawerkz (Louis Joel)
- Hobsons Bay Arts Society
- Hobsons Bay City Band
- Hobsons Bay Homegrown Authors
- Hobsons Bay Men's Shed
- Hobsons Bay Wetlands Centre
- Hubcap Productions
- Industrial Art
- Inner West Art Fair
- Inner West (National Trust branch)
- Inner West Symphony Orchestra
- Kinetic Theatre
- Martin Case Productions
- New World Arts
- Newport Fiddle and Folk Club
- QiQi Music
- Seabreeze Quilters
- Sway (Seaworks)
- Truganina Explosives Reserve Preservation Society
- Western Edge Youth Arts (The Substation)
- Williamstown Camera Club
- Williamstown Film Society
- Williamstown Historical Society
- Williamstown Literary Festival
- Williamstown Little Theatre
- Williamstown Maritime Association
- Williamstown Musical Theatre Company
- Willin Wimmin Choir
- Writers Out West

Organisations that leverage, support and promote our Creative City

- Altona Village Traders Association
- Hobsons Bay Pride
- Hobsons Bay Visitor Information Centre
- Mamma Knows West
- Newport Traders Association
- Spotswood Traders Association
- The Westsider
- Western Melbourne Tourism
- Williamstown Chamber of Commerce



Image: Colours of Seabrook by Amanda Newman, 2022, Seabrook

Program areas positioned against the Hobsons Bay Council Plan 25-29 goals

	Healthy Community			Liveable City	
	Goal 1 *Strengthen community connection*	**Goal 2** *Reduce harm and build a safer community*	**Goal 3** *Promote physical and mental wellbeing*	**Goal 1** *Provide equitable and inclusive community infrastructure*	**Goal 4** *Foster community through events and arts*
PROGRAMS AND ACTIVATIONS	1.1.1 Deliver health and wellbeing initiatives that enable social connection		1.3.2 Deliver and support equitable and inclusive programming of open space, libraries, community hubs, arts, and sport and recreation facilities to promote wellbeing		3.4.4 Activate and invest in existing underutilised spaces and infrastructure to support arts 3.4.3 Provide and support an events and festivals program that showcases the unique features of Hobsons Bay and responds to and celebrates community
PUBLIC ART		1.2.3 Provide public places and infrastructure that enhance perceptions of safety and strengthen partnerships to deliver community safety initiatives		3.1.4 Enhance the existing provision of open space across the municipality through renewal and upgrade to meet community expectations in accordance with the Open Space Strategy	3.4.4 Activate and invest in existing underutilised spaces and infrastructure to support arts
CREATIVE SPACES					3.4.4 Activate and invest in existing underutilised spaces and infrastructure to support arts
TELLING OUR STORIES	1.1.2 Support opportunities to promote First Nations reconciliation 1.1.3 Recognise, support and celebrate the diversity of Hobsons Bay				
ADVOCACY, PARTNERSHIPS AND CAPACITY BUILDING	1.1.2 Support opportunities to promote First Nations reconciliation 1.1.4 Foster partnerships with community groups and organisations that support community connection, wellbeing and capacity building 1.1.6 Partner with young people, families, schools and service providers to co-design initiatives that respond to their needs and aspirations				

10 YEAR STRATEGY

Creative City
Arts and Culture Strategy

November 2026
DRAFT

NRS phone 133 677 and quote 1300 179 944
Email customerservice@hobsonsbay.vic.gov.au

www.hobsonsbay.vic.gov.au

instagram.com/hobsonsbaycc

www.facebook.com/HobsonsBayCityCouncil

HOBSONS BAY LANGUAGE LINE
9932 1212
INTERPRETER SERVICE FOR ALL LANGUAGES

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HOBSONS BAY CITY COUNCIL

HOBSONS BAY CITY COUNCIL

Financial Report for the period ended 30 September 2026

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Hobsons Bay City Council – Financial Report for the period ended 30 September 2026

1. Income Statement

	Actual @ 30/9/26 $'000	YTD Budget @ 30/9/26 $'000	YTD Budget Variance $,000	Budget 2026/27 $'000	Forecast 2026/27 $'000	Ref	Forecast Variance $'000
Income							
Rates and charges	37,388	37,526	(138)	152,351	152,681	1.1	330
Statutory fees and fines	1,245	942	303	5,657	5,663	1.2	6
User fees	1,863	1,818	45	6,117	6,244	1.3	127
Grants - operating	1,862	2,097	(235)	9,889	9,935	1.4	46
Grants - capital	2,402	1,825	577	7,300	10,293	1.5	2,993
Contributions - monetary	1,608	760	848	3,053	3,865	1.6	812
Other income	1,638	1,185	453	4,741	5,938	1.7	1,197
Total Income	**48,006**	**46,153**	**1,853**	**189,108**	**194,619**		**5,511**
Expenses							
Employee costs	17,634	19,018	1,384	74,520	72,622	1.8	1,898
Materials and services	14,867	17,153	2,286	61,965	64,633	1.9	(2,668)
Allowance for impairment losses	124	137	13	549	550		(1)
Depreciation	10,482	10,654	172	42,634	42,243	1.10	391
Borrowing costs	159	159	-	588	588		-
Other expenses	235	221	(14)	886	910	1.11	(24)
Net loss on disposal of property, infrastructure, plant and equipment	(56)	(85)	(29)	2,251	2,251	1.12	-
Total Expenses	**43,445**	**47,257**	**3,812**	**183,393**	**183,797**		**(404)**
Surplus / (deficit)	**4,561**	**(1,104)**	**5,665**	**5,715**	**10,822**		**5,107**

1. Income Statement (cont.)

Explanation of Variances

The operational surplus for the period ended 30 September 2026 was $4.561 million, compared to the year to date (YTD) budget deficit of $1.104 million. The year-end budget surplus of $5.715 million has increased to a forecast year-end surplus of $10.822 million.

The increased forecast surplus of $5.107 million compared to budget is explained as:

1.1 Rates and charges are expected to be $330,000 over budget.

The most significant forecast increase relates to the amount originally raised as rates due to property development ($303,000). Other forecast increases relate to waste charges ($15,000), and Council rebates ($12,000).

Actual income is $138,000 under the YTD budget. The most significant decreases relate to interest on rates ($144,000) and payments in lieu of rates ($105,000), which are both considered to be timing differences. The most significant increase relates to the amount originally raised for rates ($89,000).

1.2 Statutory fees and fines are expected to be $6,000 over budget. Only minimal forecast adjustments have been made at this stage.

Actual income is currently $303,000 above the YTD budget primarily due to timing differences in parking infringements ($298,000) and Fines Victoria income ($49,000).

The most significant income under YTD budget is Building and Construction Industry Regulations enforcements, which is also considered to be a timing difference ($64,000).

1.3 User fees are expected to be $127,000 over budget. The most significant forecast increase relates to tree removal permits ($220,000).

The most significant decrease relates to Emergency Services Volunteer Fund (ESVF) administration that has been reclassified as a grant ($106,000).

Actual income is $45,000 over the YTD budget mainly due to tree removal permits ($220,000), food premises registrations ($40,000), and community learning centre use ($24,000).

The most significant income under YTD Budget, generally considered to be timing differences relate to property services ($65,000), parking fees and permits ($43,000), rates debt recovery ($39,000), ESVF administration ($27,000), recycling cost recovery ($23,000), urban planning fees ($15,000), and immunisations ($13,000).

1.4 Operating grants are expected to be $46,000 over budget.

The most significant forecast increases relate to Community Child Health ($417,000), the Level Crossing Removal project ($379,000), the reclassification of ESVF administration ($106,000) and the West Gate Tunnel project ($45,000).

Forecast increases in relation to grants carried over from 2025-26 include Maternal and Child Health ($57,000), Kindergarten registrations ($53,000), Preschool Field Officer ($49,000) and the Level Crossing Removal project ($43,000).

The most significant forecast decrease relates to the timing of Commonwealth Financial Assistance Grants as 80 per cent of the grant was received in 2025-26 while the budget was premised on 50 per cent being received early ($1.183 million).

Actual income is $235,000 under the YTD budget mainly due to timing of the public libraries grant ($334,000), Level Crossing Removal project ($74,000), and West Gate Tunnel project ($20,000).

The most significant income over the YTD budget mainly relates to carried over grants for Early Years ($80,000), and Community Child Health ($70,000).

1.5 Capital grants are expected to be over budget by $2.993 million, due to unbudgeted income received ($2.123 million), income carryover adjustments from the prior year's program ($927,000), and income expected to be received next financial year ($57,000).

For a more detailed explanation, please refer to the summary Capital Works Program section of this report and the detailed capital works attachment.

1.6 Monetary contributions are expected to be over budget by $812,000.

The most significant forecast increase relates to capital contributions ($705,000), and open space capital contributions ($337,000). The most significant forecast decrease relates to Precinct 15 ($209,000).

Income will generally be transferred to reserves to ensure that it is spent in future years on its intended use.

1.7 Other income is expected to be over budget by $1.197 million.

The most significant forecast increases relate to compensation for the West Gate Tunnel project ($1 million), and interest earned on investments resulting from higher cash levels and interest rates ($200,000).

Actual income is $453,000 over the YTD budget due to Council facilities and property rental income, which is regarded as a timing difference ($329,000), and interest on investments ($124,000).

1.8 Employee costs are forecast to be under budget by $1.898 million.

Forecasts have been reduced across the organisation due to vacancies determined during the first quarter of the financial year.

Actual expenditure is $1.384 million under the YTD budget due to vacancies.

1.9 Materials and services are expected to be over budget by $2.668 million.

The forecast is inflated due to an increase in operational projects included in the Capital Works Program, which is a transfer of costs rather than an additional cost ($1.271 million).

The increased forecast is also impacted by work delayed and carried over from the previous financial year relate to ICT Strategy ($310,000), the contribution towards the Epsom Street affordable housing project ($300,000), Water Sensitivity Urban Design regulatory compliance ($140,000), building compliance and enforcement audit ($108,000) and the traffic and transport line marking maintenance contract ($87,000).

Other significant forecast increases relate to hard waste tonnage collection fees ($301,000), Greenlight consultancy fees ($50,000), boat ramps repairs and maintenance ($50,000) and summer safety subcommittee contribution ($28,000).

The most significant forecast reductions relate to household waste, recycling and green waste tipping and processing costs ($120,000).

Actual expenditure is $2.286 million under the YTD budget.

The most significant expenditures under YTD budget generally considered to be timing differences in relation to the ICT Strategy ($466,000), roads, drains, footpath and kerb maintenance contract ($414,000), strategy, economy and sustainability ($254,000), parks and open space ($201,000), software renewals ($198,000), plant and depot operations ($143,000), staff training and professional development ($135,000), debt collection ($135,000), community life ($121,000), traffic and transport services ($85,000), communications and postage ($84,000) and urban planning ($58,000).

The most significant expenditures over YTD budget generally considered to be timing differences are in relation to telecommunications ($137,000), utilities ($107,000), and boat ramps repairs and maintenance ($29,000).

The most significant expenditure over YTD budget that has led to a forecast increase relates to operational projects included in the Capital Works Program ($287,000).

1.10 Depreciation is expected to be under budget by $391,000. The main forecast decrease relates to plant and equipment ($654,000), with depreciation impacted by the delay in purchases late in the last financial year.

The main forecast increase relates to building ($259,000), with depreciation impacted by purchases and revaluations that occurred late in the last financial year.

Actual expenditure is $172,000 below the YTD budget, generally reflecting the purchases and revaluations mentioned above.

Depreciation is a non-cash item and has minimal impact on funding Council's budget in 2026-27. Increasing valuations does impact Council's ability to renew and upgrade its assets. This is reflected in the Financial Plan Capital Works indicators outlined in section 7.2.

1.11 Other expenses are expected to be over budget by $24,000.

The main forecast increases relate to Councillor allowances reflecting advice provided by the Victorian Independent Remuneration Tribunal ($15,000), and rentals/leases ($9,000).

Actual expenditure is $14,000 over the YTD Budget, which mainly relates to Councillor allowances ($35,000).

The main expenses under YTD Budget relate to rentals/leases ($17,000) and audit fees ($8,000).

1.12 Net loss on disposal of property, infrastructure, plant and equipment of $2.251 million has been budgeted with no changes made to the end of year forecast.

Budgeted losses relate to the projected write-off of assets replaced as part of Council's capital works program. This includes buildings ($800,000), roads ($700,000), footpaths and cycleways ($240,000), furniture and fittings ($240,000), drainage ($200,000), parks and open space (200,000), and off-street carparks ($100,000).

A profit is budgeted for the sale of plant ($230,000).

The year-to-date profit of $56,000 relates to the sale of plant.

2. Summary Capital Works Program

	Actual @ 30/9/26 $'000	YTD Budget @ 30/9/26 $'000	Budget 2026/27 $'000	Forecast 2026/27 $'000	Forecast Variance $'000
Items to be Capitalised	4,876	8,959	59,725	62,324	(2,599)
less items capitalised from operational budget	-	-	-	-	-
Operational Projects	368	349	2,329	3,600	(1,271)
Total Capital Works Expenditure	**5,244**	**9,308**	**62,054**	**65,924**	**(3,870)**
Capital Works Income	**2,631**	**1,825**	**7,300**	**10,999**	**(3,699)**
Transfers from Capital Carryover Reserve	19,288	11,081	11,081	19,288	(8,207)
Transfers to Capital Carryover Reserve – Expenditure	-	-	-	1,170	(1,170)
Transfers to Capital Carryover Reserve – Income	-	-	-	(57)	57
Net Capital Works Program	**(16,675)**	**(3,598)**	**43,673**	**36,750**	**6,922**

Council's 2026-27 Capital Works Program, including variations to individual capital projects are highlighted in the capital works attachment. The forecast result of the Capital Works Program shows a net surplus of $6.922 million when compared to the original budget after forecast adjustments and carryovers are considered.

The net surplus of $6.922 million relates to Hudsons Road ($2.223 million), and potential project savings based on current project forecasts and assumptions that will be reviewed throughout the financial year ($4.698 million). Any changes will be reflected in future forecasts and reported to Council through subsequent quarterly reports.

The $2.223 million associated with Hudsons Road relates to projects impacted by Level Crossing Removal Project (LXRP) works. This funding will be held for the future delivery of these projects when they are able to proceed.

The remaining $4.698 million, comprising $640,000 from completed projects and $4.058 million from works in progress, will be quarantined within the current-year Capital Works Program rather than returned to the broader funding position. These funds may be considered for emerging project budget pressures, unforeseen site conditions, safety requirements, unplanned capital works and opportunities requiring Council to match funding. Any proposed use of these funds will be managed through the endorsed Capital Works Framework and Change Request process, with future Change Requests reported to Council through subsequent quarterly reports or presented for Council approval where required.

Capital Works Expenditure for the period ended 30 September 2026 was $5.244 million compared to the year-to-date budget of $9.308 million. The initial budgeted capital expenditure for the 2026-27 financial year of $62.054 million has increased to a forecast of $65.924 million. The increased forecast expenditure of $3.870 million compared to the budget is attributable to:

- expenditure carryover adjustments from the prior year's program ($9.134 million)
- the increase in funded capital expenditure ($2.829 million)
- the expenditure savings of the capital program ($6.922 million)
- expenditure expected to be carried over to next financial year ($1.170 million)

Capital Income for the period ended 30 September 2026 was $2.631 million compared to the year-to-date budget of $1.825 million. The initial budgeted capital income for the 2026-27 financial year of $7.3 million has increased to a year-end forecast of $10.999 million. The increased forecast income of $3.699 million compared to budget is attributable to:

- unbudgeted income received ($2.829 million)
- income carryover adjustments from the prior year's program ($927,000)
- income expected to be received next financial year ($57,000)

Transfers from the capital carryover over reserve fund additional capital works required in 2026-27 to complete the 2025-26 program and income budgeted to be received in 2025-26 are now expected to be received in 2026-27. The initial budgeted transfer from the reserve of $11.081 million was adjusted to $19.288 million after post budget adjustments.

Transfers to the capital carryover over reserve fund the capital works budgeted in 2026-27, now expected to be completed in the next financial year. It is forecast that $1.17 million capital expenditure and $57,000 income will be delayed and carried over into future financial years.

3. Available Funding Result

	Actual @ 30/9/26 $'000	YTD Budget @ 30/9/26 $'000	Budget 2026/27 $'000	Forecast 2026/27 $'000	Forecast Variance $'000
Operating Surplus	**4,561**	**(1,104)**	**5,715**	**10,822**	**5,107**
Less Items to be Capitalised	(4,876)	(8,959)	(59,725)	(62,324)	(2,599)
Less Principal repayments	(636)	(636)	(2,585)	(2,585)	-
Plus Proceeds from borrowings	-	-	-	-	-
Plus Transfers to/from Reserves	22,874	12,881	11,421	9,304	(2,117)
Plus Depreciation and Amortisation	10,482	10,654	42,634	42,243	(391)
Plus Book Value Assets Sold	11	-	2,591	2,591	-
Available Funding Result	**32,416**	**12,836**	**51**	**51**	**-**

4. Summary Cash Flow Statement

	Actual @ 30/9/26 $'000	Budget 2026/27 $'000	Forecast 2026/27 $'000	Forecast Variance $'000
Cash flows from Operating Activities	13,970	56,420	62,079	5,659
Cash Flows from Investing Activities	(4,809)	(59,384)	(61,984)	(2,600)
Cash Flows from Financing Activities	(795)	(3,560)	(3,560)	-
Net Increase/(Decrease) in cash held	**8,366**	**(6,524)**	**(3,465)**	**3,059**
Add Cash at beginning of the year	**50,225**	**45,680**	**50,225**	**4,545**
Cash at end of Financial Period	**58,591**	**39,156**	**46,760**	**7,604**

The Summary Cash Flow Statement indicates that Council's cash and investment balance was $58.591 million on 30 September 2026. The original budget of $39.156 million for 30 June 2027 has been increased to a year-end forecast of $46.760 million, largely due to the forecast net surplus of the Capital Works Program.

5. Reconciliation of Operating Result and Net Cash flows from operating Activities

	Actual @ 30/9/26 $'000	Budget 2026/27 $'000	Forecast 2026/27 $'000	Forecast Variance $'000
Result from Ordinary Activities	**4,561**	**5,715**	**10,822**	**5,107**
Depreciation & Amortisation	10,482	42,634	42,243	(391)
(Gain) / Loss on Disposal of Property, Infrastructure, Plant & Equipment	(56)	2,251	2,251	-
Initial Asset recognition	-	-	-	-
Net asset revaluation increment / (decrement)	-	-	-	-
Net movement in Operating Assets & Liabilities	(1,017)	5,820	6,763	943
Net Cash Inflow/(Outflow) fom operating activities	**13,970**	**56,420**	**62,079**	**5,659**

6. Summary Balance Sheet

	Actual @ 30/9/26 $'000	Budget 2026/27 $'000	Forecast 2026/27 $'000	Forecast Variance $'000
Total Current Assets	106,518	59,845	75,097	15,251
Total Non-Current Assets	1,774,577	1,799,748	1,801,470	1,721
Total Assets	**1,881,095**	**1,859,593**	**1,876,566**	**16,973**
Total Current Liabilities	59,076	44,982	45,727	745
Total Non-Current Liabilities	13,709	11,280	11,393	113
Total Liabilities	**72,785**	**56,262**	**57,120**	**858**
Net Assets	**1,808,310**	**1,803,332**	**1,819,446**	**16,115**
Represented By				
Accumulated Surplus	690,065	697,107	687,629	(9,478)
Reserves	1,118,245	1,106,224	1,131,817	25,593
Total Equity	**1,808,310**	**1,803,332**	**1,819,446**	**16,115**

7. Financial Plan Projections

This section provides an update on the financial projections contained in the Financial Policy Statements after completion of the September 2026 forecast review.

Council adopted its Financial Plan 2025-36 (Year 1 Update) on 29 June 2026.

The update does not replace the original Financial Plan 2025-35 that was adopted on 16 December 2025. Rather it should be read in conjunction with the original plan, as the update focuses on revising the financial projections within the original plan to align with the Annual Budget 2026-27 (four-year forecasts) and extending those projections until 2035-36.

The Financial Plan includes Financial Policy Statements and associated measures that demonstrate Council's financial sustainability to fund the aspirations of the Community Vision and the Council Plan. The measures can be used to assess Council's financial performance, capital works, or financial position. The indicators should be considered collectively and are more useful when assessed over time as part of a trend analysis.

The Financial Plan provides guidance, rather than commits Council to a future financial direction. The targets, including the VAGO targets are aspirational and are a "call to action" that challenges the status quo and encourages Council to review the way it operates by investigating different approaches that could lead to improved financial performance.

Financial sustainability is now regarded by the Australian Local Government Association (ALGA) as the most significant challenge facing Australian local councils. It is also one of Hobsons Bay's four key organisational priorities and focuses over the next 12 months.

Several initiatives are proposed to improve financial performance over future years, including:

- Identification of additional revenue to reduce Council's reliance on rate revenue, which is largely constrained by the rate cap.
- Review of Council's debt collection policy, processes and resources.
- Identification of expenditure savings, to combat the increases in Council's operational and capital costs, which have increased more than inflation.
- Ensuring headcount stability after increases in previous budgets provided further resources to ensure the necessary focus on regulatory compliance, planning, and service growth.
- Report clearer Capital Works measures monthly to support delivery of projects.

Council is working towards a more financially sustainable long-term future. The results of the Financial Report for the period ended 30 September 2026 are encouraging. Council will continue to closely monitor the trends of these indicators, and re-evaluate its financial performance, position, and direction on an ongoing basis.

7.1 Financial Plan Projections - Financial Performance

Council's policy statements (and strategic actions) in relation to financial performance are that Council will:

- achieve strong operational surpluses to ensure that there is adequate funding available for current and future capital works as well as other ongoing and future commitments
- consider all funding sources to reduce the high dependence on rates and become more financially self-reliant by prioritised pursuit of own source revenue opportunities
- manage employee labour costs at an appropriate percentage of operating revenue

The financial performance policy statements are measured by four indicators.

The **Net Result Margin (VAGO)** measures the net result of Council as a percent of revenue.

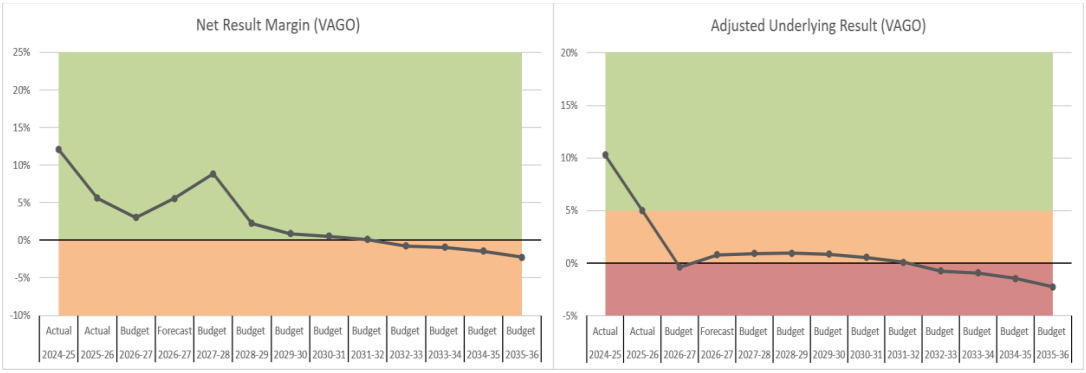
It is calculated by: Net result divided by Total income.

Target: > 0 per cent

The **Adjusted Underlying Result (VAGO)** measures an entity's ability to generate surpluses in the ordinary course of business - excluding non-recurrent capital grants, non-monetary asset contributions, and other contributions to fund capital expenditure from net result. A surplus or increasing surplus suggests an improvement in the operating position.

It is calculated by: Adjusted underlying surplus (or deficit) divided by Adjusted underlying revenue.

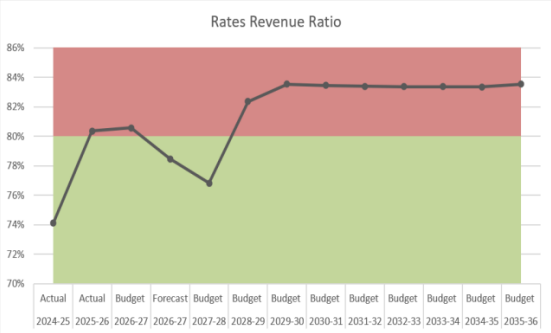
Target: > 5 per cent



The **Rates Revenue Ratio** indicates the ability of Council to generate rates and its dependence on rates, when compared to total revenue.

It is calculated by: Rates and charges divided by Total operating income.

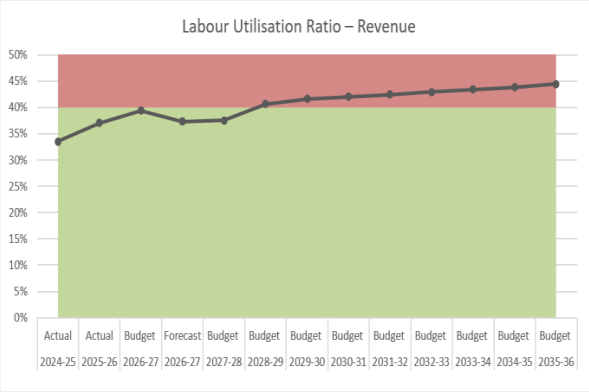
Target: < 80 per cent



The **Labour Utilisation Ratio – Revenue** provides an overview of the organisation's expenditure on internal labour as a proportion of total revenue. It is used to monitor and manage affordable internal employee costs and indicates the Council's sensitivity to changes in income.

It is calculated by: Employee costs divided by Total income.

Target: < 40 per cent



7.2 Financial Plan Projections - Capital Works

Council's policy statements (and strategic actions) in relation to capital works are that Council will:

- ensure enough cash is being generated from operations to fund new assets
- ensure sufficient spending on asset renewal and Council's asset base

The capital works policy statements are measured by three indicators.

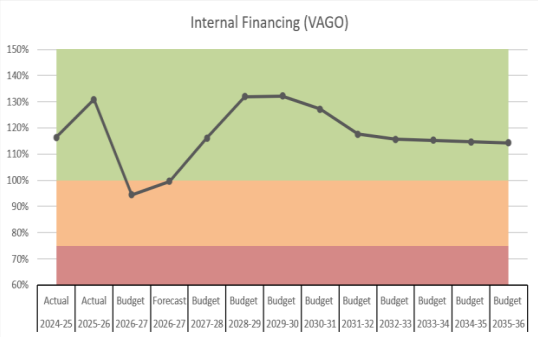
Internal Financing (VAGO) measures the ability of an entity to finance capital works from generated cashflow. The higher the percentage, the greater the ability for the entity to finance capital works from their own funds.

This ratio is about affordability. Can Council afford its capital works program, based on its ability to generate cashflow?

It is calculated by: Net operating cashflow divided by Net capital expenditure.

Target: > 100 per cent

The shift into the medium risk category is an anomaly caused by capital works budgeted in 2025-26 that are now expected to be completed in 2026-27.



Capital Replacement (VAGO) compares the rate of spending on new infrastructure, property, plant and equipment with its depreciation. Ratios higher than 100 per cent indicate that spending is faster than the depreciating rate. This is a long-term indicator, as capital expenditure can be deferred in the short term if there are insufficient funds available from operations and borrowing is not an option.

It is calculated by: Cash outflows for the addition of new infrastructure, property, plant and equipment divided by Depreciation.

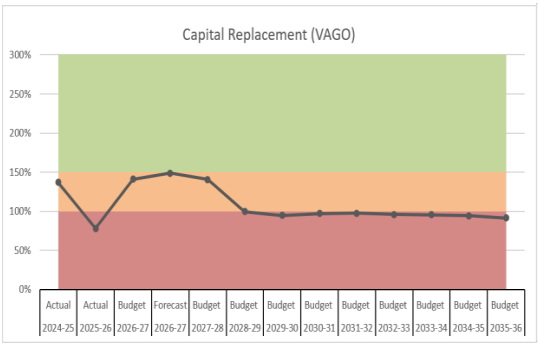
Target: > 150 per cent

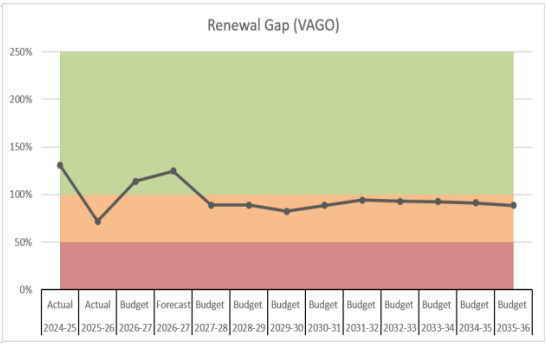
The **Renewal Gap (VAGO)** compares the rate of spending on existing assets through renewing, restoring, and replacing existing assets with depreciation. Ratios higher than 100 per cent indicate that spending on existing assets is faster than the depreciation rate.

It is calculated by: Renewal and upgrade expenditure divided by Depreciation.

Target: > 100 per cent

These ratios indicate whether Council is spending enough on its capital works program, particularly to maintain its existing assets.





The three capital works measures highlight the difficult situation faced by Council in relation to balancing what it can afford to spend on its assets while spending enough to maintain and upgrade its existing assets.

7.3 Financial Plan Projections - Financial Position

Council's policy statements (and strategic actions) in relation to financial position are that Council will:

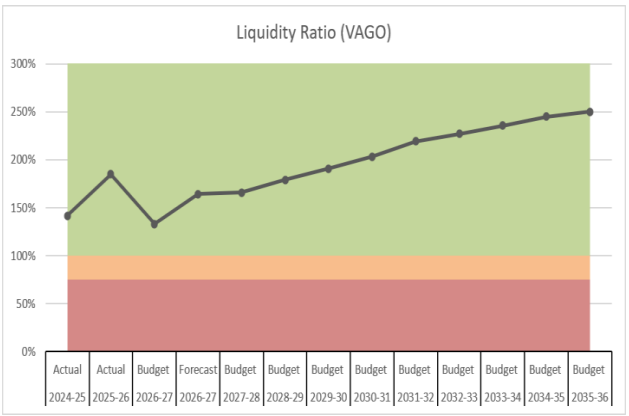
- ensure there are no immediate issues with repaying short-term liabilities as they fall due. This will be achieved by maintaining Council's liquidity ratio at levels exceeding 100 per cent
- ensure that rate income is being collected and that rates debt is reduced to acceptable levels.
- ensure loan commitments can be repaid from own source revenue, including interest and principal, as they fall due

The financial position policy statements are measured by four indicators.

The **Liquidity Ratio (VAGO)** measures the ability to pay existing liabilities in the next 12 months and is a key indicator of financial position. A ratio of 100 per cent or more means that there are more cash and liquid assets than short-term liabilities.

It is calculated by: Current assets divided by Current liabilities.

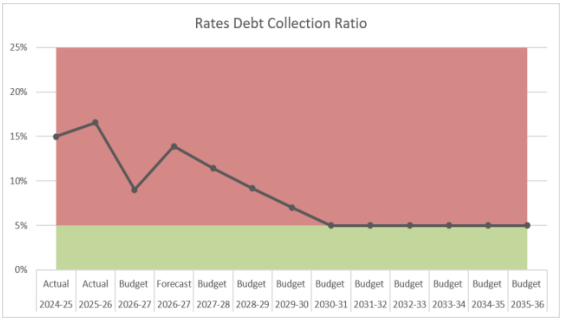
Target: > 100 per cent



The **Rates Debt Collection Ratio** measures the ability to collect rate payments and recover overdue payments. The lower the ratio, the more rates revenue is being collected.

It is calculated by: Rates debtors divided by Rates and charges revenue.

Target: < 5 per cent



Indebtedness (VAGO) assesses an entity's ability to pay the principal and interest on outstanding loans, as and when they fall due, from the funds it generates. The lower the ratio, the less revenue the entity is required to use to repay its loans. Own-sourced revenue is used, rather than total revenue, because it does not include grants or contributions.

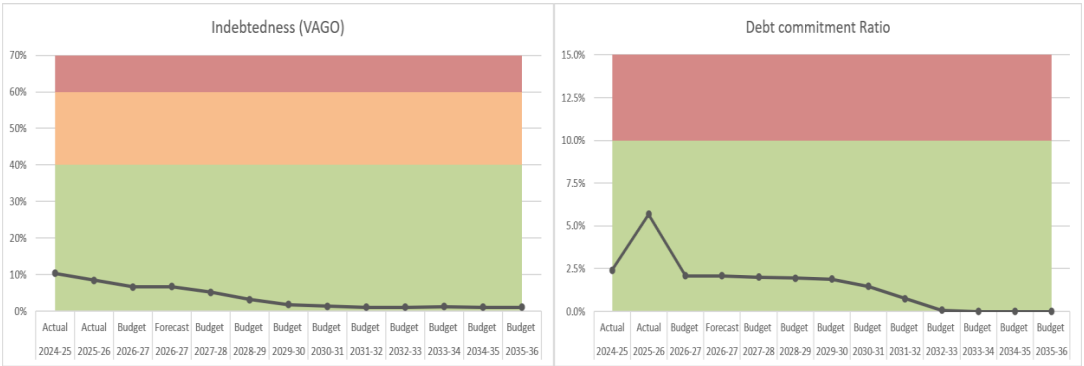
It is calculated by: Non-current liabilities divided by Own-sourced revenue.

Target: < 40 per cent

The **Debt Commitment Ratio** assesses an entity's ability to pay the principal and interest on outstanding loans, as and when they fall due, from rate revenue.

It is calculated by: Borrowing costs plus loan repayments divided by Rate revenue.

Target: < 10 per cent



	EXPENDITURE								INCOME							
Capital Works Program 2026-27	New Works	Budget Carried Over	Adopted Budget	Post Budget adjustments	Revised Budget	New Forecast	YTD Actuals	Proposed Carryover / (Brought Forward)	New Income	Budget Carried Over	Adopted Budget	Post Budget adjustments	Revised Budget	New Forecast	YTD Actuals	Proposed (Carryover) / Brought Forward
Bridges																
Altona Ford Bridge Upgrade	-	-	-	5,000	5,000	2,145	2,145	-	-	-	-	-	-	-	-	-
Bridge Renewal Program - 25/26	-	235,000	235,000	103,000	338,000	343,065	5,065	-	-	-	-	-	-	-	-	-
Bridge Renewal Program - 26/27	150,000	-	150,000	-	150,000	150,000	-	-	-	-	-	-	-	-	-	-
Buildings																
Williamstown Swimming & Life Saving Club Redevelopment	1,800,000	-	1,800,000	40,000	1,840,000	550,000	23,503	1,250,000	(747,000)	-	(747,000)	-	(747,000)	(747,000)	-	-
Laverton Swim and Fitness center - HVAC upgrade	500,000	-	500,000	-	500,000	550,000	10,031	-	(500,000)	-	(500,000)	-	(500,000)	(500,000)	(200,000)	-
Bruce Comben Reserve Sports Pavilion, Altona Meadows, Redevelopment	470,000	-	470,000	-	470,000	258,850	11,030	211,150	(200,000)	-	(200,000)	-	(200,000)	(200,000)	-	-
Bayfit Swim Centre - rectification works	-	-	-	104,000	104,000	105,811	8,777	-	-	-	-	-	-	-	-	-
Newport Community Hub, Child Safety Upgrades, Level 1	-	25,000	25,000	-	25,000	6,645	2,145	-	-	-	-	-	-	-	-	-
Williamstown Swimming & Life Saving Club, New Public Toilet, Design	-	45,000	45,000	-	45,000	563	563	-	-	-	-	-	-	-	-	-
Wetlands Centre, HD Graham Reserve, Altona Meadows - Stage 1	-	100,000	100,000	268,000	368,000	224,478	45,797	-	-	-	-	-	-	-	-	-
Large Scale Solar Rollout Stage 2	-	-	-	4,750	4,750	1,698	1,698	-	-	-	-	-	-	-	-	-
Paisley Park Soccer Pavilion, Newport, Concept Design	-	60,000	60,000	2,000	62,000	33,939	19,229	-	-	-	-	-	-	-	-	-
Operation Centre, Altona, Offices & Amenities Renewal & Upgrade	3,400,000	735,000	4,135,000	(112,500)	4,022,500	4,062,500	73,956	-	-	-	-	-	-	-	-	-
Kindergarten Play Space Renewal Program	88,000	-	88,000	16,000	104,000	104,467	9,656	-	-	-	-	-	-	-	-	-
Altona Theatre, Building Fabric Renewal (HVAC Upgrade)	-	-	-	5,000	5,000	1,411	1,411	-	-	-	-	-	-	-	-	-
Williamstown Town Hall - balcony seating upgrade & floor tiles repair	-	280,000	280,000	28,500	308,500	171,724	1,724	-	-	-	-	-	-	-	-	-
Williamstown Beach Tennis Pavilion, structural assessment - Building Fabric	238,225	15,000	253,225	1,500	254,725	254,725	2,814	-	-	-	-	-	-	-	-	-
pipes	-	50,000	50,000	9,500	59,500	59,500	-	-	-	-	-	-	-	-	-	-
Williamstown Cricket & FC Ground Pavilion - Upgrade Instantaneous HWS	87,000	-	87,000	(20,000)	67,000	67,000	11,450	-	-	-	-	-	-	-	-	-
Bay Wash Facility Operation Centre, Building Renewal & Upgrade, Altona	-	465,000	465,000	24,000	489,000	496,742	7,742	-	-	-	-	-	-	-	-	-
Kindergarten Toilet Privacy Doors Installation - multiple sites	397,775	-	397,775	-	397,775	334,775	8,594	63,000	-	-	-	-	-	-	-	-
Upgrade Williamstown Library gas boiler to electric, Building renewals	252,000	-	252,000	-	252,000	252,000	-	-	-	-	-	-	-	-	-	-
Altona Swim & Fitness Centre (Bayfit), Building Fabric Renewal	-	-	-	195,500	195,500	262,744	7,244	-	-	-	-	-	-	-	-	-
Various Facilities, Flooring Renewal Programme	117,000	-	117,000	73,000	190,000	190,000	22,026	-	-	-	-	-	-	-	-	-
Altona Theatre Auditorium Accessibility Improvements, Building Fabric																
Renewal	179,500	6,000	185,500	(6,000)	179,500	185,500	4,934	-	-	-	-	-	-	-	-	-
Commonwealth Reserve Rotunda, timber flooring replacement	176,000	-	176,000	-	176,000	176,000	6,000	-	-	-	-	-	-	-	-	-
The Range Children's Centre, minor renewal	176,000	-	176,000	-	176,000	176,000	859	-	-	-	-	-	-	-	-	-
Operations Centre, Minor Improvements, Altona	94,000	60,000	154,000	6,000	160,000	120,000	34,218	-	-	-	-	-	-	-	-	-
Renewal	142,000	-	142,000	-	142,000	142,000	73,835	(60,000)	-	-	-	-	-	-	-	-
Eastona Park Kindergarten (Playgroups), Playspace Upgrade	137,000	-	137,000	-	137,000	137,000	724	-	-	-	-	-	-	-	-	-
Altona North Library, Balance Renewal & Upgrade Work	-	-	-	129,000	129,000	78,449	3,449	-	-	-	-	-	-	-	-	-
Planned Compliance Assets Replacement, Building Services - multiple sites	124,000	-	124,000	-	124,000	124,000	74,358	-	-	-	-	-	-	-	-	-
Various Facilities, Paint Renewal Programme	117,000	-	117,000	-	117,000	117,000	(2,966)	-	-	-	-	-	-	-	-	-
Altona Meadows Community Centre, Building Fabric Upgrade	96,000	-	96,000	9,000	105,000	105,000	15,484	-	-	-	-	-	-	-	-	-
Joan Kirner House, replace the HVAC system, Building Renewals	94,000	-	94,000	-	94,000	94,000	-	-	-	-	-	-	-	-	-	-
Structural Assessments for Multiple Sites, Building Renewal	-	-	-	87,500	87,500	114,224	3,124	-	-	-	-	-	-	-	-	-
HBCC Office chairs and desks replacement program	82,000	-	82,000	-	82,000	82,000	17,370	-	-	-	-	-	-	-	-	-
Williamstown Town Hall, Building Fabric Upgrades	-	80,000	80,000	-	80,000	80,572	7,072	-	-	-	-	-	-	-	-	-
Altona Badminton Centre (Altona North) – Guttering Works	60,500	-	60,500	-	60,500	-	-	-	-	-	-	-	-	-	-	-
Baywest Latitude Facility Refurbishment, Altona	60,000	(50,000)	10,000	50,000	60,000	60,000	47,362	-	-	-	-	-	-	-	-	-
Various Facilities, Water ingress investigation & rectification works	60,000	-	60,000	-	60,000	57,572	572	-	-	-	-	-	-	-	-	-
Laverton swim and fitness centre - Building Services	60,000	-	60,000	-	60,000	10,000	-	-	-	-	-	-	-	-	-	-
Kinder Program, Home Road Kinder – plumbing and drainage rectifications to																
address water pooling, Newport	59,000	-	59,000	-	59,000	59,000	572	-	-	-	-	-	-	-	-	-
Edwards Reserve Pavilion - facilities renewal	50,000	-	50,000	-	50,000	50,572	572	-	-	-	-	-	-	-	-	-
Lighting Upgrades Program, Building Services	-	85,000	85,000	(46,000)	39,000	43,293	18,010	-	-	-	-	-	-	-	-	-
Williamstown Beach Dressing Pavilion (Sebastian's Restaurant)	35,000	-	35,000	-	35,000	35,862	12,256	-	-	-	-	-	-	-	-	-
Emergency Exit Compliance - Multiple Sites	25,000	-	25,000	-	25,000	25,000	-	-	-	-	-	-	-	-	-	-
Williamstown Meals on Wheels - Upgrade Gas Ovens	24,000	-	24,000	-	24,000	23,516	-	-	-	-	-	-	-	-	-	-
HVAC renewal program, Building Services	47,000	-	47,000	(23,000)	24,000	25,862	4,935	-	-	-	-	-	-	-	-	-
Altona Library Roller Door Upgrade, (Coles carpark side), Altona	-	-	-	21,000	21,000	21,572	4,060	-	-	-	-	-	-	-	-	-
Altona Theatre, Building Fabric Renewal	-	(6,000)	(6,000)	18,000	12,000	6,164	6,164	-	-	-	-	-	-	-	-	-

	EXPENDITURE								INCOME							
Capital Works Program 2026-27	New Works	Budget Carried Over	Adopted Budget	Post Budget adjustments	Revised Budget	New Forecast	YTD Actuals	Proposed Carryover / (Brought Forward)	New Income	Budget Carried Over	Adopted Budget	Post Budget adjustments	Revised Budget	New Forecast	YTD Actuals	Proposed (Carryover) / Brought Forward
Laverton bowling club, Sewer and Strom water Investigations	12,000	-	12,000	-	12,000	12,000	-	-	-	-	-	-	-	-	-	-
Altona Badminton Centre, Change Room Upgrade, Altona North	-	-	-	10,000	10,000	66,698	11,775	-	-	-	-	-	-	-	-	-
Kinder Program, Somers PDE	-	12,000	12,000	(4,000)	8,000	8,572	4,125	-	-	-	-	-	-	-	-	-
Newport	-	-	-	5,000	5,000	6,804	6,804	-	-	-	-	-	-	-	-	-
Altona Swim & Fitness Centre (Bayfit), Asset Renewal & Building Services	-	-	-	-	-	4,723	4,723	-	-	-	-	-	-	-	-	-
Computers & Telecommunications																
ICT Capital Works Program	1,200,000	-	1,200,000	623,000	1,823,000	1,823,000	280,461	-	-	-	-	-	-	-	-	-
Drainage																
Drainage Investigations – Newport Railway Station	50,000	-	50,000	-	50,000	50,000	-	-	-	-	-	-	-	-	-	-
Minor Drainage upgrade works along Bruce Street South	-	-	-	182,000	182,000	185,313	3,313	-	-	-	-	-	-	-	-	-
Aitken St, (Parker St to Ann St), Williamstown, Drainage Upgrade	1,400,000	-	1,400,000	112,000	1,512,000	1,512,000	21,412	-	-	-	-	-	-	-	-	-
Drainage works at Davies Street, Newport	-	-	-	285,000	285,000	285,000	-	-	-	-	-	-	-	-	-	-
Abbeygate Street Drainage Upgrade, Altona North	-	-	-	447,000	447,000	365,310	3,310	-	-	-	-	-	-	-	-	-
Robb St, (Hudsons Rd to Craig St), Spotswood, Drainage Upgrade	-	-	-	-	-	13,234	13,234	-	-	-	-	-	-	-	-	-
Weeroona Terrace, Altona Meadows, Drainage Upgrade	-	-	-	37,500	37,500	44,285	6,785	-	-	-	-	-	-	-	-	-
renewal works	400,000	-	400,000	558,000	958,000	351,739	22,723	-	-	-	-	-	-	-	-	-
Cherry Lake Stormwater Harvesting Plant, Altona	-	-	-	-	-	14,015	14,015	-	-	-	-	-	-	-	-	-
Lohse St, (Rear of 2 Lohse Street), Laverton, Road Rehab	240,000	-	240,000	-	240,000	196,279	186,436	-	-	-	-	-	-	-	-	-
Bernard St, (Hudsons Rd to Craig St), Spotswood, Drainage Upgrade	-	-	-	-	-	13,234	13,234	-	-	-	-	-	-	-	-	-
Raleigh St, (Hudsons Rd to Craig St), Spotswood, Drainage Upgrade	-	-	-	29,000	29,000	43,859	14,859	-	-	-	-	-	-	-	-	-
Heavy Duty Pit Lid Upgrades - Industrial & Main Roads	-	-	-	96,000	96,000	108,692	12,692	-	-	-	-	-	-	-	-	-
Fixtures, fittings & furniture																
Libraries Furniture and Fit out Renewal Program	20,000	-	20,000	-	20,000	20,000	-	-	-	-	-	-	-	-	-	-
Footpaths and Cycleways																
Kororoit Creek Shared Trail stages 4 and 5, Altona North, Construction	3,200,000	-	3,200,000	135,000	3,335,000	3,335,000	88,523	-	(2,000,000)	-	(2,000,000)	-	(2,000,000)	(2,000,000)	-	-
Footpath Renewal Program - 25/26	-	-	-	692,000	692,000	695,242	213,420	-	-	-	-	-	-	-	-	-
Footpath Renewal Program - 26/27	940,000	-	940,000	-	940,000	940,000	45,242	-	-	-	-	-	-	-	-	-
Kororoit Creek Shared Trail Stages 4 & 5 Enabling Activity - Land Acquisition	-	-	-	415,000	415,000	440,353	63,871	-	-	-	-	-	-	-	-	-
Bayview Street, Footpath, Williamstown	-	85,000	85,000	-	85,000	85,000	4,830	-	-	-	-	-	-	-	-	-
Shared Trails Renewal Program - 26/27	200,000	-	200,000	-	200,000	200,000	1,657	-	-	-	-	-	-	-	-	-
Project 5 - Streets For People (5.1 The Link)	-	45,000	45,000	(45,000)	-	-	-	-	-	-	-	-	-	-	-	-
Project 5.2 - The MainLines	-	55,000	55,000	11,000	66,000	69,386	3,386	-	-	-	-	-	-	-	-	-
Footpath New Program - Missing Links, Seabrook South	-	17,000	17,000	-	17,000	22,678	5,678	-	-	-	-	-	-	-	-	-
Footpath New Program - Missing Links, Laverton & Altona Meadows North	-	35,000	35,000	-	35,000	44,939	9,939	-	-	-	-	-	-	-	-	-
Heritage Buildings																
Mechanics Institute Building & Cottage	-	660,000	660,000	-	660,000	261,030	11,030	278,000	-	-	-	-	-	-	-	-
Heritage & Cultural Interpretation Signage - New	50,000	-	50,000	-	50,000	50,000	-	-	-	-	-	-	-	-	-	-
Cultural Heritage Future Conservation Works - Renewal projects	50,000	-	50,000	6,500	56,500	56,500	4,550	-	-	-	-	-	-	-	-	-
Library Books																
Library Collections	880,000	-	880,000	-	880,000	880,000	239,259	-	(15,000)	-	(15,000)	-	(15,000)	(15,000)	-	-
Off Street Car parks																
Altona Boat Ramp Carpark Resurfacing	-	-	-	-	-	504,998	4,998	-	-	-	-	-	-	(500,000)	(250,000)	-
HC Kim Reserve - Unsealed Car Park	530,000	-	530,000	-	530,000	480,305	7,717	-	(140,000)	-	(140,000)	-	(140,000)	(140,000)	-	-
Loft Reserve, Maddox Rd, Newport, Unsealed Car Park	550,000	-	550,000	-	550,000	480,175	6,702	-	(125,000)	-	(125,000)	-	(125,000)	(125,000)	-	-
Langshaws Reserve, Fifth Avenue, Altona North, Unsealed Car Park	580,000	-	580,000	-	580,000	496,998	16,246	-	(119,147)	-	(119,147)	-	(119,147)	(119,147)	-	-
Car Parks Renewal Program - 25/26	80,000	(80,000)	-	58,000	58,000	-	-	-	-	-	-	-	-	-	-	-
Car Parks Renewal Program - 26/27	120,000	-	120,000	-	120,000	235,951	140,693	(57,951)	-	-	-	-	-	-	-	-
Car Park upgrade - dust suppression works at High Patronage Sports & Sports & Recreation Reserves	-	300,000	300,000	(10,000)	290,000	290,000	-	-	-	-	-	-	-	-	-	-
Alma Avenue Shopping Precinct Masterplan Implementation and Carpark	-	-	-	60,000	60,000	24,145	4,145	-	-	-	-	-	-	-	-	-
Other Income																
Altona Sports Centre Extension	-	-	-	-	-	-	-	-	-	-	-	-	-	(172,500)	(172,500)	-
Better Places - The Green Line (East-West) Project - Birmingham St (Hick St to Melbourne Rd)	-	-	-	-	-	-	-	-	-	-	-	(153,711)	(153,711)	(153,711)	-	-
Blenheim Road, Altona North, between Wood Street & Mason Street (Stage 2) [3]	-	-	-	-	-	-	-	-	-	-	-	(90,000)	(90,000)	(90,000)	-	-
Truman Street, South Kingsville, between Aloha Street & Brunel Street [5]	-	-	-	-	-	-	-	-	-	-	-	(88,758)	(88,758)	(88,758)	-	-

	EXPENDITURE								INCOME							
Capital Works Program 2026-27	New Works	Budget Carried Over	Adopted Budget	Post Budget adjustments	Revised Budget	New Forecast	YTD Actuals	Proposed Carryover / (Brought Forward)	New Income	Budget Carried Over	Adopted Budget	Post Budget adjustments	Revised Budget	New Forecast	YTD Actuals	Proposed (Carryover) / Brought Forward
Aloha Street, South Kingsville, between New St & Stephenson St [5]	-	-	-	-	-	-	-	-	-	-	-	(80,000)	(80,000)	(80,000)	-	-
Keen Street, Newport [3.3]	-	-	-	-	-	-	-	-	-	-	-	(30,000)	(30,000)	(30,000)	-	-
Unplanned Building Fabric Renewals	305,000	(15,000)	290,000	(104,000)	186,000	425,000	171,714	(239,000)	-	-	-	-	-	-	-	-
Unplanned Building Services Renewals	305,000	(65,000)	240,000	(113,000)	127,000	456,000	41,230	(354,000)	-	-	-	-	-	-	-	-
Parks and Open Space																
Watson's Road Discontinuation and Open Space Improvements	100,000	-	100,000	-	100,000	100,000	31,127	-	(100,000)	-	(100,000)	-	(100,000)	(100,000)	-	-
Better Places - The Zone, Paisley Local Park, Altona North, New Open Space	-	-	-	9,300	9,300	12,543	12,543	-	-	-	-	(25,000)	(25,000)	(25,000)	(25,000)	-
Activity Centre Implementation Evaluation Plan and Construction	50,000	-	50,000	-	50,000	50,000	-	-	-	-	-	-	-	-	-	-
Hudsons Road - Wayfinding and Planting - Smith Reserve	50,000	-	50,000	-	50,000	50,000	3,864	-	-	-	-	-	-	-	-	-
Hudsons Road Urban Design Improvements - Stage 1 - Edith St to Melbourne St	750,000	-	750,000	-	750,000	600,000	-	-	-	-	-	-	-	-	-	-
Nelson Place Activity Centre Masterplan	50,000	-	50,000	-	50,000	50,000	2,974	-	-	-	-	-	-	-	-	-
Newport Activity Centre Masterplan	50,000	-	50,000	-	50,000	50,000	5,233	-	-	-	-	-	-	-	-	-
Brooklyn Dog Park Lighting	100,000	-	100,000	-	100,000	100,000	-	-	-	-	-	-	-	-	-	-
Dog Off Lead - Strategy development and Implementation	50,000	-	50,000	-	50,000	50,000	-	-	-	-	-	-	-	-	-	-
Grieve Pde habitat biolink/Concept Design	120,000	-	120,000	-	120,000	120,000	-	-	-	-	-	-	-	-	-	-
Truganina Park Sensory/All abilities Boardwalk construction	240,000	-	240,000	-	240,000	240,000	1,761	-	-	-	-	-	-	-	-	-
Fencing Renewal Program - 25/26	-	-	-	-	-	383	383	-	-	-	-	-	-	-	-	-
Irrigation System Renewal	70,000	-	70,000	-	70,000	-	-	-	-	-	-	-	-	-	-	-
New Community Garden, Seabrook	45,000	-	45,000	-	45,000	30,000	6,978	-	-	-	-	-	-	-	-	-
Open Space Forward Design	60,000	160,000	220,000	(125,000)	95,000	95,000	37,354	-	-	-	-	-	-	-	-	-
Open Space Asset Renewal Program - 25/26	-	-	-	37,000	37,000	42,903	22,020	-	-	-	-	-	-	-	-	-
Open Space Asset Renewal Program - 26/27	540,000	-	540,000	-	540,000	540,000	40,698	-	-	-	-	-	-	-	-	-
Project 2 - Greening Your Neighbourhood Project																
2.2 Green Avenues (Eames Av Footpath)	-	285,000	285,000	-	285,000	290,594	5,594	-	-	-	-	-	-	-	-	-
(previously knows as: Multi-Modal Network - Better Connected Plan)	-	70,000	70,000	(15,000)	55,000	55,000	-	-	-	-	-	-	-	-	-	-
Public Lighting - Implementation Plan	50,000	-	50,000	-	50,000	50,000	-	-	-	-	-	-	-	-	-	-
Public Toilet Program - Concept Design for Sebastians	50,000	-	50,000	-	50,000	50,000	704	-	-	-	-	-	-	-	-	-
Public Toilet Program - Leo Hoffman	450,000	-	450,000	-	450,000	260,000	10,489	190,000	-	-	-	-	-	-	-	-
New Community Garden, Leo Hoffman, Newport	140,000	(100,000)	40,000	150,000	190,000	282,000	40,045	-	-	-	-	-	-	-	-	-
New Community Garden, Williamstown	-	-	-	121,000	121,000	130,833	9,833	-	-	-	-	-	-	-	-	-
Carinza Reserve, Seabrook - Neighbourhood Park Upgrade	30,000	-	30,000	39,600	69,600	73,585	13,985	-	-	-	-	-	-	-	-	-
Edina St Reserve, Williamstown - Local Park Upgrade	175,000	145,000	320,000	215,000	535,000	535,000	16,089	-	-	-	-	-	-	-	-	-
Long, R.V. Reserve, Williamstown North, Neighbourhood Park Upgrade	-	25,000	25,000	(25,000)	-	3,077	3,077	-	-	-	-	-	-	-	-	-
Altona Beach Entry and Esplanade, Redevelopment	-	-	-	41,500	41,500	48,379	10,333	-	-	-	-	-	-	-	-	-
Burgoyne Reserve, from Stevedore St to Mariner St - Seawall repair works	-	-	-	247,000	247,000	247,000	-	-	-	-	-	-	-	-	-	-
Gloucester Reserve revetment and promade Remediation Repairs	400,000	-	400,000	-	400,000	400,000	-	-	-	-	-	-	-	-	-	-
Laverton Creek Seawall Repair	20,000	-	20,000	-	20,000	20,000	-	-	-	-	-	-	-	-	-	-
Better Places - McCormack District Park, Laverton, Upgrade, Stage 2	-	30,000	30,000	881,000	911,000	905,285	625,038	24,950	-	-	-	-	-	-	-	-
Mary Street Reserve & Irrigation Upgrade	900,000	1,250,000	2,150,000	97,000	2,247,000	2,247,000	393,381	-	-	-	-	-	-	-	-	-
Fencing Renewal Program - 26/27	200,000	-	200,000	-	200,000	200,000	16,973	-	-	-	-	-	-	-	-	-
Williamstown Botanic Gardens Master Plan Implementation	100,000	-	100,000	-	100,000	103,107	33,928	-	-	-	-	-	-	-	-	-
Plant, machinery and Equipment																
Fleet - Major Plant Replacement	1,060,000	2,000,000	3,060,000	(195,000)	2,865,000	2,865,000	28,790	-	-	-	-	-	-	-	-	-
Passenger Vehicle Replacement Program	1,490,000	1,700,000	3,190,000	(65,000)	3,125,000	3,125,361	28,739	-	-	-	-	-	-	-	-	-
Fleet - Minor Plant Replacement	150,000	200,000	350,000	32,000	382,000	383,396	15,053	-	-	-	-	-	-	-	-	-
Recreations, leisure and comm																
Altona Hockey Club Floodlighting Upgrade	462,000	-	462,000	-	462,000	412,000	12,906	50,000	(462,000)	-	(462,000)	-	(462,000)	(462,000)	-	-
Loft Reserve, Newport, Sportsground Floodlighting	530,000	-	530,000	-	530,000	530,000	11,499	-	(250,000)	-	(250,000)	-	(250,000)	(250,000)	(220,440)	-
Borrack Square Masterplan Implementation	100,000	-	100,000	-	100,000	126,139	36,139	-	-	-	-	-	-	(165,847)	(165,847)	165,847
Duane Reserve Future Direction Action Plan	-	65,000	65,000	19,500	84,500	80,302	42,302	-	-	-	-	-	-	(66,119)	(66,119)	-
Fearon Reserve Box Lacrosse renewal	-	20,000	20,000	2,000	22,000	21,050	6,150	950	-	-	-	-	-	-	-	-
JK Grant Oval 2, Altona, Sportsground Redevelopment	1,280,000	-	1,280,000	66,000	1,346,000	1,601,000	72,655	(255,000)	-	-	-	-	-	-	-	-
Sportsground Redevelopment - Edwards Reserve/Bond Reserve	880,000	-	880,000	-	880,000	950,000	25,991	-	-	-	-	-	-	-	-	-
Relocation of Sports & Sports & Recreation portable buildings	-	-	-	26,300	26,300	27,500	27,500	-	-	-	-	-	-	-	-	-

	EXPENDITURE								INCOME							
Capital Works Program 2026-27	New Works	Budget Carried Over	Adopted Budget	Post Budget adjustments	Revised Budget	New Forecast	YTD Actuals	Proposed Carryover / (Brought Forward)	New Income	Budget Carried Over	Adopted Budget	Post Budget adjustments	Revised Budget	New Forecast	YTD Actuals	Proposed (Carryover) / Brought Forward
Roads																
Maddox Road, Newport, Traffic & Community Safety Enhancement	-	1,600,000	1,600,000	-	1,600,000	2,723,033	178,752	-	-	(300,000)	(300,000)	-	(300,000)	(1,396,000)	-	-
New Street, Blackshaws Rd to Brunel Street, South Kingsville, Road Rehab	1,290,000	-	1,290,000	-	1,290,000	956,438	62,058	-	(906,621)	-	(906,621)	-	(906,621)	(906,621)	-	-
Railway Avenue, Laverton Blackspot Funding - Traffic Treatment Works from High Street to Aviation Road	-	-	-	145,000	145,000	150,043	6,643	-	-	-	-	-	-	(887,408)	(1,288,816)	-
Transport Safety Improvement Program - Pier Street/Blyth Street wombat Crossing	580,000	270,000	850,000	75,000	925,000	425,000	(256,900)	-	(604,000)	-	(604,000)	45,943	(558,057)	(558,057)	(135,257)	-
Road Resurfacing Renewal Program - 25/26	-	-	-	525,000	525,000	532,598	7,598	-	-	-	-	(477,000)	(477,000)	(477,000)	-	-
Douglas Parade Safety Improvements - between North Road and Ferguson Street, Williamstown	-	360,000	360,000	23,000	383,000	383,000	7,150	-	-	(368,000)	(368,000)	-	(368,000)	(368,000)	-	-
Stevedore Street Safety Improvements - between Melbourne Road and The Strand, Williamstown	-	170,000	170,000	6,000	176,000	178,271	4,971	-	-	(161,000)	(161,000)	-	(161,000)	(161,000)	-	-
Road Resurfacing Renewal Program - 26/27	5,000,000	-	5,000,000	-	5,000,000	5,000,000	22,004	-	-	-	-	-	-	(56,385)	(56,385)	-
Nelson Place, Williamstown (between Cole Street and Pasco Street)	543,000	-	543,000	-	543,000	60,000	-	483,000	(272,650)	-	(272,650)	-	(272,650)	(50,000)	-	(222,650)
Streets For People - 40km/h zones and local calming Site 1 – Delivery - Reed Street	-	110,000	110,000	30,000	140,000	128,699	13,699	25,000	-	-	-	(23,120)	(23,120)	(23,120)	-	-
Bayview street Williamstown High School Crossing Upgrades - TAC Infrastructure	-	-	-	137,000	137,000	137,000	-	-	-	-	-	(5,300)	(5,300)	(19,925)	-	-
to Bay Trail)	35,000	-	35,000	-	35,000	35,000	3,386	-	(30,000)	-	(30,000)	-	(30,000)	(15,000)	-	-
Douglas Pde Road and Drainage works from North Rd to Bunbury Street	-	-	-	84,000	84,000	69,915	-	-	-	-	-	-	-	-	-	-
Nightingale Lane, 136 Douglas Pd to sealed section , Road Rehab	50,000	(50,000)	-	18,000	18,000	-	-	-	-	-	-	-	-	-	-	-
Fuel Escalation Contingency	450,000	-	450,000	-	450,000	462,188	12,188	-	-	-	-	-	-	-	-	-
Community Responsive Works - 24/25 - Raised Pedestrain Crossing Mintaro Way	-	-	-	67,000	67,000	4,680	4,680	-	-	-	-	-	-	-	-	-
Traffic Management Devices Renewal Program	300,000	-	300,000	-	300,000	300,000	-	-	-	-	-	-	-	-	-	-
Nelson Place Pedestrian Safety Improvements	-	-	-	19,000	19,000	19,000	-	-	-	-	-	-	-	-	-	-
Transport Safety Improvement Program - McIntosh Rd at Mills St - Pedestrian Access Improvements & Drainage - Hall St, Spotswood, Hudsons Rd to End	-	175,000	175,000	-	175,000	62,536	42,536	-	-	-	-	-	-	-	-	-
The Green Line program - Design	-	40,000	40,000	3,000	43,000	44,693	1,693	-	-	-	-	-	-	-	-	-
Railway Crescent, Williamstown Road Safety Improvements	623,000	-	623,000	-	623,000	623,000	17,438	-	-	-	-	-	-	-	-	-
Hudsons Rd, (Melbourne Rd to Forrest St), Spotswood, Drainage, Rehab & Streetscape Design	2,100,000	25,000	2,125,000	(25,000)	2,100,000	26,840	26,840	-	-	-	-	-	-	-	-	-
Railway Pl, Williamstown, Traffic & Community Safety Upgrades	-	300,000	300,000	108,000	408,000	411,386	3,718	-	-	-	-	-	-	-	-	-
Kerb & Channel Renewals - 26/27	1,102,000	-	1,102,000	-	1,102,000	1,102,000	80,280	-	-	-	-	-	-	-	-	-
Ann St, (Aitken St to Cecil St), Williamstown, Road Rehab	665,000	(625,000)	40,000	490,000	530,000	265,000	16,211	-	-	-	-	-	-	-	-	-
High St, Laverton, Road Resurfacing & Traffic Improvement	-	-	-	92,000	92,000	40,531	531	-	-	-	-	-	-	-	-	-
Burleigh St (Hall St to Douglas Pd), Spotswood, Road Rehab	100,000	-	100,000	-	100,000	100,000	18,095	-	-	-	-	-	-	-	-	-
Ferguson Street, (Aitken St to Nelson Place), Williamstown, Road Rehab	50,000	-	50,000	-	50,000	320,000	2,533	(400,000)	-	-	-	-	-	-	-	-
Lemon St (Kororoit Creek Road To Champion Road), Williamstown, Road Rehab	50,000	-	50,000	-	50,000	81,314	21,314	-	-	-	-	-	-	-	-	-
Parklets safety project	150,000	-	150,000	-	150,000	150,000	-	-	-	-	-	-	-	-	-	-
Paxton St, (Aloha St To Blackshaws Rd), South Kingsville, Road Rehab - Design	100,000	-	100,000	-	100,000	100,000	26,186	-	-	-	-	-	-	-	-	-
Road Safety Remediation Works	200,000	-	200,000	-	200,000	200,000	-	-	-	-	-	-	-	-	-	-
Seabrook Boulevard (Kempton Crt to Caramut Way), Seabrook , Road Rehab	315,000	-	315,000	-	315,000	200,000	-	-	-	-	-	-	-	-	-	-
Shane Avenue, (Ida Pl to Catherine Rd), Seabrook, Road Rehab	330,000	-	330,000	-	330,000	225,000	-	-	-	-	-	-	-	-	-	-
Shepherd Court (Lemon st to Court), Williamstown, Road Rehab - Design	50,000	-	50,000	-	50,000	20,000	-	-	-	-	-	-	-	-	-	-
Steele Street, Narrowing To Ross Road, Road Rehab	50,000	-	50,000	-	50,000	50,000	-	-	-	-	-	-	-	-	-	-
The Broadway (RAB Mitchell Av to RAB Mitchell Av), Altona North, Road Rehab	140,000	-	140,000	-	140,000	140,000	-	-	-	-	-	-	-	-	-	-
Esplanade (Garden Street to Giffard Street), Williamstown, Road rehabilitation	-	-	-	-	-	80,000	-	(80,000)	-	-	-	-	-	-	-	-
Project 6.3 - The Green Line (South) - Hall Street between High Street and Burleigh	-	-	-	400,000	400,000	-	-	-	-	-	-	-	-	-	-	-
Minor Rehab - Mills Street, Altona North - from Ross Rd to McIntosh Rd + drainage Ross Rd to Hendren	-	25,000	25,000	(25,000)	-	-	-	-	-	-	-	-	-	-	-	-

	EXPENDITURE								INCOME							
Capital Works Program 2026-27	New Works	Budget Carried Over	Adopted Budget	Post Budget adjustments	Revised Budget	New Forecast	YTD Actuals	Proposed Carryover / (Brought Forward)	New Income	Budget Carried Over	Adopted Budget	Post Budget adjustments	Revised Budget	New Forecast	YTD Actuals	Proposed (Carryover) / Brought Forward
Stephenson St, (Moresby St to Aloha St), South Kingsville, Road Rehab	-	200,000	200,000	(200,000)	-	-	-	-	-	-	-	-	-	-	-	-
Woods Street, (Maddox Rd to Clyde St), Newport, Road Rehab	-	-	-	250,000	250,000	252,886	72,029	-	-	-	-	-	-	-	-	-
Better Places - Maher Rd, (Thomas St to Bladin St), Laverton, Road Rehab	-	-	-	50,000	50,000	1,655	1,655	-	-	-	-	-	-	-	-	-
Marigold Ave, (Kyle Rd & Millers Rd), Altona North, Road Rehab & Drainage Upgrade - Design	115,000	35,000	150,000	-	150,000	150,000	19,896	-	-	-	-	-	-	-	-	-
Export Drive, (Francis St to End), Brooklyn, Road Rehab	-	-	-	100,000	100,000	100,000	12,000	-	-	-	-	-	-	-	-	-
Basil St, (Rosshire Rd to Woods St.), Newport, Road Rehab	1,050,000	(1,050,000)	-	542,000	542,000	301,740	301,740	-	-	-	-	-	-	-	-	-
Wren St, Altona, Traffic & Community Safety Upgrades	-	-	-	74,000	74,000	130,099	6,803	-	-	-	-	-	-	-	-	-
Merrett–Rifle Range Active Transport and Pedestrian Safety Project	250,000	-	250,000	-	250,000	250,000	23,309	-	-	-	-	-	-	-	-	-
Melbourne Rd & Perry St, Williamstown, Pedestrian Crossing Upgrade	-	-	-	87,000	87,000	87,000	-	-	-	-	-	-	-	-	-	-
Linden St, Altona Meadows, Road Safety Enhancement	-	340,000	340,000	(289,000)	51,000	56,079	6,679	-	-	-	-	-	-	-	-	-
Cemetery Rd, (Francis St To Geelong Rd), Brooklyn, Road Rehab	-	40,000	40,000	(40,000)	-	-	-	40,000	-	-	-	-	-	-	-	-
Fifth Avenue, (Hendren St to Mason St), Altona North, Road Rehab	485,000	(435,000)	50,000	-	50,000	50,000	-	-	-	-	-	-	-	-	-	-
New Street, (Aloha St to Blackshaw Rd), South Kingsville, Road Rehab	-	-	-	17,000	17,000	36,294	19,294	-	-	-	-	-	-	-	-	-
Ramsay Street, Craig to Burleigh street, Road Rehab	70,000	-	70,000	382,000	452,000	452,000	11,824	-	-	-	-	-	-	-	-	-
Right of Ways, (Northern side of 4 Aviation Rd to rear of 6 Aviation), Laverton, Road Rehab	-	40,000	40,000	(40,000)	-	-	-	-	-	-	-	-	-	-	-	-
Right of Ways, (Rear of 5 Triholm Av to 9 Triholm Av), Laverton, Road Rehab	-	37,500	37,500	(37,500)	-	-	-	-	-	-	-	-	-	-	-	-
Saltley St, (Brunel St to Aloha St), South Kingsville, Road Rehab	-	-	-	-	-	1,489	1,489	-	-	-	-	-	-	-	-	-
Stephenson St, (Aloha St to Blackshaw Rd) South Kingsville, Road Rehab	-	550,000	550,000	(550,000)	-	-	-	-	-	-	-	-	-	-	-	-
Wright St, (Thomas St to Bladin St), Laverton, Road Rehab	410,000	-	410,000	(272,000)	138,000	101,389	26,389	-	-	-	-	-	-	-	-	-
Significant Operational Projects																
Tree Planting, Urban Forest Program	995,000	-	995,000	-	995,000	1,049,225	175,652	-	-	-	-	-	-	(50,625)	(50,625)	-
Biodiversity Strategy Implementation Works - FY2025-26	-	60,000	60,000	60,000	120,000	120,000	50,271	-	-	-	-	-	-	-	-	-
Biodiversity Strategy Implementation - 26/27	450,000	-	450,000	-	450,000	467,529	47,439	-	-	-	-	-	-	-	-	-
CCTV investigation and Drainage repair work	-	-	-	464,000	464,000	1,093,094	75,918	-	-	-	-	-	-	-	-	-
Street Lighting - Minor Works	100,000	-	100,000	-	100,000	101,214	1,214	-	-	-	-	-	-	-	-	-
Public Art New	-	58,500	58,500	(58,500)	-	-	-	-	-	-	-	-	-	-	-	-
Love Our Parks - Riverside Master Plan	-	-	-	14,000	14,000	16,974	9,924	-	-	-	-	-	-	-	-	-
New Rehabilitation Program - Land Contamination	288,000	-	288,000	-	288,000	288,000	7,234	-	-	-	-	-	-	-	-	-
Burns Road Dumping Issues and clean-up of dumped waste	-	550,000	550,000	98,000	648,000	250,000	-	-	-	-	-	-	-	-	-	-
Recreation Infrastructure, Renewal & Design	100,000	-	100,000	-	100,000	100,000	26,967	-	-	-	-	-	-	-	-	-
Coastal Planning Forward Design	100,000	-	100,000	56,000	156,000	156,000	30,279	-	-	-	-	-	-	-	-	-
Waste management																
Public Bins Upgrade Program	50,000	-	50,000	117,000	167,000	54,424	4,424	-	-	-	-	-	-	-	-	-
Former Landfill Sites , Gas Risk Testing	155,000	-	155,000	100,000	255,000	62,800	21,050	-	-	-	-	-	-	-	-	-
	50,143,000	**11,910,000**	**62,053,000**	**9,133,950**	**71,186,950**	**65,923,894**	**5,243,505**	**1,170,099**	**(6,471,418)**	**(829,000)**	**(7,300,418)**	**(926,946)**	**(8,227,364)**	**(10,999,223)**	**(2,630,990)**	**(56,803)**

First Quarter Report

Capital Works Program 2026–27



Above: McCormack Park



Above: Edina Street Reserve



Above: Mary Street Reserve

1. INTRODUCTION

This quarterly report is for the period of 1 July to 30 September 2026 and provides an update on the delivery of the Hobsons Bay City Council 2026-27 capital works program.

The purpose of the report is to provide Council with a progress update for the first quarter 2026–27 capital works program. The information contained within this report is made available for the community on Council's website.

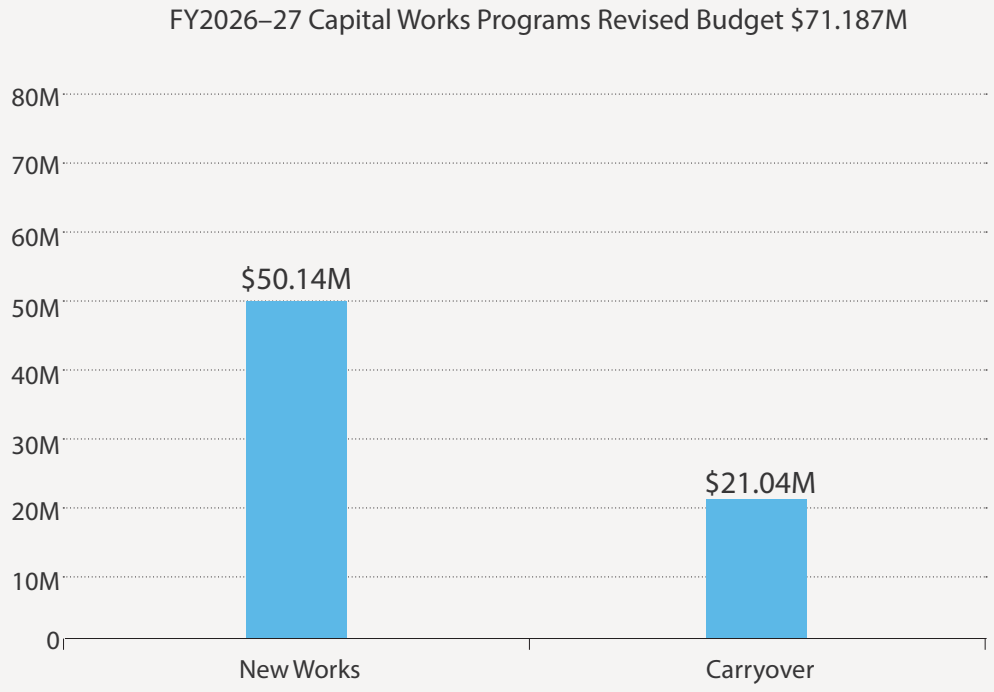
The previous quarterly reports can be accessed via Council's website
www.hobsonsbay.vic.gov.au/currentprojects

Appendix A

2. 2026-27 CAPITAL WORKS Program overview

The 2026-27 Capital Works Program Revised Budget is $71.187 million, which include $50.143 million of New Works and $21.044 million of 2025-26 Carryover works.

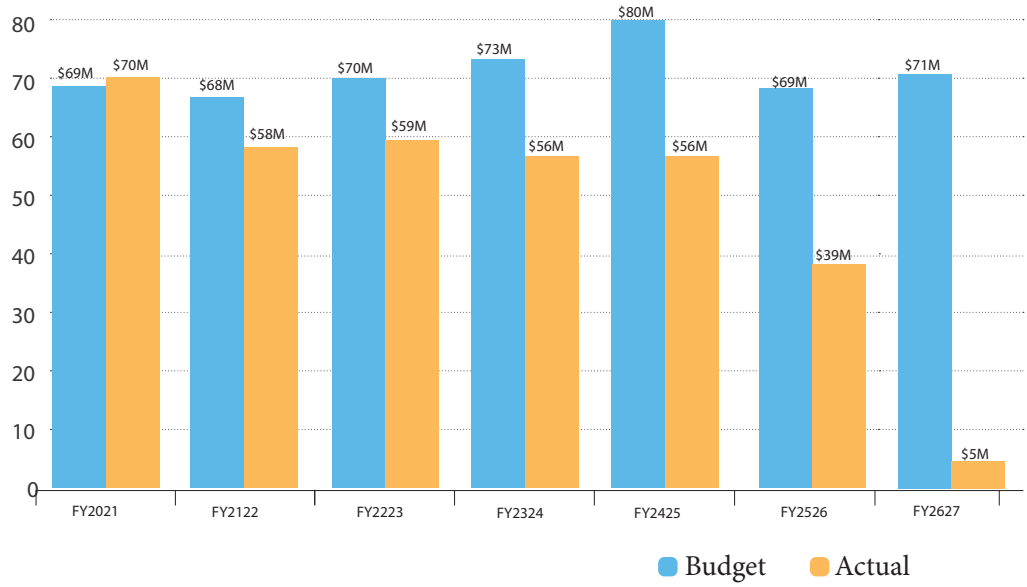
As at the end of September 2026, $5.244 million has been expended. This represents 7.37 per cent expenditure against the $71.187 million.



Appendix A

The following graph shows the budget versus the amount that was spent for the seven financial years from 2020-21 to 2026-27

Capital Works Program Budget vs Actuals FY2020-21 to FY2026-27



2026-27 Capital Works Program – Status summary report as at 30 September 2026

Project	Revised Budget* $	Actuals $	Proposed forecast $	Carryover** $	Milestone	Status as at end of First Quarter (30 September 2026)
Road Resurfacing Renewal Program - 26/27	5,000,000	22,004	5,000,000	-	Execute	The Road Resurfacing Program renews asphalt road surfaces across the municipality, extending pavement life and maintaining roads to current standards. The program targets roads identified as being in poor or very poor condition through the latest Road Condition Audit. This is an ongoing program, with scheduled resurfacing works expected to be completed by March 2027.
Operation Centre, Altona, Offices & Amenities Renewal & Upgrade	4,022,500	73,956	4,062,500	-	Procure	This project will deliver staff accommodation and amenity upgrades, including improvements to storage areas, portable buildings, the greenhouse, meeting rooms and fire services, together with new staff amenities to support current and future operational needs. Contract award is subject to the Council meeting on 27 October 2026. Following award, works are scheduled to commence in November 2026 and be completed by mid-2027.
Kororoit Creek Shared Trail stages 4 and 5, Altona North, Construction	3,335,000	88,523	3,335,000	-	Procure	This project will deliver a 2.7 km shared trail connecting Barnes Road, Altona North, to Cherry Lake, Altona, completing the link between the Federation Trail and Coastal Trail. The trail will provide a continuous route for cyclists, e-bike riders and pedestrians, with rest areas and viewing points overlooking local vegetation and wildlife. Construction of stage 5, Cherry Lake to Kororoit Creek Road, is expected to commence by the end of November 2026.
Passenger Vehicle Replacement Program	3,125,000	28,739	3,125,361	-	Execute	Tender documentation for passenger vehicles has been prepared and is ready for release to market. Specifications for Local Laws vans and Community Care buses are being finalised, with the broader replacement program currently under stakeholder review prior to procurement.

2026-27 Capital Works Program – Status summary report as at 30 September 2026

Project	Revised Budget* $	Actuals $	Proposed forecast $	Carryover** $	Milestone	Status as at end of First Quarter (30 September 2026)
Fleet - Major Plant Replacement	2,865,000	28,790	2,865,000	-	Execute	A new Rosmech street sweeper and a new forklift have been ordered with expected delivery in late 2026. A mini excavator was ordered, successfull received and commissioned. Tender evaluation is underway for five truck replacements carried over from FY2025–26, while procurement planning is progressing for additional five trucks, and other heavy plant items, including four mowers and one trailer scheduled for renewal in FY2026–27.
Williamstown Swimming & Life Saving Club Redevelopment	1,840,000	23,503	550,000	1,250,000	Design	This project will deliver a major upgrade of the Williamstown Swimming and Life Saving Club (WSLSC), including the refurbishment of the existing heritage club hall and the design and construction of new lifesaving club facilities. The project is supported by significant State Government funding and will provide modern, fit-for-purpose facilities for club members and the broader community. Detailed design is progressing and incorporates Department of Transport and Planning approval requirements. An Expression of Interest (EOI) is currently being evaluated, with a shortlist of builders to be invited to tender for project delivery. This is a multi-year project.
ICT Capital Works Program	1,823,000	280,461	1,823,000	-	Execute	This is an ongoing program to renew Council's IT equipment, including all five library sites, guided by a 10-year lifecycle replacement plan to ensure technology remains current.
Maddox Road, Newport, Traffic & Community Safety Enhancement	1,600,000	178,752	2,723,033	-	Execute	Construction commenced in September 2026 and estimated to be completed by mid January 2027.

2026-27 Capital Works Program – Status summary report as at 30 September 2026

Project	Revised Budget* $	Actuals $	Proposed forecast $	Carryover** $	Milestone	Status as at end of First Quarter (30 September 2026)
JK Grant Oval 2, Altona, Sportsground Redevelopment	1,346,000	72,655	1,601,000	-255,000	Procure	This project will deliver JK Grant Oval 2, including a new sports field with drainage, irrigation, turf and fencing to support increased sporting participation and improved playing conditions. Construction is anticipated to commence in November 2026.
New Street, Blackshaws Rd to Brunel Street, South Kingsville, Road Rehab	1,290,000	62,058	956,438	-	Execute	Construction is underway and the project is expected to be completed by mid-November 2026.
Kerb & Channel Renewals - 26/27	1,102,000	80,280	1,102,000	-	Execute	The scope includes kerb and channel renewal to ensure effective drainage, especially before a road is resurfaced, which maximises the remaining life. This is an ongoing program, with the FY2026-27 budget expected to be fully expended by June 2027.
Tree Planting, Urban Forest Program	995,000	175,652	1,049,225	-	Design	Planning underway, with funding expected to be spent in the last quarter of this financial year, which is the best time for tree planting.
Drainage Renewal Program, incl. investigation, preparation, cleaning & minor renewal works	958,000	22,723	351,739	-	Execute	This program delivers the renewal of stormwater pipes and pits that are in poor or very poor condition, improving drainage performance, reducing asset failure risks and maintaining the reliability of Council's stormwater network. This is an ongoing program, with all scheduled FY2026–27 works expected to be completed by June 2027.
Footpath Renewal Program - 26/27	940,000	45,242	940,000	-	Execute	This project delivers the renewal of footpaths in roads, reserves and parks that are in poor condition and no longer meet Council's minimum service standards, improving safety, accessibility and asset condition. Works are progressing and will be completed by June 2027.

2026-27 Capital Works Program – Status summary report as at 30 September 2026

Project	Revised Budget* $	Actuals $	Proposed forecast $	Carryover** $	Milestone	Status as at end of First Quarter (30 September 2026)
Transport Safety Improvement Program - Pier Street/Blyth Street wombat Crossing	925,000	-256,900	425,000	-	Close	Complete
Better Places - McCormack District Park, Laverton, Upgrade, Stage 2	911,000	625,038	905,285	24,950	Close	This project delivers Stage 2 of the McCormack Park Master Plan, enhancing local open space, amenity, safety, and accessibility while providing improved walking and cycling connections and new recreational opportunities for the community. The project has been completed. The site to be monitored during the Defects Liability Period (DLP).
Sportsground Redevelopment - Edwards Reserve/Bond Reserve	880,000	25,991	950,000	-	Procure	This project involves the renewal and upgrade of drainage and irrigation systems at Edwards Reserve and Bond Reserve to improve ground conditions, asset performance and the overall usability of the reserves. Construction tenders are currently being advertised, with works to commence following the procurement process and contract award.
Library Collections	880,000	239,259	880,000	-	Execute	This project supports the ongoing renewal and enhancement of Council's library collections, including both physical and digital resources, to provide a diverse, accessible and high-quality library service for the community. This is an ongoing program, with the FY2026–27 budget expected to be fully expended by the end of the financial year.
Hudsons Road Urban Design Improvements - Stage 1 - Edith St to Melbourne St	750,000	-	600,000	-	Plan	The project is being deferred due to Level Crossing Removal Project (LXRP) activities and will be reprogrammed once those works are complete.

2026-27 Capital Works Program – Status summary report as at 30 September 2026

Project	Revised Budget* $	Actuals $	Proposed forecast $	Carryover** $	Milestone	Status as at end of First Quarter (30 September 2026)
Footpath Renewal Program - 25/26	692,000	213,420	695,242	-	Execute	This project delivers the renewal of footpaths in roads, reserves and parks that are in poor condition and no longer meet Council's minimum service standards, improving safety, accessibility and asset condition. This is a carryover project from FY2025-26, with all remaining works expected to be completed by December 2026.
Mechanics Institute Building & Cottage	660,000	11,030	261,030	278,000	Design	Procurement planning for schematic design for the restoration of the Williamstown Mechanics Institute and caretaker's cottage is underway.
Burns Road Dumping Issues and clean-up of dumped waste	648,000	-	250,000	-	Plan	This project addresses illegal dumping and waste management issues on Burns Road, improving site amenity, safety and environmental outcomes. Engagement with internal stakeholders and State agencies is ongoing. Plans to increase signage and surveillance measures are scheduled for delivery in the next quarter.
Railway Crescent, Williamstown Road Safety Improvements	623,000	17,438	623,000	-	Design	This project will deliver traffic calming measures, including speed humps, wombat crossings and kerb outstands, to improve pedestrian and driver safety. Detailed design is underway based on the endorsed concept plan. Scheduled works are planned to be carried out in Quarter 4 of FY2026–27.
Nelson Place, Williamstown (between Cole Street and Pasco Street)	543,000	-	60,000	483,000	Design	This project forms part of the Accessibility Improvement Program and involves revising a previous concept plan to ensure compliance with current accessibility and design requirements. The concept design is currently being updated, with community engagement planned for December 2026.

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Project	Revised Budget* $	Actuals $	Proposed forecast $	Carryover** $	Milestone	Status as at end of First Quarter (30 September 2026)
Langshaws Reserve, Fifth Avenue, Altona North, Unsealed Car Park	580,000	16,246	496,998	-	Execute	This project forms part of the Unsealed Car Park Investment Program and will deliver upgrades to unsealed car parks to improve surface condition, accessibility and environmental outcomes. 50% of project costs funded through the Department of Energy, Environment and Climate Action (DEECA) Air Quality Improvement Precincts Program. Civil part of works completed. Minor works include line marking, installation of wheel stoppers and seeding of the nature strip. Project nearing completion.
Laverton Swim and Fitness center - HVAC upgrade & Building Services	560,000	10,031	560,000	-	Design	This project will deliver a new HVAC system for the aquatic facility to manage heat and humidity, protect the building structure from corrosion, and improve the long-term performance and reliability of the facility. The design is currently being developed to Tender Design stage for inclusion in a Design and Construct tender. Construction is scheduled to commence in late January 2027, with completion anticipated by late April 2027.
Loft Reserve, Maddox Rd, Newport, Unsealed Car Park	550,000	6,702	480,175	-	Execute	This project forms part of the Unsealed Car Park Investment Program and will deliver upgrades to unsealed car parks to improve surface condition, accessibility and environmental outcomes. 50% of project costs funded through the Department of Energy, Environment and Climate Action (DEECA) Air Quality Improvement Precincts Program. Stablisation of the existing base has been completed. Remaining works to be completed in November 2026, weather permitting.
Basil St, (Rosshire Rd to Woods St.), Newport, Road Rehab	542,000	301,740	301,740	-	Handover	Complete

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Project	Revised Budget* $	Actuals $	Proposed forecast $	Carryover** $	Milestone	Status as at end of First Quarter (30 September 2026)
Open Space Asset Renewal Program - 26/27	540,000	40,698	540,000	-	Design	This project renews open space assets in parks and streets, including drinking fountains, picnic settings, seating, signage, bollards, bike hoops and garden beds, to maintain safe and attractive public spaces. Planning is underway for playground repairs and renewals at Brooklyn Reserve, Cherry Lake, Langshaws Reserve and Hatt Reserve. Works are expected to be completed by the end of FY2026–27.
Edina St Reserve, Williamstown - Local Park Upgrade	535,000	16,089	535,000	-	Execute	This project is the upgrade of a local playground upgrade to provide enhanced play opportunities and improve amenity for the surrounding residential community. The project is on track and within budget, with completion expected by December 2026.
Loft Reserve, Newport, Sportsground Floodlighting	530,000	11,499	530,000	-	Procure	This project will upgrade the sports field floodlighting by replacing existing light poles and fittings with new 25-metre poles and LED lighting, improving lighting performance and achieving compliance with AFL Victoria training standards. Procurement is underway to appoint a contractor for delivery.
HC Kim Reserve - Unsealed Car Park	530,000	7,717	480,305	-	Procure	This project forms part of the Unsealed Car Park Investment Program and will deliver upgrades to unsealed car parks to improve surface condition, accessibility and environmental outcomes. 50% of project costs funded through the Department of Energy, Environment and Climate Action (DEECA) Air Quality Improvement Precincts Program. Works expected to commence in November and estimated to be completed in December 2026.

2026-27 Capital Works Program – Status summary report as at 30 September 2026

Project	Revised Budget* $	Actuals $	Proposed forecast $	Carryover** $	Milestone	Status as at end of First Quarter (30 September 2026)
Ann St, (Aitken St to Cecil St), Williamstown, Road Rehab	530,000	16,211	265,000	-	Execute	Construction is underway, with footpath renewals, vehicle crossing renewals and kerb and channel renewals approximately 90% complete as at end of Q1. An additional five parking areas will be refurbished with new Class 2 crushed rock to enhance the streetscape. Overall works are expected to be completed by November 2026.
Road Resurfacing Renewal Program - 25/26	525,000	7,598	532,598	-	Close	The Road Resurfacing Program renews asphalt road surfaces across the municipality, extending pavement life and maintaining roads to current standards. The program targets roads identified as being in poor or very poor condition through the latest Road Condition Audit. This is a carryover project from FY2025–26 and works have been completed, with final payments anticipated in November 2026.
Bay Wash Facility Operation Centre, Building Renewal & Upgrade, Altona	489,000	7,742	496,742	-	Procure	This project will deliver a new wash-down bay to support operational activities and improve site functionality and efficiency. The tender is currently being evaluated, with contract award expected by early November 2026. Works are scheduled to commence in late November 2026 and be completed in early 2027.
Bruce Comben Reserve Sports Pavilion, Altona Meadows, Redevelopment	470,000	11,030	258,850	211,150	Procure	This project, funded in part by the state government, will upgrade the Bruce Comben Reserve Pavilion to provide modern, compliant facilities, including six changerooms and improved amenities for sporting clubs and community users. Procurement planning for the Design and Construct tender is underway.
Fuel Escalation Contingency	450,000	12,188	462,188	-	Plan	This allocation provides a contingency for rising fuel costs associated with plant, equipment and delivery vehicles used in capital works. It will help manage cost increases that could arise from global fuel market volatility and support project delivery.

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Project	Revised Budget* $	Actuals $	Proposed forecast $	Carryover** $	Milestone	Status as at end of First Quarter (30 September 2026)
CCTV investigation and Drainage repair work	464,000	75,918	1,093,094	-	Execute	This project involves CCTV investigations and drainage repair works to assess the condition and performance of Council's stormwater assets. The inspections will identify defects and provide recommendations for repairs to ensure the long-term integrity and functionality of the drainage network. CCTV investigation will commence in November 2026 and are expected to be completed by the end of FY2026-27. Carryover part of project was completed earlier this FY.
Altona Hockey Club Floodlighting Upgrade	462,000	12,906	412,000	50,000	Design	This project will upgrade the floodlighting at Altona Hockey Club to improve lighting performance, safety and compliance for training and competition activities. Detailed design is underway and is expected to be completed by October 2026, followed by procurement and appointment of a construction contractor. Works are scheduled to commence in March 2027, with completion anticipated in July 2027.
Ramsay Street, Craig to Burleigh street, Road Rehab	452,000	11,824	452,000	-	Design	The Road Rehabilitation Program will reconstruct Ramsay Street, Spotswood, improving the road, drainage, parking and pedestrian accessibility. The project is currently in the design phase, with construction scheduled to commence in Quarter 4.
Biodiversity Strategy Implementation - 26/27	450,000	47,439	467,529	-	Plan	This project, funded in part by the state government, will This program delivers a range of biodiversity protection and restoration initiatives across the municipality, including wildlife-sensitive lighting, pest animal control, GIS mapping, flora and fauna assessments, ecological burns, community education and Traditional Owner collaboration. Multiple projects are currently in planning or delivery stages throughout FY2026–27. All works are progressing as scheduled, with no carryover anticipated.

2026-27 Capital Works Program – Status summary report as at 30 September 2026

Project	Revised Budget* $	Actuals $	Proposed forecast $	Carryover** $	Milestone	Status as at end of First Quarter (30 September 2026)
Public Toilet Program - Leo Hoffman	450,000	10,489	260,000	190,000	Plan	This project will deliver a new standalone public toilet facility at Leo Hoffmann Reserve, adjacent to the playground, improving public amenity and accessibility for park users. Land title matters were being addressed during Quarter 1. Tendering is scheduled to commence in Quarter 3, with project delivery targeted for completion by the end of Quarter 2 of FY2027–28.
Abbeygate Street Drainage Upgrade, Altona North	447,000	3,310	365,310	-	Procure	This project will deliver upgrades to local road infrastructure, including kerb and channel renewal, drainage improvements, pavement rehabilitation, cul-de-sac reconstruction, and footpath upgrades to improve safety, accessibility and drainage performance. Construction is scheduled to commence in November 2026 and be completed by January 2027.
Kororoit Creek Shared Trail Stages 4 & 5 Enabling Activity - Land Acquisition	415,000	63,871	440,353	-	Execute	Negotiations are ongoing for the required land acquisitions, leases and licences. Progression to the next phase of the project is dependent on finalising these arrangements.
Railway Pl, Williamstown, Traffic & Community Safety Upgrades	408,000	3,718	411,386	-	Execute	This project wil deliver traffic calming measures to improve pedestrian and driver safety. Works will commence in October 2026 and are expected to be completed by December 2026.
Gloucester Reserve Revetment and Promenade Remediation Repairs	400,000	-	400,000	-	Plan	This project will deliver safety and accessibility improvements at Gloucester Reserve by remediating deteriorated sections of the seawall, promenade, staircase and revetment.
Project 6.3 - The Green Line (South) - Hall Street between High Street and Burleigh	400,000	-	-	-	Close	The road rehabilitation component has been completed. Delivery of the separated bicycle path has been deferred due to upcoming Level Crossing Removal Project (LXRP) works.

2026-27 Capital Works Program – Status summary report as at 30 September 2026

Project	Revised Budget* $	Actuals $	Proposed forecast $	Carryover** $	Milestone	Status as at end of First Quarter (30 September 2026)
Kindergarten Toilet Privacy Doors Installation - multiple sites	397,775	8,594	334,775	63,000	Plan	This project will deliver bathroom upgrades across Council's early years, long day care and kindergarten facilities to improve privacy, accessibility and compliance with current standards. Works include the installation of toilet privacy doors, upgrades to change tables, and accessibility improvements to support safe and inclusive bathroom facilities for children. Detailed design for Stage 1 is scheduled to commence in October 2026, with a building services contractor expected to be procured in May 2027. Refurbishment works are anticipated to be completed by July 2027. The project will be delivered in three stages across multiple kindergarten and children's service sites.
Douglas Parade Safety Improvements - between North Road and Ferguson Street, Williamstown	383,000	7,150	383,000	-	Design	This Black Spot funded project will install speed humps and raised crossings to improve road safety. Design finalisation is expected by late November 2026, with construction handover by mid-December. The lighting report is due in October, while tree assessments and service proving near John Street / Douglas Parade are underway.
Fleet - Minor Plant Replacement	382,000	15,053	383,396	-	Execute	This program provides for the replacement of minor plant and equipment that has reached the end of its service life or is no longer fit for purpose. Items may include blowers, chainsaws, brush cutters and attachements, along with the disposal or recycling of decommissioned assets. The FY2026–27 budget is expected to be fully expended by the end of the financial year.
Wetlands Centre, HD Graham Reserve, Altona Meadows - Stage 1	368,000	45,797	224,478	-	Execute	The Hobsons Bay Wetlands Centre at HD Graham Reserve is a flagship environmental project support education, recreation and environmental outcomes. Construction of the Stage 1 wetlands has been completed and the site is now open. Complementary works to expand the irrigation system are underway and are expected to be completed by Quarter 3 of FY2026–27.

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Project	Revised Budget* $	Actuals $	Proposed forecast $	Carryover** $	Milestone	Status as at end of First Quarter (30 September 2026)
Bridge Renewal Program - 25/26	338,000	5,065	343,065	-	Execute	The Kerb and Channel Renewal Program renews kerb and channel assets to maintain effective drainage and support the longevity of road infrastructure, particularly prior to road resurfacing works. This is an ongoing program, with all scheduled works for FY2026–27 expected to be completed by June 2027.
Shane Avenue, (Ida Pl to Catherine Rd), Seabrook, Road Rehab	330,000	-	225,000	-	Design	The Road Rehabilitation Program involves the reconstruction of roads, pavements, and kerb and channel assets that are in poor condition, restoring them to current standards and improving the overall safety and functionality of the road network. Works are on track to be completed by the end of Quarter 3, with potential project savings anticipated.
Seabrook Boulevard (Kempton Crt to Caramut Way), Seabrook , Road Rehab	315,000	-	200,000	-	Execute	This is a Road Rehabiliation project. Works are on track for completion by January 2027, with potential project savings anticipated.
Williamstown Town Hall - balcony seating upgrade & floor tiles repair	308,500	1,724	171,724	-	Execute	New balcony seating is currently being manufactured and is scheduled for installation in January 2027.
Traffic Management Devices Renewal Program	300,000	-	300,000	-	Execute	The Traffic Management Device Renewal Program is an ongoing program focused on maintaining, renewing and upgrading traffic management devices across the municipality to ensure they remain safe, effective and compliant with current standards. The program supports a safe, accessible and efficient road network for all users. Renewal works are scheduled to be delivered during Quarter 4 of FY2026–27.

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Project	Revised Budget* $	Actuals $	Proposed forecast $	Carryover** $	Milestone	Status as at end of First Quarter (30 September 2026)
Car Park upgrade - dust suppression works at High Patronage Sports & Sports & Recreation Reserves	290,000	-	290,000	-	Plan	This project delivers upgrades to Loft Reserve, Langshaws Reserve and HC Kim Reserve (managed under a separate project) as part of the Unsealed Car Park Investment Program, improving car park condition, accessibility and environmental outcomes. Dust suppression works completed in October and will be completed by December 2026.
New Rehabilitation Program - Land Contamination	288,000	7,234	288,000	-	Plan	Planning is underway to rehabilitate a site with historical land contamination. Options are being considered.
Project 2 - Greening Your Neighbourhood Project	285,000	5,594	290,594	-	Design	This project will deliver a new footpath, outdoor dining area and streetscape planting within the Eames Avenue shopping strip, improving accessibility, amenity and the overall appeal of the precinct. The project is currently in the design phase. Delivery was deferred following fire damage to two shops within the shopping strip and the subsequent building reconstruction works. Construction will be reprogrammed when the building works are completed.
Drainage works at Davies Street, Newport	285,000	-	285,000	-	Design	Works to upgrade and extend the existing laneway drainage are scheduled to be carried out during May and June 2027.
Former Landfill Sites , Gas Risk Testing	255,000	21,050	62,800	-	Execute	Gas risk testing of former landfill sites at Newport Lakes and Bruce Comben Reserve is ongoing, with no results of concern.

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Project	Revised Budget* $	Actuals $	Proposed forecast $	Carryover** $	Milestone	Status as at end of First Quarter (30 September 2026)
Williamstown Beach Tennis Pavilion, structural assessment - Building Fabric	254,725	2,814	254,725	-	Execute	This project focuses on priority external building works identified through investigations completed in FY2025–26, aimed at improving the building's weatherproofing and preventing water ingress. These works are essential to maintaining the building's structural integrity and supporting future internal renewal projects. Quotations for the priority works are currently being finalised, with delivery expected to commence later in 2026.
Upgrade Williamstown Library gas boiler to electric, Building renewals	252,000	-	252,000	-	Design	This project involves the replacement of the existing gas boiler at Williamstown Library, which has reached the end of its service life. The renewal presents an opportunity to transition from gas to electric infrastructure, supporting Council's sustainability and decarbonisation objectives. Works are scheduled to be completed by the end of FY2026-27.
Merrett–Rifle Range Active Transport and Pedestrian Safety Project	250,000	23,309	250,000	-	Plan	This project will add two priority path crossings on Merrett Drive and Burbidge Drive and upgrade zebra crossings to raised crossings on these roads and Rifle Range Drive, Williamstown. The works will improve safety, reduce vehicle speeds and connect shared paths, Williamstown Linear Reserve and the Bay Trail. The concept plan is due by late October 2026, with community consultation planned for December 2026 or January 2027 if required.
Woods Street, (Maddox Rd to Clyde St), Newport, Road Rehab	250,000	72,029	252,886	-	Handover	Civil works completed in August 2026. The lighting component of this project will be completed by the end of the March 2027.

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Project	Revised Budget* $	Actuals $	Proposed forecast $	Carryover** $	Milestone	Status as at end of First Quarter (30 September 2026)
Burgoyne Reserve, from Stevedore St to Mariner St - Seawall repair works	247,000	-	247,000	-	Close	This project involves repairs to the Burgoyne Reserve seawall in Williamstown to protect coastal assets and improve public safety along the foreshore. Construction of the initial repair works has been completed and the project is currently in the Defects Liability Period (DLP). Additional repair works have been identified and are scheduled to commence in Quarter 3, with the overall program expected to be completed by the end of FY2026–27.
Truganina Park Sensory/All abilities Boardwalk construction	240,000	1,761	240,000	-	Design	This project involves the construction of a boardwalk through Truganina Park, improving community access to and interaction with the natural environment. Cultural Heritage Management Plan (CHMP), environmental, geotechnical and contamination a ssessments have been completed, along with the detailed design. The project is currently progressing towards authority approvals, after which procurement documentation will be prepared.
Road Safety Remediation Works	200,000	-	200,000	-	Design	The Road Safety Remediation Program delivers targeted road rehabilitation and safety improvement works to restore roads affected by ageing, traffic loading and environmental impacts. Works may include pavement repairs, resurfacing, drainage improvements, signage, line marking and other road safety treatments. This is an ongoing program, with the FY2026–27 budget expected to be fully expended by June 2027.
Shared Trails Renewal Program - 26/27	200,000	1,657	200,000	-	Plan	This project delivers the renewal of shared trails that are in poor condition, improving safety, accessibility and the overall quality of the trail network. Works are scheduled to be undertaken in February and March 2027.

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Project	Revised Budget* $	Actuals $	Proposed forecast $	Carryover** $	Milestone	Status as at end of First Quarter (30 September 2026)
Altona Theatre Auditorium Accessibility Improvements, Building Fabric Renewal	179,500	4,934	185,500	-	Procure	This project will improve accessibility and safety at Altona Theatre through upgrades to wheelchair platforms, increased accessible seating capacity, improved access, and auditorium recarpeting. The works will enhance patron experience, support greater inclusion, and reduce manual handling risks for staff and volunteers. Tender evaluation is currently underway. Works expected to be completed by end of April 2027.
Stevedore Street Safety Improvements - between Melbourne Road and The Strand, Williamstown	176,000	4,971	178,271	-	Design	Part of the Black Spot Grant Program, this project will deliver new raised platforms to improve road safety by reducing vehicle speeds, enhancing safety for vulnerable road users and cyclists, and improving street lighting. Detailed design is under final review and is expected to be completed by end of October 2026, with construction to commence by early 2027.
Commonwealth Reserve Rotunda, timber flooring replacement	176,000	6,000	176,000	-	Design	This project involves the replacement of the timber flooring within the Commonwealth Reserve Rotunda to maintain the asset's condition, safety and functionality. Works are scheduled to be completed by January 2027. delivery.
The Range Children's Centre, minor renewal	176,000	859	176,000	-	Design	This project delivers the planned renewal of selected building fabric elements identified through the FY2024–25 Building Condition Audit. The primary scope is the repainting of the external roof to protect exposed metal surfaces, prevent further deterioration and reduce the risk of future water ingress. Works are ongoing and are expected to be completed by May 2027.
Transport Safety Improvement Program - McIntosh Rd at Mills St - Pedestrian Access Improvements & Drainage - Hall St, Spotswood, Hudsons Rd to End	175,000	42,536	62,536	-	Execute	Transport Safety Improvement Program - McIntosh Road – Traffic Calming (Sixth Ave to First Ave) & McIntosh Road at Mills Street - Pedestrian Access Improvements & Drainage

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Project	Revised Budget* $	Actuals $	Proposed forecast $	Carryover** $	Milestone	Status as at end of First Quarter (30 September 2026)
Public Bins Upgrade Program	167,000	4,424	54,424	-	Execute	The Public Bin Upgrade Program delivers standardised public waste and recycling bins across high-use locations to improve waste separation, increase recycling, reduce litter and enhance the presentation of public spaces. The program also replaces ageing bin infrastructure, particularly in foreshore environments where assets are subject to harsh conditions. Works include the installation of standardised bin surrounds and two-stream waste and recycling bins, along with the removal of outdated infrastructure. This is an ongoing program, with FY2026-27 works expected to be completed within budget and potential savings anticipated.
Operations Centre, Minor Improvements, Altona	160,000	34,218	120,000	-	Procure	This project includes the replacement of the Parks portable building roof and internal reconfiguration works as part of the broader Amenity Upgrade Program, improving the condition, functionality and usability of the facility. Works are planned for FY2026–27, with the budget expected to be fully expended by the end of the financial year. This is an ongoing program with continued funding allocations in future years.
Coastal Planning Forward Design	156,000	30,279	156,000	-	Execute	This program supports forward planning, stakeholder engagement and preliminary investigations for future foreshore projects, ensuring they are well-defined, prioritised and ready for delivery when funding and approvals become available. This is an ongoing program, with preliminary investigations and site assessments progressing to support future projects. The FY2026–27 budget is expected to be fully expended by June 2027.

2026-27 Capital Works Program – Status summary report as at 30 September 2026

Project	Revised Budget* $	Actuals $	Proposed forecast $	Carryover** $	Milestone	Status as at end of First Quarter (30 September 2026)
Parklets safety project	150,000	-	150,000	-	Design	The Parklet Safety Project supports the safe use of on-street parking spaces as public outdoor areas, primarily for hospitality dining. The project includes traffic, structural and civil safety improvements to ensure parklets provide a safe environment for patrons adjacent to traffic lanes. Design is in progress and construction standards to be confirmed. Works are expected to be undertaken between March and April 2027.
Marigold Ave, (Kyle Rd & Millers Rd), Altona North, Road Rehab & Drainage Upgrade - Design	150,000	19,896	150,000	-	Design	This is a design-only project, with construction funding and delivery yet to be programmed.
Bridge Renewal Program - 26/27	150,000	-	150,000	-	Design	This program is to renew existing bridges that are in poor or very poor condition. The work is due for completion later in the 2026-27 year.
Railway Avenue, Laverton Blackspot Funding - Traffic Treatment Works from High Street to Aviation Road	145,000	6,643	150,043	-	Execute	This project delivers a range of improvements along Railway Avenue, Laverton, including road rehabilitation, Black Spot safety treatments, pedestrian crossing upgrades, footpath improvements and cycling infrastructure works to improve safety, accessibility and network connectivity. Works are scheduled to be completed by December 2026.
Bayfit Renewal - Install UV system and Upgrade pool water filters, Building Renewal	142,000	73,835	142,000	-60,000	Design	This project is the installation of a new ultraviolet disinfection system for the spa and main pool at BayFit, ensuring the facility remains safe and functional. Expenditure is currently on target, with the full budget expected to be utilised by the end of Q2.

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Project	Revised Budget* $	Actuals $	Proposed forecast $	Carryover** $	Milestone	Status as at end of First Quarter (30 September 2026)
The Broadway (RAB Mitchell Av to RAB Mitchell Av), Altona North, Road Rehab	140,000	-	140,000	-	Design	This is a Road Rehabiliation project. Works are on track for completion by February 2027.
Streets For People - 40km/h zones and local calming Site 1 – Delivery - Reed Street	140,000	13,699	128,699	25,000	Procure	This project will deliver traffic calming measures on Reed Street, Spotswood, between Robert Street and Melbourne Road, to improve road safety and reduce vehicle speeds. The lighting design is currently underway, with lighting installations scheduled for completion in FY2026–27. Civil works have been programmed for FY2027–28.
Wright St, (Thomas St to Bladin St), Laverton, Road Rehab	138,000	26,389	101,389	-	Close	Complete
Bayview street Williamstown High School Crossing Upgrades - TAC Infrastructure	137,000	-	137,000	-	Handover	Civil works completed in August 2026. The lighting component of this project will be completed by the end of the March 2027.
Eastona Park Kindergarten (Playgroups), Playspace Upgrade	137,000	724	137,000	-	Plan	This project will upgrade the Eastona Park Kindergarten play space to improve its functionality, safety and overall amenity. The upgrade will replace ageing play elements and refresh the surrounding area to create a more engaging and contemporary play environment. The project is currently in the planning stage. Construction is forecast to commence in January 2027, with completion anticipated by March 2027.
Altona North Library, Balance Renewal & Upgrade Work	129,000	3,449	78,449	-	Execute	The majority of works have been completed, with lighting works remaining. The project is on track for completion by late 2026.

2026-27 Capital Works Program – Status summary report as at 30 September 2026

Project	Revised Budget* $	Actuals $	Proposed forecast $	Carryover** $	Milestone	Status as at end of First Quarter (30 September 2026)
Unplanned Building Services Renewals	127,000	41,230	456,000	-354,000	Execute	This program provides for the replacement of essential building services assets across Council-managed facilities, including HVAC, electrical, fire, plumbing and mechanical systems, ensuring buildings remain safe, operational and fit for purpose. Works are ongoing, including unplanned reactive renewals not identified through the 5-Year Building Condition Audit. Additional funding has been brought forward from the next financial year to address unexpected and urgent building renewal requirements.
Planned Compliance Assets Replacement, Building Services - multiple sites	124,000	74,358	124,000	-	Procure	This project provides for the replacement of critical building compliance assets across Council-managed facilities to ensure ongoing safety, regulatory compliance and operational performance. Works are ongoing and include the replacement of assets identified through statutory testing programs. The budget is expected to be fully expended by the end of FY2026-27.
New Community Garden, Williamstown	121,000	9,833	130,833	-	Plan	This project will deliver a new community garden at Point Gellibrand Coastal Heritage Park (corner of Hanmer and Ann Streets, Williamstown), providing a shared space for community gardening, education and social connection. Property title approvals are currently being finalised. Delivery is currently forecast to commence in February 2027.
Car Parks Renewal Program - 26/27	120,000	140,693	235,951	57,951	Execute	The Off-Street Car Park Renewal Program delivers renewal works to car parks at reserves, sporting facilities and parks, improving safety, accessibility and asset condition. Current projects include Misten Avenue and Parker Street. Works are scheduled to be completed by November 2026.

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Project	Revised Budget* $	Actuals $	Proposed forecast $	Carryover** $	Milestone	Status as at end of First Quarter (30 September 2026)
Biodiversity Strategy Implementation Works - FY2025-26	120,000	50,271	120,000	-	Execute	This project is a carryover from FY2025–26 and supports biodiversity monitoring and conservation activities, including light monitoring, conservation reserve monitoring and Ghania flooding investigations. Monitoring activities are currently underway. The project is progressing as planned, with no carryover anticipated.
Various Facilities, Paint Renewal Programme	117,000	-2,966	117,000	-	Execute	Sites scheduled for FY2026–27 include Amaroo House and the Williamstown Botanic Gardens. The budget is expected to be fully expended by the end of the financial year. This is an ongoing program with continued funding allocated in future years.
Altona Meadows Community Centre, Building Fabric Upgrade	105,000	15,484	105,000	-	Execute	This project will refurbish the foyer, yoga room and reception area at the Altona Meadows Community Centre to improve the facility's condition, functionality and presentation. Stage 1 has been completed. Stage 2 is scheduled to be undertaken during the end-of-year break, with no significant impacts expected to community use.
Grieve Pde habitat biolink/Concept Design	120,000	-	120,000	-	Design	This project aims to restore the site as a resilient grassy woodland, creating a safe ecological corridor between key conservation areas while balancing existing informal recreational uses. The project will commence with the development of a concept design to guide future restoration works. Preliminary design is currently underway. Community engagement planning is scheduled for the second quarter, followed by community consultation in the third quarter. Project delivery is anticipated to be completed the final quarter of FY2026-27.
Kindergarten Play Space Renewal Program	104,000	9,656	104,467	-	Execute	This program provides funding for Council-managed kindergarten play spaces to ensure they remain safe, compliant and fit for purpose. Works are ongoing and the budget is expected to be fully expended by the end of FY2026-27.

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Project	Revised Budget* $	Actuals $	Proposed forecast $	Carryover** $	Milestone	Status as at end of First Quarter (30 September 2026)
Bayfit Swim Centre - rectification works	104,000	8,777	105,811	-	Execute	This project investigates and addresses odour issues associated with the former pool, which was converted into a water harvesting facility. The works aim to improve amenity and inform any future capital works required, including potential long-term decommissioning or infill of the old pool, subject to the outcomes of the Aquatic Strategy. Final works on the filtration system are underway, with additional investigative works continuing to identify and resolve the source of the odour.
Borrack Square Masterplan Implementation	100,000	36,139	126,139	-	Design	This project will enhance Borrack Square by improving pedestrian access, upgrading key public realm elements, and providing improved waste management facilities to support local traders. The works will deliver a portion of the adopted master plan and contribute to the ongoing revitalisation of the precinct. A $250,000 grant has been secured, representing 50% of the project value. Design is expected to be completed by March 2027, with project delivery continuing into FY2027–28.
Lemon St (Kororoit Creek Road To Champion Road), and Shepherd Court (Lemon St to Court) Williamstown, Road Rehab	100,000	21,314	101,314	-	Design	This project forms part of the Road Rehabilitation Program and includes the detailed design for future rehabilitation works on Lemmon Street and Shepherd Court, improving road condition and functionality. The design budget allocated to Shepherd Court has been transferred to the Lemmon Street project, as the rehabilitation works will be delivered as a combined project. Design is scheduled to commence in November 2026 and be completed by December 2026, with construction programmed for FY2027–28.
Burleigh St (Hall St to Douglas Pd), Spotswood, Road Rehab	100,000	18,095	100,000	-	Design	This is a Road Rehabiliation project. Design to be completed by end of March 2026 with construction in FY2027-28.

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Project	Revised Budget* $	Actuals $	Proposed forecast $	Carryover** $	Milestone	Status as at end of First Quarter (30 September 2026)
Williamstown Botanic Gardens Master Plan Implementation	100,000	33,928	103,107	-	Execute	This project delivers priority works from the Williamstown Botanic Gardens Master Plan, focusing on high-priority upgrades over the next five years. Key works include planting within the central avenue and pinetum garden beds, open space furniture upgrades, pond path realignment, screening, and street frontage garden improvements. Additional plant labelling is scheduled for December 2026, with construction of compost bays at the Williamstown Botanic Gardens depot planned for March 2027.
Street Lighting - Minor Works	100,000	1,214	101,214	-	Execute	This project aims to improve public safety, provide equitable lighting across the municipality, and ensure public lighting meets community expectations while minimising operational costs and environmental impacts. New streetlights are installed at priority locations identified through community feedback and Council planning. The current streetlight priority list is being reviewed and assessed. This is an ongoing program, with lighting upgrades delivered on a rolling basis across the municipality.
Brooklyn Dog Park Lighting	100,000	-	100,000	-	Plan	The Brooklyn Dog Park Lighting Project aims to improve safety, accessibility and usability of the dog park through the installation of suitable lighting infrastructure. The project is currently in the planning phase. Community consultation will be deferred until the completion of the Dog Off-Lead Strategy consultation process to ensure alignment with future park use and community priorities.
Paxton St, (Aloha St To Blackshaws Rd), South Kingsville, Road Rehab - Design	100,000	26,186	100,000	-	Design	This is a design-only project, with design works expected to be completed by January 2027. Construction will be programmed in a future financial year.

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Project	Revised Budget* $	Actuals $	Proposed forecast $	Carryover** $	Milestone	Status as at end of First Quarter (30 September 2026)
Watson's Road Discontinuation and Open Space Improvements	100,000	31,127	100,000	-	Design	The Watson's Road Discontinuation and Open Space Improvements Project will deliver a new public open space within Watson Street (between New and Saltley Streets), along with road formalisation, shared trail connections, landscaping and amenity upgrades. The project is funded by the State Government to help offset the impacts of retained overhead powerlines associated with the West Gate Tunnel Project. The project is currently in the design phase, with community consultation planned for late 2026.
Recreation Infrastructure, Renewal & Design	100,000	26,967	100,000	-	Execute	This program provides funding for minor sporting facility works, enabling Council to respond promptly to club requests, renewal requirements and occupational health and safety (OHS) issues across sporting facilities. This is an ongoing program, with the FY2026–27 budget expected to be fully expended by the end of the financial year.
Export Drive, (Francis St to End), Brooklyn, Road Rehab	100,000	12,000	100,000	-	Design	Design has been completed, resulting in project savings in FY2026–27. Construction has been funded and programmed for delivery in FY2027–28.
Heavy Duty Pit Lid Upgrades - Industrial & Main Roads	96,000	12,692	108,692	-	Execute	This program replaces standard pit lids and frames with heavy-duty pit lids and frames to improve public safety and address an identified backlog of renewal works across the municipality. This is an ongoing renewal program, with the current year's works scheduled for completion by June 2027.
High St, Laverton, Road Resurfacing & Traffic Improvement	92,000	531	40,531	-	Close	Complete

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Project	Revised Budget* $	Actuals $	Proposed forecast $	Carryover** $	Milestone	Status as at end of First Quarter (30 September 2026)
Open Space Forward Design	95,000	37,354	95,000	-	Design	This project provides funding for early design and planning works for future capital projects that do not have dedicated design budgets. It supports project development and readiness ahead of construction in the following financial year. Works may include feature and level surveys, geotechnical investigations, concept and detailed design, master planning, and community consultation activities. Design works are ongoing to support future project delivery.
Joan Kirner House, replace the HVAC system, Building Renewals	94,000	-	94,000	-	Design	This project will improve the energy efficiency and sustainability of the building's HVAC system by replacing two high-energy units, decommissioning the existing gas ducted system, and installing additional electric split systems. The works will support Council's transition to all-electric infrastructure while improving system performance, reliability and occupant comfort. A mechanical engineering assessment is currently underway to review the existing HVAC configuration and provide recommendations for the preferred upgrade solution.
Structural Assessments for Multiple Sites, Building Renewal	87,500	3,124	114,224	-	Execute	Underpinning works at Laverton Old School are scheduled to commence in November 2026, with completion anticipated in early 2027.
Melbourne Rd & Perry St, Williamstown, Pedestrian Crossing Upgrade	87,000	-	87,000	-	Handover	Civil works completed in August 2026. The lighting component of this project will be completed by the end of the March 2027.
Duane Reserve Future Direction Action Plan	84,500	42,302	80,302	-	Design	Design works are being undertaken for the pitch redevelopment with the plan due to be finalised by late 2026

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Project	Revised Budget* $	Actuals $	Proposed forecast $	Carryover** $	Milestone	Status as at end of First Quarter (30 September 2026)
Bayview Street, Footpath, Williamstown	85,000	4,830	85,000	-	Design	This project will deliver a new concrete pathway on Bayview Street, Williamstown, completing a missing pedestrian link adjacent to Bayview Reserve and improving local connectivity and accessibility. The project is currently under review by the Design Team, with construction anticipated to be completed during FY2026–27.
Douglas Pde Road and Drainage works from North Rd to Bunbury Street	84,000	-	69,915	-	Close	Complete
HBCC Office chairs and desks replacement program	82,000	17,370	82,000	-	Procure	This program provides for the replacement of office chairs, desks and other furniture in line with Occupational Health and Safety (OHS) recommendations, supporting safe, ergonomic and functional workspaces for staff. Funding is expected to be fully expended by June 2027.
Williamstown Town Hall, Building Fabric Upgrades	80,000	7,072	80,572	-	Procure	Investigations and renewal works are ongoing, including roof and drainage assessments, leak rectification, repairs to flashing, window seals, roof tiles, downpipes and gutters, as well as upgrades to concrete steps and handrails. The budget is expected to be fully expended by the end of FY2026-27.
Wren St, Altona, Traffic & Community Safety Upgrades	74,000	6,803	130,099	-	Handover	Complete
Irrigation System Renewal	70,000	-	-	-	Execute	For FY2026–27, the budget has been reallocated to support the sports field upgrade projects at Bond Reserve and Edwards Reserve, with future irrigation design works to continue under subsequent funding allocations.

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Project	Revised Budget* $	Actuals $	Proposed forecast $	Carryover** $	Milestone	Status as at end of First Quarter (30 September 2026)
Carinza Reserve, Seabrook - Neighbourhood Park Upgrade	69,600	13,985	73,585	-	Design	This project will upgrade Carinza Reserve Playground and its surrounds, delivering new play equipment, park furniture, pathways and landscaping to improve accessibility, inclusivity and overall user experience. The design is being finalised to a reduced scope following an unsuccessful funding application. Tendering is expected to commence in Quarter 2, with a construction contractor anticipated to be appointed in Quarter 4 of FY2026–27.
Williamstown Cricket & FC Ground Pavilion - Upgrade Instantaneous HWS	67,000	11,450	67,000	-	Design	This project will replace the failing gas instantaneous hot water system with a new electric hot water system to improve reliability and ensure a consistent hot water supply for pavilion users. The upgrade will support the needs of the cricket and football clubs while reducing maintenance issues and service interruptions. Funding is expected to be fully expended by June 2027.
Community Responsive Works - 24/25 - Raised Pedestrain Crossing Mintaro Way	67,000	4,680	4,680	-	Close	Project completed and currently in the Defects Liability Period (DLP).
Project 5.2 - The MainLines	66,000	3,386	69,386	-	Design	This project will develop a walking and cycling network for Altona Meadows and Seabrook, improving connections to Laverton Station and Aircraft Station and supporting safer, more accessible active transport options. The Project concept plans have been finalised and consultation material is being prepared. The consultation is expected to begin early November with the lighting assessment currently underway and expected to be completed in November 2026.
Car Parks Renewal Program - 25/26	58,000	-	-	-	Close	Complete

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Project	Revised Budget* $	Actuals $	Proposed forecast $	Carryover** $	Milestone	Status as at end of First Quarter (30 September 2026)
Paisley Park Soccer Pavilion, Newport, Concept Design	62,000	19,229	33,939	-	Design	This project involves the completion of a Feasibility Study for the upgrade of the Paisley Park Soccer Pavilion to provide a fit-for-purpose facility that meets the current and future needs of tenant clubs. The feasibility study has been completed. A sponsor-initiated scope variation to improve spectator viewing opportunities is currently being finalised, with completion anticipated by mid-November 2026.
Altona Badminton Centre (Altona North) – Guttering Works	60,500	-	-	-	Design	This project involves guttering renewal works at the Altona Badminton Centre, Altona North, to improve building condition and address ongoing maintenance requirements. The project has been consolidated with the Altona Badminton Centre Change Room Upgrade and is planned for delivery in early 2027.
Baywest Latitude Facility Refurbishment, Altona	60,000	47,362	60,000	-	Handover	This project delivered planned building fabric renewals at the Baywest Latitude Facility, Altona, including replacement of kitchen and bathroom fixtures, fittings and cabinetry to maintain the facility's functionality, presentation and amenity. Works are complete.
Various Facilities, Water ingress investigation & rectification works	60,000	572	57,572	-	Design	This project delivers minor renewal works at Bond Reserve Pavilion, Duane Reserve Pavilion and Edwards Reserve Pavilion to address water ingress, deteriorated building elements and associated safety risks. Works include repairs to roofing, gutters, downpipes, flashing, stormwater drainage and moisture-damaged internal finishes. Works are ongoing, including investigations and remediation works identified through building condition audits. The budget is expected to be fully expended by the end of FY2026–27.

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Project	Revised Budget* $	Actuals $	Proposed forecast $	Carryover** $	Milestone	Status as at end of First Quarter (30 September 2026)
Alma Avenue Shopping Precinct Masterplan Implementation and Carpark	60,000	4,145	24,145	-	Close	Project completed and currently in the Defects Liability Period (DLP).
The Range Children's Centre, Kororoit Creek – Subsidence and broken sewer pipes	59,500	-	59,500	-	Design	This project addresses critical sewer and ground settlement issues at the kindergarten, including repair of a damaged sewer pipe and stabilisation works to prevent further ground movement. The works will improve safety, structural integrity and the ongoing operation of the facility. The project is currently in the design phase and is expected to progress to procurement in early 2027. Works are anticipated to be completed by June 2027.
Kinder Program, Home Road Kinder – plumbing and drainage rectifications to address water pooling, Newport	59,000	572	59,000	-	Execute	This project will deliver priority building fabric and site interface renewal works at Home Road Kindergarten, improving the condition of the facility and protecting the building from further deterioration. Works are scheduled for completion by the end of FY2026–27, with the budget expected to be fully expended and no carryover anticipated.
Cultural Heritage Future Conservation Works - Renewal projects	56,500	4,550	56,500	-	Execute	This program delivers renewal and conservation works for key heritage assets across the municipality, including the HMVS Anchor, The Strand War Memorial, Maclean Monument, and HMAS Yarra War Memorial, helping to preserve their cultural and historical significance. This is an ongoing program, with all FY2026–27 works expected to be completed by June 2027.
Fifth Avenue, (Hendren St to Mason St), Altona North, Road Rehab	50,000	-	50,000	-	Close	Complete

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Project	Revised Budget* $	Actuals $	Proposed forecast $	Carryover** $	Milestone	Status as at end of First Quarter (30 September 2026)
Integrated Transport Strategy 2026-36) previously known as: Multi-Modal Network - Better Connected Plan	55,000	-	55,000	-	Execute	The Integrated Transport Strategy 2026–2036 will provide a strategic framework, goals and action plan to guide future transport planning across the municipality. The strategy includes identifying deficiencies and opportunities within walking and cycling networks, public transport networks, and key activity centres. This project includes a carryover component, with the remaining work expected to be completed by March 2027.
Linden St, Altona Meadows, Road Safety Enhancement	51,000	6,679	56,079	-	Plan	The Linden Street Road Safety Enhancement Program aims to improve road safety and accessibility in Altona Meadows through targeted infrastructure upgrades, including traffic calming measures, pedestrian safety improvements and enhanced road layouts. Local Area Traffic Management (LATM) plans have been developed following community feedback. A second round of consultation was completed in September 2026, and the plans are currently being updated. The final LATM report and plans are expected to be completed by October 2026.
Ferguson Street, (Aitken St to Nelson Place), Williamstown, Road Rehab	50,000	2,533	320,000	400,000	Handover	This is a Road Rehabiliation project. This project is ahead of schedule, with construction funding brought forward from the next financial year to accelerate delivery. Works were completed in October with final invoice to be paid in November 2026.
Dog Off Lead - Strategy development and Implementation	50,000	-	50,000	-	Plan	The Dog Off-Lead Program is a new initiative for FY2026–27 to develop a strategy, implementation plan and technical service standards for dog off-lead spaces across the municipality. It will guide future project priorities, funding allocations and the consistent design and delivery of these spaces. The strategy is expected to be completed by the end of 2026-27.

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Project	Revised Budget* $	Actuals $	Proposed forecast $	Carryover** $	Milestone	Status as at end of First Quarter (30 September 2026)
Edwards Reserve Pavilion - facilities renewal	50,000	572	50,572	-	Design	This project delivers bathroom renewal works to improve safety, accessibility and amenity. The scope includes flooring, shower and waterproofing renewals, repainting, fixture upgrades, and investigation of bathroom layout improvements to address circulation and safety concerns. Design work is expected to commence in December 2026 / January 2027. The budget is expected to be fully expended by the end of FY2026-27.
Public Lighting - Implementation Plan	50,000	-	50,000	-	Plan	The Public Lighting Program is a new initiative for FY2026–27 that will develop an implementation plan to prioritise and fund future public lighting projects. The program will also establish a technical lighting standard to guide the design and delivery of lighting within public open spaces. The project will provide a framework for future lighting upgrades across the municipality and is anticipated to be completed by end of this FY2026–27.
Heritage & Cultural Interpretation Signage - New	50,000	-	50,000	-	Design	This program delivers heritage interpretation projects, including signage, digital storytelling and collection displays, to celebrate local history and culture. Key FY2026–27 projects include new display cabinets at Truganina Explosives Reserve and a Cultural Interpretation Plan for the Williamstown Botanic Gardens. Works are expected to be completed by June 2027.
Activity Centre Implementation Evaluation Plan and Construction	50,000	-	50,000	-	Plan	The Activity Centre Program is a new initiative for FY2026–27 aimed at developing an implementation plan to identify, prioritise and fund future activity centre projects. The plan will provide a framework for assessing project needs, delivery priorities and funding requirements across the program.
Better Places - Maher Rd, (Thomas St to Bladin St), Laverton, Road Rehab	50,000	1,655	1,655	-	Close	Project completed and currently in the Defects Liability Period (DLP).

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Project	Revised Budget* $	Actuals $	Proposed forecast $	Carryover** $	Milestone	Status as at end of First Quarter (30 September 2026)
Newport Activity Centre Masterplan	50,000	5,233	50,000	-	Plan	This project will develop a Master Plan for the Newport Precinct to guide future improvements, inform investment decisions and support the long-term revitalisation of the area. The project includes preparation of the master plan and community engagement activities, with implementation works to be considered separately.
Hudsons Road - Wayfinding and Planting - Smith Reserve	50,000	3,864	50,000	-	Design	This project will enhance the reserve adjacent to the Hudsons Road precinct through new landscaping, reconstruction of the gazebo, and installation of wayfinding signage to improve connections to the local shopping area. The reserve will also be improved as a green buffer for adjoining residential properties. A contractor has been appointed, with works scheduled to commence and be completed in November 2026.
Nelson Place Activity Centre Masterplan	50,000	2,974	50,000	-	Plan	This project will develop a Master Plan for the Nelson Place Shopping Precinct to guide future improvements, inform investment decisions and support the long-term revitalisation of the area. The project includes preparation of the master plan and community engagement activities, with implementation works to be considered separately.
Steele Street, Narrowing To Ross Road, Road Rehab	50,000	-	50,000	-	Plan	This project forms part of the Road Rehabilitation Program. Design is scheduled to be undertaken in January and February 2027. Construction has been programmed for delivery in FY2027–28.
Drainage Investigations – Newport Railway Station	50,000	-	50,000	-	Plan	This project involves a drainage investigation to assess flooding impacts associated with the rail authority's culvert downstream of Mason Street. Investigations are underway and are expected to be completed by November 2026.
Altona Beach Entry and Esplanade, Redevelopment	41,500	10,333	48,379	-	Handover	Minor defects identified during the Defects Liability Period (DLP) will be rectified this month, with project close-out to follow upon completion of the outstanding works.

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Project	Revised Budget* $	Actuals $	Proposed forecast $	Carryover** $	Milestone	Status as at end of First Quarter (30 September 2026)
Public Toilet Program - Concept Design for Sebastians	50,000	704	50,000	-	Plan	This project will develop a concept plan for the future redevelopment of the amenities block at Sebastian's on the Williamstown Foreshore, delivering a fully compliant facility while retaining its distinctive Art Deco heritage character. Procurement of a design consultant is currently underway to prepare the concept design and assess future development requirements.
New Community Garden, Seabrook	45,000	6,978	30,000	-	Plan	Investigation works, including soil testing and surveying, were completed in a previous financial year, resulting in project savings. Budget for the construction phase is proposed for FY2027-28.
Williamstown Swimming & Life Saving Club, New Public Toilet, Design	45,000	563	563	-	Design	This project will deliver a new public toilet facility at Williamstown Beach, as identified in Council's endorsed budget and Public Toilet Strategy. The facility forms part of the broader Williamstown Swimming and Life Saving Club redevelopment and will improve public amenity and accessibility within the precinct. Public toilet works are progressing as part of the broader Williamstown Swimming and Life Saving Club project.
The Green Line program - Design	43,000	1,693	44,693	-	Design	The GreenLine East–West Project is a key component of the Better Places vision for Spotswood and South Kingsville, aiming to improve walking and cycling connections and provide a practical alternative to private vehicle travel. Design for GreenLine EW-1 has been completed. Coordination with the Department of Transport and Planning (DTP) is underway to secure approval for traffic signal modifications.

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Project	Revised Budget* $	Actuals $	Proposed forecast $	Carryover** $	Milestone	Status as at end of First Quarter (30 September 2026)
Lighting Upgrades Program, Building Services	39,000	18,010	43,293	-	Procure	This project focuses on lighting improvements to ensure buildings remain safe, functional and fit for purpose. Lighting upgrades have been identified for Laverton Bowling Club, Newport Community Hub and Altona Theatre and Civic Centre. Works are ongoing, with the budget expected to be fully expended by the end of FY2026–27.
Weeroona Terrace, Altona Meadows, Drainage Upgrade	37,500	6,785	44,285	-	Design	Works are scheduled to be completed by end of October 2026.
Open Space Asset Renewal Program - 25/26	37,000	22,020	42,904	-	Handover	Renewal of open space assets in parks and streets, including drinking fountains, picnic settings, bench seating, signs, bollards, bike hoops, and garden beds that are in poor condition. This is a carryover project from FY2025–26. Remaining works are scheduled to be completed by November 2026.
Footpath New Program - Missing Links, Laverton & Altona Meadows North	35,000	9,939	44,939	-	Execute	Ascot Street: Construction has been completed. Newland Street: Construction has been completed. Central Avenue: The shared user path is being delivered as part of the Big Build project. Project has been completed, leading to improving pedestrian safety, accessibility and connectivity by providing safer routes separated from traffic.
Williamstown Beach Dressing Pavilion (Sebastian's Restaurant)	35,000	12,256	35,862	-	Procure	This project will improve amenity and accessibility through the installation of electric hand dryers and the repair and resurfacing of cracked and uneven concrete at the female and accessible toilet entry, including reinstatement of adjoining surfaces affected by the works. Works are scheduled to be completed by December 2026.

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Project	Revised Budget* $	Actuals $	Proposed forecast $	Carryover** $	Milestone	Status as at end of First Quarter (30 September 2026)
Greenline East West 3 Concept Design Project - Craig Street (From Hall Street to Bay Trail)	35,000	3,386	35,000	-	Design	This project is fully funded by the Transport Accident Commission (TAC), and design works have commenced. The scope includes provisions for bicycle and pedestrian facilities to ensure the safe movement of commuters. The draft design, which outlines various options for decision-making, is expected to be completed by mid-December 2026.
Raleigh St, (Hudsons Rd to Craig St), Spotswood, Drainage Upgrade	29,000	14,859	43,859	-	Design	Raleigh Street Drainage Upgrade ($750K) is designed to improve drainage performance and reduce local flooding impacts in the Spotswood area. Detailed design has been completed and the project is ready to progress to construction in Q2.
Relocation of Sports & Sports & Recreation portable buildings	26,300	27,500	27,500	-	Handover	Practical Completion has been achieved and the project has now entered the Defects Liability Period (DLP). Any defects identified during this period will be addressed in accordance with the contract requirements.
Emergency Exit Compliance - Multiple Sites	25,000	-	25,000	-	Design	This project delivers Phase 1 compliance upgrades to address non-compliant emergency exit points identified through building audits and inspections. Works will improve emergency egress, occupant safety and regulatory compliance at key Council facilities. Priority sites include Altona Dog Obedience, Greenwich Reserve and the Maltese Association. Quotations are currently being obtained, with works to commence following contractor engagement.
Newport Community Hub, Child Safety Upgrades, Level 1	25,000	2,145	6,645	-	Handover	Practical Completion has been achieved and the project has now entered the Defects Liability Period (DLP). Any defects identified during this period will be addressed in accordance with the contract requirements.
HVAC renewal program, Building Services	24,000	4,935	25,862	-	Design	Building Management System software upgrades are planned for nominated Council facilities to enhance remote monitoring, scheduling, fault detection and system performance of Heating, Ventilation and Air Conditioning systems. The budget is expected to be fully expended by the end of FY2026-27.

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Project	Revised Budget* $	Actuals $	Proposed forecast $	Carryover** $	Milestone	Status as at end of First Quarter (30 September 2026)
Williamstown Meals on Wheels - Upgrade Gas Ovens	24,000	-	23,516	-	Design	This project will replace end-of-life gas ovens with new electric ovens, improving reliability, reducing maintenance issues and supporting Council's transition to more energy-efficient infrastructure. Works are scheduled to be completed by December 2026.
Fearon Reserve Box Lacrosse renewal	22,000	6,150	21,050	950	Handover	This project involved the renewal of the training court at Williamstown Lacrosse Club, Fearon Reserve, including upgrades to stormwater drainage, synthetic turf, fencing and floodlighting. Construction has been completed and the project is currently in the maintenance period.
Altona Library Roller Door Upgrade, (Coles carpark side), Altona	21,000	4,060	21,572	-	Procure	This project addresses drainage and water ingress issues caused by uneven concrete and inadequate drainage, which have resulted in water entering a storage area during heavy rainfall. Drainage rectification works have been completed, including installation of improved drainage infrastructure. Assessment of quotations is currently underway to address ongoing water ingress through the atrium windows. The budget is expected to be fully expended by the end of FY2026-27.
Libraries Furniture and Fit out Renewal Program	20,000	-	20,000	-	Execute	This project supports the ongoing renewal and minor enhancement of Council's library furniture and fitouts. This is an ongoing program, with the FY2026–27 budget expected to be fully expended by the end of Quarter 3.
Laverton Creek Seawall Repair	20,000	-	20,000	-	Plan	Stage 2 of the Laverton Creek Spit Project involves underpinning the Altona Seawall to improve its structural stability, extend its service life and reduce ongoing safety risks to the community. Works will commence in June 2027.

2026-27 Capital Works Program – Status summary report as at 30 September 2026

Project	Revised Budget* $	Actuals $	Proposed forecast $	Carryover** $	Milestone	Status as at end of First Quarter (30 September 2026)
Nelson Place Pedestrian Safety Improvements	19,000	-	19,000	-	Execute	This project involves upgrading the existing pedestrian crossing on Nelson Avenue near Syme Street to a raised wombat crossing, improving pedestrian safety, accessibility and vehicle speed management. The project team is currently liaising with Jemena regarding lighting installation requirements. Construction is expected to be completed by the end of Quarter 3, FY2026–27.
Nightingale Lane, 136 Douglas Pd to sealed section , Road Rehab	18,000	-	-	-	Close	Project completed and currently in the Defects Liability Period (DLP).
Footpath New Program - Missing Links, Seabrook South	17,000	5,678	22,678	-	Design	The current scope includes Mintaro Way, Seabrook, where new footpath connections have been identified to enhance accessibility and support active transport. Further consultation with residents on the actual construction detail eg. Removing trees commences in November and construction will commence in February 2027 providing it receives community support after community consultation.
New Street, (Aloha St to Blackshaw Rd), South Kingsville, Road Rehab	17,000	19,294	36,294	-	Execute	Construction is underway and the project is expected to be completed by mid-November 2026.
Laverton bowling club, Sewer and Storm water Investigations	12,000	-	12,000	-	Design	This project delivers works recommended by a structural engineer to address building settlement and protect the long-term integrity of the facility. The scope includes sewer and stormwater investigations to identify any leaks contributing to ground movement, together with remedial structural bracing to stabilise the affected area. Investigations and remedial works are underway, including sewer and stormwater assessments and the installation of structural bracing to the south-west corner of the building. The budget is expected to be fully expended by the end of FY2026-27.

2026-27 Capital Works Program – Status summary report as at 30 September 2026

Project	Revised Budget* $	Actuals $	Proposed forecast $	Carryover** $	Milestone	Status as at end of First Quarter (30 September 2026)
Altona Theatre, Building Fabric Renewal	12,000	6,164	6,164	-	Handover	Complete
Altona Badminton Centre, Change Room Upgrade, Altona North	10,000	11,775	66,698	-	Procure	This project delivers upgrades to the Altona Badminton Centre, Altona North, including accessibility improvements, roof and guttering works, bathroom upgrades, and renewal of key building elements to improve the functionality and condition of the facility. The project has been consolidated with the Altona Badminton Centre Guttering Works project and is planned for delivery in early 2027. Works will be delivered in stages, subject to available funding and grant opportunities.
Better Places - The Zone, Paisley Local Park, Altona North, New Open Space	9,300	12,543	12,543	-	Handover	This project involved the design and construction of an open space for young people in Altona North, providing a dedicated area for recreation, social connection and community engagement. The project is complete, with this funding to rectify any defects.
Kinder Program, Somers PDE	8,000	4,125	8,572	-	Execute	This project includes upgrades at Somers Parade Kindergarten, including improvements to the art and craft washing-up area and replacement of roller blinds throughout the facility. Planned renewal works have been completed. The budget is expected to be fully expended by the end of FY2026-27.
Newport Gardens, Upgrading stormwater pump system, Building Services, Newport	5,000	6,804	6,804	-	Close	Complete
Altona Ford Bridge Upgrade	5,000	2,145	2,145	-	Close	Complete

2026-27 Capital Works Program – Status summary report as at 30 September 2026

Project	Revised Budget* $	Actuals $	Proposed forecast $	Carryover** $	Milestone	Status as at end of First Quarter (30 September 2026)
Altona Theatre, Building Fabric Renewal (HVAC Upgrade)	5,000	1,411	1,411	-	Handover	Practical Completion has been achieved and the project has now entered the Defects Liability Period (DLP). Any defects identified during this period will be addressed in accordance with the contract requirements.
Large Scale Solar Rollout Stage 2	4,750	1,698	1,698	-	Handover	Complete
Esplanade (Garden Street to Giffard Street), Williamstown, Road rehabilitation	-	-	80,000	80,000	Plan	This project will develop the detailed design for the rehabilitation of The Esplanade, Williamstown, between Garden Street and Giffard Street, including road, drainage and footpath improvements to address asset deterioration and improve safety. This is a new project that was not included in the adopted FY2026–27 budget or current Five-Year Capital Works Program. Funding of $80,000 will be brought forward to undertake investigations and detailed design to inform project scope, costs and future construction funding requirements. Construction is proposed for FY2027-28.
Cherry Lake Stormwater Harvesting Plant, Altona	-	14,015	14,015	-	Plan	This project involves the design of a stormwater harvesting facility at Cherry Lake to provide an alternative water source for nearby sporting fields. The system will capture, treat and reuse stormwater, supporting sustainable irrigation while reducing pressure on potable water supplies. A total of $2.4 million in grant funding has been secured from Department of Energy, Environment and Climate Action (DEECA) and Greater Western Water (GWW). Initial planning has commenced and the project management framework has been established. Detailed design is scheduled to commence in Quarter 2, with completion targeted by the end of FY2026–27.

2026-27 Capital Works Program – Status summary report as at 30 September 2026

Project	Revised Budget* $	Actuals $	Proposed forecast $	Carryover** $	Milestone	Status as at end of First Quarter (30 September 2026)
Robb St, (Hudsons Rd to Craig St), Spotswood, Drainage Upgrade	-	13,234	13,234		Design	Robb Street Drainage Upgrade ($590K) is designed to improve drainage performance and reduce local flooding impacts in the Spotswood area. Detailed design has been completed and the project is ready to progress to construction in Q2.
Altona Swim & Fitness Centre (Bayfit), Asset Renewal & Building Services	-	4,723	4,723	-	Close	This project was completed last FY. Late invoice received.
Long, R.V. Reserve, Williamstown North, Neighbourhood Park Upgrade	-	3,077	3,077	-	Plan	This project has been deferred due to budget constraints and will be reconsidered as part of a future capital works program. The project has been re-phased to FY2028–29 and is currently on hold pending future funding availability.
Saltley St, (Brunel St to Aloha St), South Kingsville, Road Rehab	-	1,489	1,489	-	Design	Design has been completed. Construction has been re-phased to FY2028–29.
Fencing Renewal Program - 25/26	-	383	383	-	Handover	Complete
Love Our Parks - Riverside Master Plan	14,000	9,924	16,974	-	Design	This project will develop a master plan for the Riverside precinct adjacent to the Newport Power Station, identifying and prioritising future capital works. The master plan will support future budget bids and external grant applications to facilitate staged investment in the area. Design and master planning are underway, with completion expected by December 2026.
Altona Beach Entry and Esplanade, Redevelopment	41,500	10,333	48,379	-	Handover	Minor defects identified during the Defects Liability Period (DLP) will be rectified this month, with project close-out to follow upon completion of the outstanding works.

2026-27 Capital Works Program – Status summary report as at 30 September 2026

Project	Revised Budget* $	Actuals $	Proposed forecast $	Carryover** $	Milestone	Status as at end of First Quarter (30 September 2026)
Hudsons Rd, (Melbourne Rd to Forrest St), Spotswood, Drainage, Rehab & Streetscape Design	2,100,000	26,840	26,840	-	Close	This project forms part of the Hudsons Road Rehabilitation Project, which will deliver road, drainage and streetscape improvements. It will be deferred until after completion of the Hudsons Road Level Crossing Removal Project (LXRP).
Mary Street Reserve & Irrigation Upgrade	2,247,000	393,381	2,247,000	-	Execute	This project delivers the endorsed Mary Street Reserve Master Plan, including open space improvements and works associated with the relocation of the RSL car park, enhancing recreation and community facilities in Spotswood. This project is on track and within budget, with completion anticipated by February 2027.
Aitken St, (Parker St to Ann St), Williamstown, Drainage Upgrade	1,512,000	21,412	1,512,000	-	Execute	This project will deliver additional drainage pits and pipes along Aitken Street to improve stormwater drainage capacity and reduce localised flooding. Construction is scheduled to commence in November 2026 and be completed by January 2027.
Lohse St, (Rear of 2 Lohse Street), Laverton, Road Rehab	240,000	186,436	196,279	-	Close	Complete
Cemetery Rd, (Francis St To Geelong Rd), Brooklyn, Road Rehab	-	-	-	40,000	Plan	The project has been deferred to a future financial year to allow for additional coordination with Maribyrnong City Council before progressing to delivery.
Minor Rehab - Mills Street, Altona North - from Ross Rd to McIntosh Rd + drainage Ross Rd to Hendren	-	-	-	-	Handover	The project is being deferred due to Level Crossing Removal Project (LXRP) activities and will be reprogrammed once those works are complete.
Altona Boat Ramp Carpark Resurfacing		4,998	504,998		Handover	The resurfacing and line marking of the Altona Boat Ramp car park was fully funded via a grant of $500,000 from the Victorian Fisheries Authority. The works were completed in September 2026.

2026-27 Capital Works Program – Status summary report as at 30 September 2026

Project	Revised Budget* $	Actuals $	Proposed forecast $	Carryover** $	Milestone	Status as at end of First Quarter (30 September 2026)
Bernard St, (Hudsons Rd to Craig St), Spotswood, Drainage Upgrade		13,234	13,234		Design	Bernard Street Drainage Upgrade ($555K) is designed to improve drainage performance and reduce local flooding impacts in the Spotswood area. Detailed design has been completed and the project is ready to progress to construction in Q2.
Minor Drainage upgrade works along Bruce Street South	182,000	3,313	185,313	-	Execute	This project involves regrading the nature strip to improve drainage and reduce water pooling, as well as widening the intersection to enhance traffic flow and road safety. Works are scheduled to be completed by December 2026.
Fencing Renewal Program - 26/27	200,000	16,973	200,000	-	Execute	This program delivers the renewal and replacement of fencing assets that have reached the end of their service life, maintaining safety, functionality and asset condition across Council reserve and facilities. Fencing renewal works are planned at Hoffman Reserve (August), Robertson Reserve (January). Buffer Mound (February), Newport Athletics Track (March), and The Strand (June). Works scheduled for FY2026–27 are expected to be completed by the end of the financial year.
Altona Swim & Fitness Centre (Bayfit), Building Fabric Renewal	195,500	7,244	262,744	-	Procure	This project delivers upgrades to the gym change room amenities as part of Council's annual minor renewal program and in response to the Aquatic Strategy. Works include refurbishment of the men's and women's bathrooms, flooring upgrades, and replacement of shower partitions to improve the condition and functionality of the facility. Tender evaluation is nearing completion, with a contractor expected to be appointed in the coming months. Construction is scheduled to commence in December 2026, with completion anticipated in February 2027.

2026-27 Capital Works Program – Status summary report as at 30 September 2026

Project	Revised Budget* $	Actuals $	Proposed forecast $	Carryover** $	Milestone	Status as at end of First Quarter (30 September 2026)
New Community Garden, Leo Hoffman, Newport	190,000	40,045	282,000	-	Procure	This project will deliver a new community garden at Leo Hoffmann Reserve, Newport, providing a shared space for community gardening, education and social connection. Procurement is underway to appoint a contractor for delivery.
Various Facilities, Flooring Renewal Programme	190,000	22,026	190,000	-	Execute	The Minor Renewals – Building Fabric Program supports the planned renewal of building assets across Council-managed facilities, including façades, internal refurbishments, roofs and structural elements. Works are prioritised based on building condition audits and site assessments to maintain safe, functional and well presented facilities. This is an ongoing program across Council's building portfolio. The budget is expected to be fully expended by April 2027.
Unplanned Building Fabric Renewals	186,000	171,714	425,000	-239,000	Procure	This program supports the planned renewal and refurbishment of building assets across Council-managed facilities, including façades, internal finishes, roofs and other building components. Additional funding has been brought forward from the next financial year to address unexpected and urgent building renewal works not identified through the regular building condition audit process.
Total	71,186,950	5,243,505	65,923,894	1,170,099		

* Revised Budget - The revised budget equals the adopted 2026–27 Capital Works budget, plus adjustments, incorporating 2025–26 Q4 carryover changes.

** Carryover - Carryover refers to the 2026–27 budget carryover, or brought-forward budget, reported at the first quarter. Negative carryover refers to brought-forward budget for 2027-28.

HOBSONS BAY CITY COUNCIL

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HOBSONS BAY LANGUAGE LINE

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Hobsons Bay City Council

Quarter 1 Performance Report 2026-27 – July, August September 2026

We acknowledge the Bunurong People of the Kulin Nation as the Traditional Owners of the lands, rivers and coastal areas in Hobsons Bay. We recognise the First Nations peoples' relationship to this land and offer our respect to their Elders past and present.

About Hobsons Bay City Council

The unique municipality

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

Hobsons Bay is situated at the northern end of Port Phillip Bay, about 10 km west of central Melbourne, and includes the suburbs of Altona, Altona Meadows, Altona North, Brooklyn, Laverton, Newport, Seabrook, Seaholme, South Kingsville, Spotswood, Williamstown and Williamstown North. Each suburb has its own unique character, from the historic seaport of Williamstown with its range of heritage buildings, to the more recently developed residential areas of Altona Meadows and Seabrook.

In 2024, Hobsons Bay had an estimated resident population of 95,633 which is forecast to increase to 113,134 by 2046. Hobsons Bay covers an area of about 64 km2 and has more than 20 km of coastline. It is also home to significant coastal wetlands, five creek systems, remnant native grasslands, and important flora and fauna habitats, which make up 24 per cent of the city's total and area.

Hobsons Bay has a range of major industrial complexes which contribute significantly to the economy of Victoria. It 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. These features contribute to the city's culture, which is strongly linked to its maritime heritage, rich natural environment, industry and lifestyle.

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Summary

Under the Local Government Act 2020 (the Act), Council is required to include its initiatives and services in the Annual Budget document as committed projects for the financial year that support the implementation of the Council Plan. The annual reporting of the progress of these initiatives is a requirement in the Act. Council reports on a quarterly basis to ensure that progress is on track throughout the financial year.

In 2026-27 Council nominated 8 initiatives in the annual budget to support the delivery of the Council Plan.

This quarterly update also provides progress on the actions within the 2026-27 Annual Action Plan that was endorsed in June 2026. The 2026-27 Annual Action Plan is made up of 19 actions that directly contribute to the delivery of the actions in the Council Plan and the Health, Wellbeing and Safety Plan.

The quarter one report also includes reporting on progress against the Council Improvement Action Plan (CIAP) and procurement as set out in Council's new procurement policy.

Overview

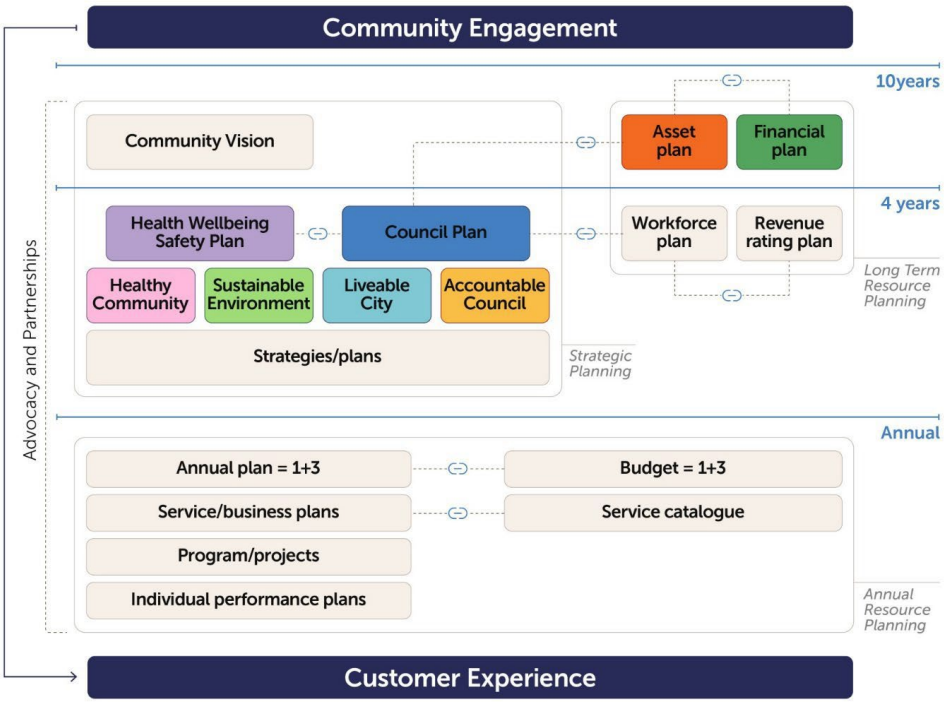
	Major Initiatives (MI)	Annual Actions (AA)
Total number of initiatives	8	19
On track	5	15
Progress delayed	0	2
Completed	2	0
Not started	1	2

At the end of the Financial Year 25-26 there were 11 Major Initiatives and 18 Annual Actions. This is the status as at the end of quarter 1.

	Major Initiatives (MI)	Annual Actions (AA)
Total number of initiatives	11	18
On track	6	6
Progress delayed	1	5
Completed	3	7
Deferred	1	

Integrated Planning and Reporting Framework

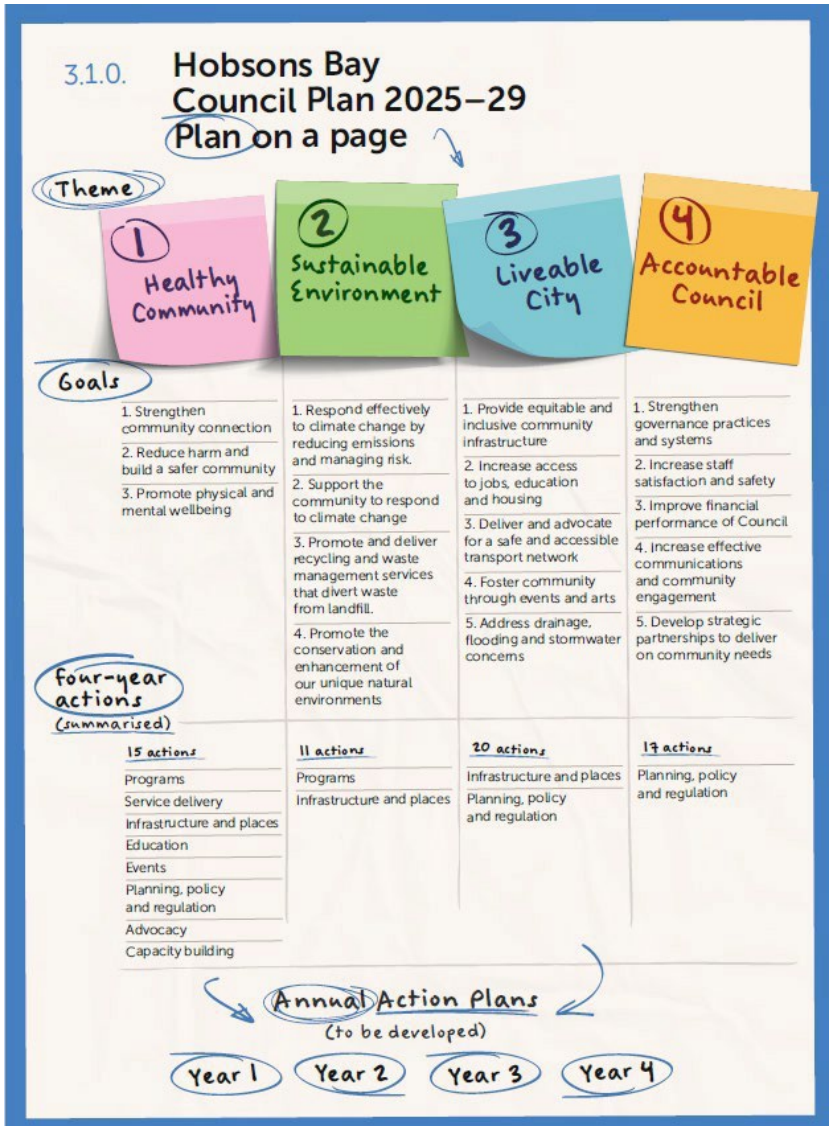
The Integrated Planning and Reporting Framework provides the strategic direction and activities required to ensure Council's work is informed, well considered and aligned across the diversity of responsibilities and services that we offer the community. In line with our commitment to strong governance, the framework sets the systems and processes to ensure decision making, both day-to-day and in the Council chamber, deliver the best outcomes for the community.



Council Plan 2025-29

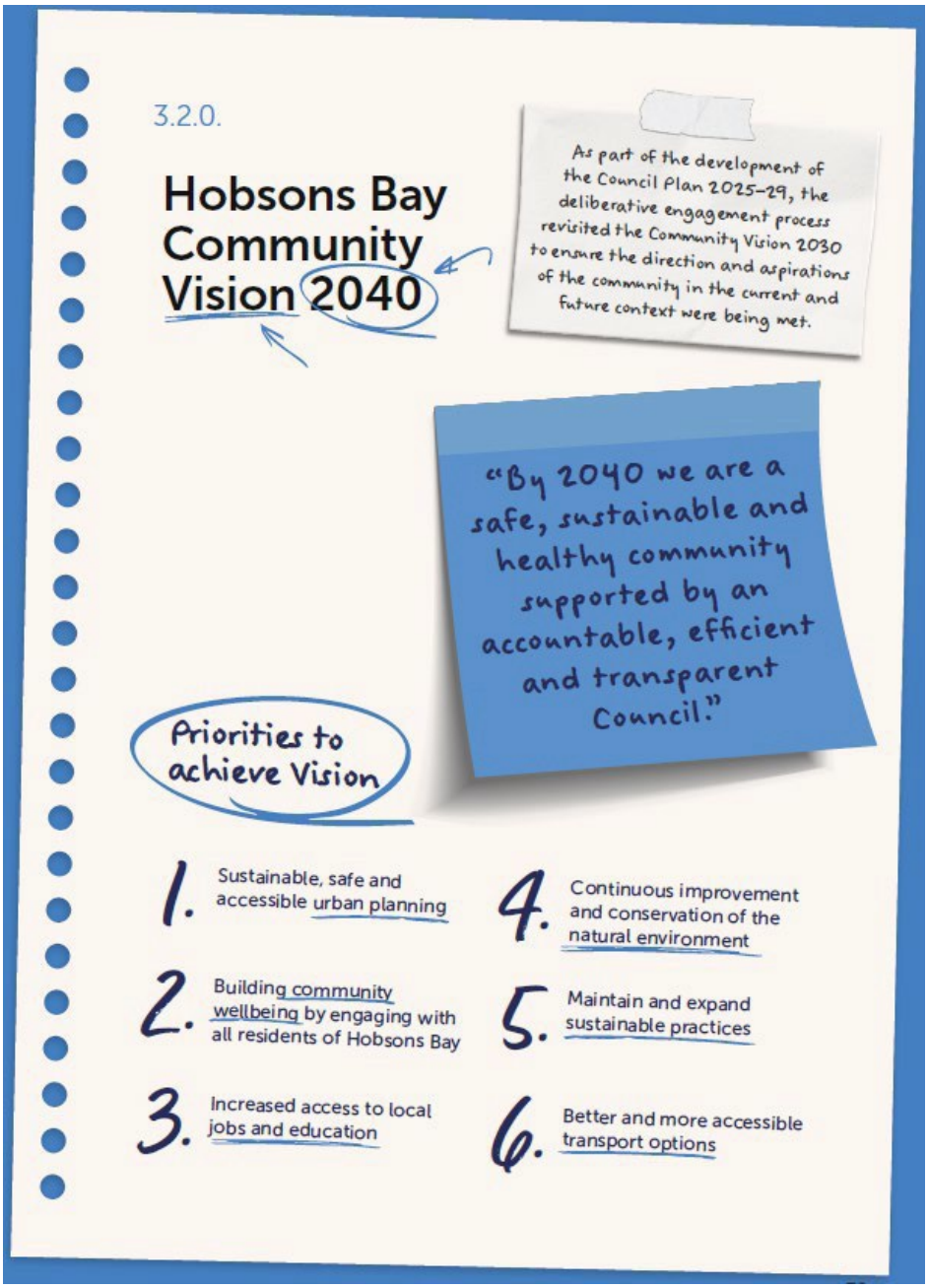
The Council Plan is developed every four years in accordance with the requirements of the Local Government Act 2020 (the Act). The Council Plan and other strategic documents were developed through community consultation and a deliberative community engagement process in 2025. The Council Plan 2025-29 was adopted on 16 December 2025.

The Council Plan guides the work of Council over a four-year period, setting strategic themes, goals, and actions for creating an even better Hobsons Bay through the delivery of Council's services and initiatives.



Hobsons Bay Community Vision 2040

It is through the four strategic themes, 17 goals and 63 actions in the Council Plan that contribute towards achieving the Community Vision 2040.



Theme 1 – Healthy Community: Progress updates

Annual Action	Council Plan link	HWS action plan link	Status	Progress update
Major Initiative Commence development of Council's new Reconciliation Action Plan	**1.1.1**	**1.1.1.1** **1.1.1.2**	Underway	The Reconciliation Action Plan (RAP) project and engagement plans have been developed, staff and budget resourcing secured and benchmarking commenced. Reviewing Council's core achievements, annual commitments and the impact from the last RAP will inform the priorities and key stakeholders for engagement as we develop the new RAP.
Develop a service delivery model based on the recommendations coming out of the review of the Community Support Service.	**1.1.5**	**1.1.5.2**	Underway	An optimisation plan to improve outcomes for the Commonwealth Home Support Program (CHSP) has been implemented. Eight information stalls have been held across the municipality, engaging more than 200 community members.
Major Initiative Adoption and implementation of a Sports and Recreation Allocations, Fees and Charges Policy	**1.1.7** **1.2.2** **1.3.2**	**1.1.5.1** **1.1.6.2** **1.1.7.1** **1.1.7.2** **1.2.2.1** **1.3.2.3** **1.3.2.1**	Completed	The Sport and Recreation Allocation, Fees and Charges Policy was adopted by Council at the Ordinary Council Meeting on 29 June 2026 and implemented on 1 July 2026.
Major Initiative Develop a Co-location Policy and process to support external partners that deliver services to young people to co-locate at Council facilities.	**1.3.1**	**1.3.1.1** **1.3.1.2** **1.3.1.3** **1.3.1.4**	Not started	This Action has not started, and work is to commence in Quarter three.

Annual Action	Council Plan link	HWS action plan link	Status	Progress update
Major Initiative Identify service gaps in Hobsons Bay and where Council's resources including advocacy can respond to the challenges facing victim survivors in Hobsons Bay.	**1.2.2**	**1.2.2.1** **1.2.2.2**	Completed	In consultation with local service providers (Council's community working group into family violence prevention), mapping of service gaps completed. The Preventing and Responding to Family Violence in Hobsons Bay report was produced and identified 6 recommendations including advocacy to state gov to implement funding for a 3-year family violence coordination role.
Invest in new library furniture and layouts to provide more welcoming spaces	**1.3.3**	**1.3.3.1** **1.3.3.2**	Underway	This initiative has commenced at Altona Library, with Phase 1 now complete. The first stage focused on introducing new, ergonomic furniture that enhances comfort, accessibility, and flexibility for community use. Furniture selections were made with versatility in mind, ensuring spaces can accommodate a range of activities while also supporting the delivery of on-floor community programs. These improvements have created a more welcoming, functional, and adaptable environment for customers and staff, with further enhancements planned as part of Phase 2.
Develop a Community Garden Framework and Guidelines	**1.3.4**	**1.3.4.2**	Underway	Framework has been completed and will be presented to ELT for endorsement in Q2.

Theme 2 – Sustainable Environment: Progress updates

Annual Action	Council Plan link	HWS action plan link	Status	Progress update
Deliver energy efficient upgrades and improvements to Council owned facilities as part of scheduled renewal works. (Capital Works)	**2.1.1**		Underway	Planning is underway for this action. Williamstown Library's gas boiler will be upgraded to electric in 2027. The Williamstown Meals on Wheels ovens will be upgraded from gas to electric in November 2026. Williamstown Cricket and Football Pavilion's hot water service has been upgraded to instantaneous electric hot water in September 2026.
Develop a Tree Policy to take to Council	**2.2.3**		Underway	Work has commenced including completion of a Canopy Cover Assessment in Q1. This provided the baseline data to support the draft Tree Policy, which will be briefed with Council in Q3.
Deliver program of education, campaigns and events to support improved use of the kerbside waste and recycling bins.	**2.3.1** **2.3.2**		Underway	Council's regular program of campaigns and programs is underway including. • Household Help bin checks using in-truck cameras that have generated 1,339 education letters to specific households • The Waste and Recycling app which has been downloaded by 6,917 community members to date. • Recycling Made Easy cabinets in 12 locations • Ongoing in person visits to apartment buildings and businesses to provide advice and support In addition, specific events include: • An e-waste and soft plastics drop off day attended by 405 community members. • 2 school and community organisation visits • 12 other community events

Annual Action	Council Plan link	HWS action plan link	Status	Progress update
Deliver a pilot project trialling the use of permeable material in kerbs and channels (Capital Works)	**2.3.4**		Underway	Works are underway on the Langshaws Reserve Carpark upgrade. These upgrade works are utilising permeable pavement. This particular product has a high percentage of recycled materials, using 50% recycled tyres.
Delivery of our Biodiversity Strategy and Conservation Upgrade Program through the Capital Works program will progress this action.	**2.4.1** **1.3.3**	**1.3.3.1** **2.4.1.1** **2.4.1.2**	Underway	Conservation works commenced across key sites including weed control and re-vegetation, including completion and opening of Hobsons Bay Wetlands Centre Stage 1 conservation works.
Endorsement and implementation of the Contaminated Land Framework	**2.4.2**		Underway	The framework has been drafted and is currently being reviewed in preparation for presentation to ELT in Q2.

Theme 3 – Liveable City: Progress updates

Annual Action	Council Plan link	HWS action plan link	Status	Progress update
Delivery of our Activity Centre Improvement Program through the Capital Works program will progress this action	**3.1.2**		Underway	A Planner was appointed and the review of activity centre strategy was completed and endorsed by Council. The activity centre implementation plan will follow the strategy.
Develop the Hobsons Bay Tourism and Visitor Economy Strategy	**3.2.7**		Delayed	The future development of this strategy is happening in tandem with discussion around an events strategy and the potential for a combined strategy. This action is related to 'Lead the development of an Events and Festival Plan.'
Major Initiative Commence construction work for Kororoit Creek Shared Trail stages 4 and 5, Altona North, Construction [Capital works]	**3.3.1**	**3.3.1.2**	Underway	A construction tender has been undertaken and the selected contractor will commence construction in Q2.
Commence development of a Parking Management Action Plan	**3.3.2**		Delayed	Development and implementation of the Parking Management Action Plan is linked to the Integrated Transport Strategy (ITS), which is scheduled for community consultation in November 2026 and adoption in February 2027. Officers are currently progressing consultation planning, procurement, and preparatory work to support delivery of the action plan.
Complete the development of Council's new Creative City Arts and Culture Plan	**3.4.2** **1.3.2** **3.1.1**	**1.3.2.3** **1.3.2.4**	Underway	Community consultation has been completed, and the draft Creative City Arts and Culture Strategy has been prepared, ready for Council's review in Q2.
Lead the development of an Events and Festival Plan	**3.4.4**		Not started	This action is due to commence in Q2, and the scope has been proposed to be an Events and Tourism plan.

Theme 4 – Accountable Council: Progress updates

Annual Action	Council Plan link	HWS action plan link	Status	Progress update
Commence implementation of Council's new policy architecture beginning with priority documents identified in 2025-26	**4.1.3**		Underway	Seven priority policy documents which have been reviewed, updated, and endorsed in Q1. These are: • CCTV Policy • Public Lighting Policy • Fraud and Corruption Control Framework • Councillor Expenses and Support Policy • Councillor Staff Interaction Protocol • Staff Gifts, Benefits and Hospitality Policy. • Councillor Staff Interactions Protocol The next steps will be the implementation of the Policy Governance Framework in Q2.
Develop a Good Governance training framework and commence delivery	**4.1.4**		Underway	Commenced planning for delivery of a new enterprise-wide good governance program which is to be underpinned by new online resources, compliance tool (ReliansSys) and software (Skefto).
Commence asset upgrade to respond to the State Government's requirement for delivery of three-year-old kindergarten	**4.1.7** **3.2.7**		Underway	The project is underway and is installing privacy doors on the toilet cubicles. This project will be delivered in stages over the next three years.
Major Initiative Implement a Hobsons Bay City Council staff engagement and culture survey	**4.2.1**		Underway	In partnership with Gallup our survey provider, we have deployed the survey to run for three weeks, which closes on the 25 September. In October we will receive analysis from Gallup and commence cascading the results and the action planning process.

Annual Action	Council Plan link	HWS action plan link	Status	Progress update
Major Initiative Refresh Hobsons Bay City Council organisational values	**4.2.2**		Underway	After conducting a thorough tendering process, we are We are in the final stages of procuring a specialist consultancy to support this work. Phase one of the initiative due to commence in November.
Review funding models for community centres and neighbourhood houses	**4.3.1**		Not started	This action is planned to be delivered in Quarter 3 and 4.
Major Initiative Deliver key digital improvement projects	**4.3.2**		Underway	Several major improvements projects have moved into delivery and implementation: Governance, Risk and Compliance/Assurance (GRC) – Skefto – Phase 1 - Implementation has begun Property Rates & Charges – Major Upgrade (Readytech) – Phase 2 – Implementation has begun Finance Systems Replacement (Microsoft Business Central) – RFT is in progress – Implementation Partner to be selected October Cyber-Security Remediation Program – Phase 1 External Assurance Actions – Implementation has commenced Approximately 20+ small to medium projects have commenced planning or implementation Capital Infrastructure Upgrades – RFQ/RFT have commenced for Server Replacement, New Library DIY machines, and laptop fleet replacement device testing underway.
Undertake scheduled Building Condition Audit with consideration of sustainability, and user requirements	**4.3.3**		Underway	A contractor has been appointed to undertake this audit, and the auditing will commence near the start of Q2.

Major Initiatives from FY25/26 progress update

Major Initiative	Council Plan theme	Status	Progress update
Williamstown Swim and Lifesaving Club Redevelopment, Williamstown	**Healthy Community**	On Track	State Government planning approval has been received through the Department of Transport and Planning. Detailed design development has recommenced.
McCormack Park Upgrade, Laverton	**Sustainable Environment**	Completed	Construction is complete. A formal opening is planned for October.
Tree Planting – Urban Forest Strategy	**Sustainable Environment**	On Track	See update for FY26/27 Annual Action 'Develop a Tree Policy to take to Council.'
Hudsons Road Rehabilitation and Streetscape, Spotswood	**Liveable City**	Deferred	This project has been deferred due to the Level Crossing Removal Project, who now has power to approve or deny works in this area, denying our request to construct before the LXRP project commences construction. The decision was made to defer the project. We will program the project back into the Capital Works Program again upon completion of the LXRP project, timing of which is unknown at this stage.
Kororoit Creek Trail, Altona – Altona North	**Liveable City**	Completed	Design and Procurement activities have been completed. Construction is being delivered through Major Initiative 'Commence construction work for Kororoit Creek Shared Trail stages 4 and 5, Altona North, Construction."
Maddox Rd Traffic Improvements, Newport	**Liveable City**	On Track	Construction has commenced, with completion forecast for early January 2027

Major Initiative	Council Plan theme	Status	Progress update
Plan for Hobsons Bay	**Liveable City**	Completed 	Council changed the name of Plan for Hobsons Bay to Planning for Hobsons Bay. Council endorsed Planning for Hobsons Bay at its September Council Meeting.
Hobsons Bay Affordable Housing Trust	**Liveable City**	On Track 	No change since Annual Report.
Customer Experience Development	**Accountable Council**	On Track 	This is a multi-year initiative, therefore it is on track but yet to be completed.
Property Services Strategy	**Accountable Council**	Progress Delayed 	Due to staff shortages, the strategy review will not commence until Q3.
Project Unify	**Accountable Council**	Completed 	This major initiative is completed and remaining scope is being delivered through major initiative 'Deliver Key Digital Improvement Projects' from the FY26/27 Budget.

Annual Actions from FY25/26 progress update

Annual Action	Council Plan link	HWS action plan link	Status	Progress update
Continue to research and prepare Council's position on Alcohol Harm Prevention		**1.2.1.3**	On track	Research and preparation work were progressed; responses were prepared for all Liquor Licence referrals from Liquor Control Victoria.
• Finalise Policy Position in relation to CCTV use in Hobsons Bay • Develop and finalise a policy for public lighting upgrades to guide future investment	**1.2.3**	**1.2.3.1**	On Track	CCTV Policy endorsed by Council in August. Public Lighting Upgrades policy is being progressed.
Commence research and development to inform Council's position and responsibilities.		**1.3.1.4**	Completed	The service response has been further developed and is in place. This will continue as ongoing work for Council.
a. Compile greenhouse gas inventory for 2024-25. b. Purchase offsets. c. Register for Climate Active certification.	**2.1.2**		Completed	The Annual Action relating to 2024-25 Greenhouse Gas Emissions Inventory is complete. Council registered for Climate Active certification in September 2026. In addition, work has commenced on the 2025-26 Greenhouse Gas Inventory which is due to be submitted in October 2026.
Prepare new Waste and Recycling Strategy for Council endorsement	**2.3.1**		Completed	The new Waste and Recycling Strategy has been prepared for endorsement and is scheduled for consideration by Council in October 2026.

Annual Action	Council Plan link	HWS action plan link	Status	Progress update
Confirm contract arrangements for kerbside collection services: a. Landfill b. Food and Garden c. Hard Waste	**2.3.3**		On track	Council has confirmed the approach for each of these contracts that will get best value. Work will continue into 2026-27 to finalise new contracts: a) Landfill contract is scheduled to be finalised in Q2 b) Food and Garden will go out to tender in Q3 c) Hard waste is scheduled to be finalised in Q2.
Update procurement processes to prioritise use of recycled materials	**2.3.4**		On track	Template questionnaire and requirements have been included in the tender documents and specifications to identify if recycled materials could be used for the specific project.
a. Commence work to carry out dog off lead space review b. Develop a prioritised program of activity centre upgrades, c. Review open space renewal/upgrade program which takes into consideration Open Space Strategy	**3.1.4**		On track	A) Result of the review will be presented to for Council endorsement in Nov 2027. B) Four year plan in place to prioritise activity centre upgrades. C) Completed.
Continue work as a partner for the DEECA led Adapt West - Shaping our Shores coastal management project	**3.1.5**		Progress Delayed	There have been delays from DEECA in releasing of Adapt West project documentation to develop Adaptation Pathways.

Annual Action	Council Plan link	HWS action plan link	Status	Progress update
Deliver Economic Development Action Plan in line with 4.1.3. See also 3.2.3 and 3.2.6.	**3.2.2**		Progress Delayed	Progress has been delayed while the Economic Development Action Plan is reviewed alongside other strategic initiatives and priorities. The action is expected to be reconsidered and progressed in early FY2026/27.
Develop Plan for Hobson's Bay including community engagement In line with 4.4.2 and 4.4.2.2	**3.2.4**		Completed	Council changed the name of Plan for Hobsons Bay to Planning for Hobsons Bay. Council endorsed Planning for Hobsons Bay at its September Council Meeting.
Develop a Housing Strategy including community engagement In line with 4.4.2 and 4.4.2.2	**3.2.5**		Progress Delayed	The housing capacity framework is a key component of the Housing Strategy. Planning Practice Note 90 directs Councils to use the State Government's Housing Capacity Assessment Platform (HCAP) tool to measure potential housing capacity in the municipality. The State Gov recently released the HCAP tool 1 month ago - 6 months after it's original released date. Officers are well underway of reviewing key policies - including the Activity Centre Strategy and Neighbourhood Character Study - to inform the Housing Strategy.
Finalise Economic Development Action Plan in line with 4.1.3. See also 3.2.2 and 3.2.3.	**3.2.6**		Progress Delayed	Progress has been delayed while the Economic Development Action Plan is reviewed alongside other strategic initiatives and priorities. The action is expected to be reconsidered and progressed in early FY2026/27.

Annual Action	Council Plan link	HWS action plan link	Status	Progress update
Commence development of a Drainage Strategy including community engagement In line with 4.4.2 and 4.4.2.2	**3.5.1**		On track	Work on both the Drainage Strategy (that will now be named the Stormwater Services Strategy), as well as the Flood management Strategy is progressing well. We are on track for delivery by EOFY.
Develop compliance register and a schedule for routine reviews and reporting to ARC	4.1.4		Progress Delayed	Council has subscribed to the automated compliance software provided by Reliancys and will begin compliance reporting in the new year.
Complete Communications, Engagement and Advocacy service review in line with 4.3.1.	4.4.1	4.4.1.1	Completed	The CEO accepted and noted the results of the review and team activity continues to be refined to respond to the review.
Review and align Community Engagement Plan to deliver on Council Plan actions	4.4.2	4.4.2.1	On track	The team is developing a policy to support and guide other Council Plan action owners to develop Community Engagement Plans. This is currently out for public consultation and is expected to be finalised in January 2027.

Council Improvement Action Plan (CIAP) progress updates

The Council Improvement Action Plan was presented to Council on 24 March 2026 and the decision was made to include progress updates for the CIAP in the Quarterly performance report.

There are 82 actions across five themes. This update is as at 26 October 2026.

CEO and Executive Leadership

Action	Description	Priority	Start	End	% Done	Tracking
CEO Employment and Remuneration Policy review	Review CEO Employment and Remuneration Policy	High	Feb 2026	Jun 2026	100%	Completed
CEO performance review process	Establish clear criteria and process for CEO performance review	High	Feb 2026	Jun 2026	100%	Completed
CEO induction framework	Implement a structured induction and communication framework between Council and CEO	High	Feb 2026	Jun 2026	100%	Completed
Values based leadership culture	Embed values based leadership culture	High	Jul 2026	Sep 2027	5%	On Track
Internal communications program	Establish an internal communications program	Medium	Jul 2026	Dec 2026	70%	On Track
Reporting frameworks	Develop appropriate reporting and accountability frameworks and dashboards	Medium	Jul 2026	Dec 2026	50%	On Track

Councillor Conduct & Relationships

Action	Description	Priority	Start	End	% Done	Tracking
Councillor Dispute Resolution and Respectful Relationships	Implement dispute resolution processes, as well as mediation and coaching options and reinforce behavirourl expectations.	High	Mar 2026	Dec 2026	50%	On Track
Councillor Professional Development	Strengthen councillor effectiveness and organisational culture by reinforcing behavioural expectations, enhancing governance capability, and providing structured dispute resolution, coaching and professional development.	High	Jan 2026	Dec 2026	40%	On Track
Social Media Policy	Establish a Social Media Policy	Medium	Mar 2026	Jun 2026	100%	Completed
Key governance documents review	Review and clarify key governance documents (Governance Rules, Councillor Code of Conduct, Councillor/Staff Protocol, Councillor Complaints Policy)	High	Feb 2026	Oct 2026	80%	On Track
Councillor-staff escalation	Establish clear and transparent escalation and dispute resolution processes *(for issues between staff and councillors)*	High	Mar 2026	Jun 2026	100%	Completed

Governance

Action	Description	Priority	Start	End	% Done	Tracking
Council Improvement Action Plan	Creation and ongoing monitoring of the Council Improvement Action Plan	Medium	Jun 2025	Jun 2029	100%	Completed
Procurement threshold definition	Define thresholds for all procurement methods including quotations and expressions of interest in Procurement Policy	High	Feb 2026	Jun 2026	100%	completed
Procurement Exemption review	Strengthen procurement governance by improving awareness, oversight and assurance of procurement exemption processes.	High	Feb 2026	Dec 2026	95%	On Track
Cumulative spend monitoring	Implement annual cumulative procurement spend reporting with defined review and escalation pathways	High	Feb 2026	Dec 2026	50%	On Track

Action	Description	Priority	Start	End	% Done	Tracking
Credit Card Review	Strengthen financial governance and accountability by formalising credit card management arrangements and tightening eligibility and usage controls.	High	Feb 2026	Dec 2026	25%	Off Track
Change management review	Review how Council manages and evaluates change	Medium	Jul 2026	Sep 2027	70%	On Track
Communications plan for Integrated Action Plan	Develop a communications plan to communicate, consult and engage the organisation on the implementation of the IAP	High	Nov 2025	Dec 2025	100%	Completed
Integrated Action Plan independent audit	Complete an independent audit of the Integrated Action Plan for acquittal and impact	High	Jun 2028	Sep 2028	0%	Not due to start
Organisational structure review	Confirm organisational structure following CEO appointment	High	Jul 2026	Sep 2027	25%	On Track
People & Culture team capability review	Review organisational capabilities and capacity within the People & Culture team. Establish Chief People Officer (CPO) position	High	Sep 2025	Nov 2025	100%	Completed
Audit & Risk Committee Charter review and update	Review and update the Audit & Risk Committee Charter, clarify functions, reporting structure and membership	High	Feb 2026	Jun 2026	100%	Completed
Workforce plan 2026-2029	Develop a workforce plan 2026-2029	High	Jan 2026	Sep 2026	100%	Completed
Leadership team role clarification	Clarify the role of Executive Leadership Team, Senior Leadership Team and coordinators as collective teams	Medium	Jul 2026	Sep 2027	10%	On Track
Behavioural framework	Co-design and implement a behavioural framework that supports the Council Vision. Including review of Code of Conduct	High	Jul 2026	Sep 2027	15%	On Track
CEO and Directors recruitment with governance emphasis	Ensure the CEO and Directors recruitment process places an emphasis on governance and integrity	Critical	Sep 2025	Dec 2025	100%	Completed

Action	Description	Priority	Start	End	% Done	Tracking
Mayor and CEO joint statement	Joint statement from Mayor and CEO reinforcing commitment to supporting the reform	High	Sep 2025	Dec 2025	100%	Completed
Employee complaints panel	Establish a panel to deal with employee complaints of inappropriate behaviour and conduct	Critical	Jan 2026	Sep 2026	100%	Completed
Develop Integrated Action Plan	Develop an Integrated Action Plan considering the recommendations in the Listening and Support Process Report	Critical	Sep 2025	Dec 2025	100%	Completed
Risk management framework	Develop and implement a strategic and operational risk management framework	High	Jul 2026	Sep 2027	55%	On Track
Regular risk portfolio reviews	Implement regular risk portfolio reviews including evaluation of accuracy and completeness	High	Mar 2026	Mar 2027	55%	On Track
Management of the Audit and Risk Committee	Enhance the effectiveness of the Audit and Risk Committee by clarifying reporting and approval requirements, strengthening action tracking and accountability, and building governance, risk and audit capability across the Committee, Senior Leadership Team and management.	High	Feb 2026	Sep 2026	80%	Off Track
Policy Governance Framework and Library (Policy review and statutory compliance)	Establish a coordinated and systematic approach to policy governance by centralising oversight and maintenance, implementing a structured policy review program, and ensuring all Council policies, procedures and governance documents are current, complete and compliant with statutory obligations.	Medium	Nov 2025	Dec 2028	55%	On Track
Independent action register maintenance	Appoint an independent individual to maintain and update the management action register with secondary review	High	Mar 2026	Sep 2026	100%	Completed
Delegations review	Delegations review	High	Feb 2026	Jun 2026	100%	Completed

Action	Description	Priority	Start	End	% Done	Tracking
Delegated committees governance	Review of governance support of delegated committees	Medium	Jul 2026	Dec 2026	100%	Completed
Foundation program governance training	Conduct training and awareness-raising information sessions across the organisation on the governance foundation program	High	Oct 2025	Sep 2026	100%	Completed
Governance framework development	Develop a governance framework that establishes the foundation for transparent decision-making	High	Oct 2025	Sep 2027	25%	On Track
Subject matter expert advice processes	Develop governance processes that ensures decision makers consider specialist advice from subject matter experts	Medium	Jul 2026	Sep 2027	10%	On Track
Organisational planning function	Establish an organisational planning function responsible for driving implementation of the Council Plan	Medium	Jul 2026	Sep 2027	5%	On Track
Document Management and Information Security	Improve organisational effectiveness, information security and regulatory compliance through a comprehensive review and uplift of document and knowledge management practices.	Medium	Jul 2026	Sep 2027	5%	On Track
Internal complaints pathways	Develop and promote internal complaints pathways and guidelines	High	Nov 2025	Sep 2026	100%	Completed
External complaint and support service	Establish an external complaint and support service for employees experiencing workplace issues	Critical	Jan 2026	Sep 2026	100%	Completed
External whistleblower service	Establish an external confidential whistleblower reporting service	Critical	Jan 2026	Sep 2026	100%	Completed
Business case and project management framework	Review Council's business case development and project management framework	Medium	Jan 2026	Sep 2027	30%	On Track
CEO project control group	Form a CEO project control group including employees from different levels across the organisation	High	Jan 2026	Sep 2026	100%	Completed
Integrated Action Plan progress report card	Develop a report card to report progressively on implementation of this plan	High	Oct 2025	Sep 2027	100%	Completed

Staff Leadership & Culture

Overarching Action	Description	Priority	Start	End	% Done	Tracking
Acting arrangements review	Review all acting arrangements of 12 months or greater	Medium	Jan 2026	Jun 2026	100%	Completed
Culture reset program and cross functional teams	Develop and implement a whole-of-organisation culture reset program to strengthen collaboration, trust and shared accountability, supported by the establishment of cross-functional, multi-level teams to lead and deliver organisational priority projects.	Medium	Jul 2026	Sep 2027	100%	Completed
Leadership capability framework	Develop a leadership capability framework that defines, supports and assesses the performance of people leaders	High	Jul 2026	Sep 2027	5%	On Track
Education and training processes	Review of education and training processes organisationally, particularly for new employees	Medium	Jul 2026	Dec 2026	50%	On Track
Targeted learning opportunities	Develop, provide and maintain targeted, on-demand learning opportunities	Medium	Jan 2026	Sep 2027	15%	On Track
Respectful Leaders program review	Review Respectful Leaders program for incorporation into the leadership program	Medium	Jan 2026	Sep 2027	15%	On Track
Leadership development	Build consistent, effective leadership capability across the organisation through targeted investment in leadership development and the design and delivery of a structured leadership program.	High	Jul 2026	Sep 2027	5%	On Track
Employee listening strategy	Develop and implement a structured and consistent approach to understanding and monitoring employee engagement and sentiment over time.	High	Jul 2026	Sep 2027	10%	On Track
Workplace behaviour awareness training	Develop and implement awareness raising and training on acceptable and unacceptable workplace behaviours	High	Nov 2025	Dec 2026	50%	On Track

Overarching Action	Description	Priority	Start	End	% Done	Tracking
REACH program review	Targeted review of the REACH program to better align with this plan	Medium	Jun 2025	Sep 2025	100%	Completed
Council chambers safety protocols	Develop safety protocols with employees and councillors that ensures the council chambers function as a safe workplace	High	Jul 2026	Sep 2027	25%	On Track
Succession planning approach	Develop an approach to succession planning for key roles	Medium	Jul 2026	Sep 2027	0%	Delayed Start
Mental health first aiders structure and Contact Officer Program	Create a formal, supportive structure that enables mental health first aiders and contact officers	Medium	Nov 2025	Sep 2027	50%	On Track
Hiring and employee management	Review of hiring and employee management processes	High	Feb 2026	Sep 2026	85%	Off Track
Staff management policies review	Review staff management policies (recruitment, performance, onboarding)	High	Mar 2026	Sep 2026	100%	Completed
Standard position descriptions	Development and application of standard position descriptions	Medium	Jul 2026	Dec 2026	100%	Completed
Occupational Health and Safety framework development	Develop and implement a strategic and operational occupational health and safety framework	Medium	Jul 2026	Sep 2027	65%	On Track
External clinical psychology service	Establish an external clinical psychology service to support employees with complex mental health presentations	Critical	Jul 2025	Sep 2025	100%	Completed
Interim pay increase	Apply an interim pay increase for eligible employees in advance of negotiating the next enterprise agreement	High	Oct 2025	Dec 2025	100%	Completed
Staff Code of Conduct reinforcement	Reinforce Staff Code of Conduct	High	Feb 2026	Jun 2026	100%	completed

Ways of Working

Overarching Action	Description	Priority	Start	End	% Done	Tracking
Council Plan involvement	Involvement in the development of the Council Plan	High	Jan 2025	Dec 2025	100%	Completed
Budget consultation processes	Review of Councillor and community consultation during budget development process	Medium	Jan 2026	Jun 2026	100%	Completed
Procurement specialist engagement	Engage Internal Auditors or a procurement specialist to oversee development of Council's procurement practices	Medium	Mar 2026	Jun 2026	100%	Completed
Contractor payment review	Review of ongoing payments to individual contractors without public tender assessment	High	Mar 2026	Dec 2026	75%	On Track
Meeting procedures review	Review, update and implement meeting procedures and decision making processes	High	Mar 2026	Jun 2026	100%	Completed
Internal and external service reviews	Identify and conduct service reviews of key priority areas to enhance overall efficiency and outcomes	High	Jan 2026	Sep 2027	100%	Completed
Fraud management processes	Review of fraud management processes, particularly strategy, roles and responsibilities	High	Jul 2026	Dec 2026	80%	On Track
Risk management	Enhance the maturity and effectiveness of Council's risk management framework through specialist expertise and targeted capability-building.	High	Mar 2026	Dec 2026	35%	On Track
Council Pre and Post Meeting Processes and Attendance	Enhance the quality of decision-making and governance through improved processes, debriefs and feedback mechanisms	Medium	Mar 2026	Jun 2026	100%	Completed
Audit and Risk Committee meeting frequency review	Consider increasing the meeting frequency of the Audit and Risk Committee	Medium	Feb 2026	Jun 2026	100%	Completed
Council Governance Rules review	Review of Council Governance Rules	High	Feb 2026	Jun 2026	100%	Completed

Action	Description	Priority	Start	End	% Done	Tracking
Governance Rules review	Review, update and implement Governance Rules. Provide training on new Governance Rules	High	Feb 2026	Jun 2026	100%	Completed
IT system effectiveness	Assessment of effectiveness and ongoing requirement of Council's IT system	Medium	Jul 2026	Dec 2026	5%	On Track
Work Health and Safety Review	Strengthen organisational consistency and compliance by reviewing and aligning Work Health and Safety policies and procedures alongside related people-management practices, including equal opportunity, grievance handling, dispute resolution and professional development.	High	Mar 2026	Dec 2026	80%	On Track
Enforcement and regulation consistency	Review of enforcement and regulation inconsistencies across the organisation, including roles and responsibilities for enforcement.	Medium	Jul 2026	Jun 2027	5%	On Track

Quarterly Procurement and Contracts Update

The Hobsons Bay Procurement Policy 2026 was adopted at the Council meeting held on 24 February 2026 in accordance with section 108 of the *Local Government Act 2020*.

Section 8 of the Procurement Policy states that '*Contracts awarded over $300,000 and under delegated authority will be reported in the Quarterly Performance Report to Council*'. Appendix 2 of the Procurement Policy outlines that the Chief Executive Officer's (CEO's) financial delegation is $1 million.

Contracts awarded under delegation

In quarter 1 the following contracts (over $300,000) have been awarded under the CEO's (or other officers) financial delegations:

Contract Number	Contract Name
2026.07	Statutory Planning Property Valuation Consultant
2026.08	Heritage Advisory Services
2026.09	Provision of Planning Notices
2026.69	Pound Services
2026.79	228 Hall Street Drainage Reconstruction

Contracts awarded under Council resolution

In quarter 1 the following contracts were awarded under a resolution of Council

Contract Number	Contract Name
2026.23	Kororoit Creek Shared Trails (Stages 4 & 5) Construction - Tender


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instagram.com/hobsonsbaycc
www.facebook.com/HobsonsBayCityCouncil
HOBSONS BAY LANGUAGE LINE
9932 1212
INTERPRETER SERVICE FOR ALL LANGUAGES
Your Council in your language
Telephone interpreting service
Arabic خدمة الترجمة الهاتفية
Burmese
Cantonese 电话口译服务
Croatian Telefonska služba tumača
Greek Τηλεφωνική Υπηρεσία Διερμηνέων
Italian Servizio telefonico interpreti
Karen
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

Hobsons Bay City Council

Instrument of Delegation

LEADWEST COMMITTEE

Hobsons Bay City Council ("Council") delegates to each person who is from time to time appointed as a member of the Delegated Committee established by resolution of Council passed on 20 July 2021 and known as the "LeadWest Committee" ("the Committee"), the powers, duties and functions set out in the Schedule and declares that:

1. this Instrument of Delegation is authorised by a resolution of Council passed on 24 November 2026;

2. a delegate can only exercise the delegations contained in this Instrument of Delegation while acting as a member of the Committee at a meeting of the Committee;

3. this delegation:

   3.1. comes into force on 24 November 2026;

   3.2. remains in force until Council resolves to vary or revoke it; and

   3.3. is to be exercised in accordance with the guidelines or policies which Council from time to time adopts; and

4. all members of the Committee will have voting rights on the Committee.

The **COMMON SEAL OF HOBSONS BAY CITY COUNCIL** pursuant to a Council resolution of 24 November 2026 was affixed on 25 November 2026, in the presence of:

Mayor)
)

_____

Witness

Date: _____

Chief Executive Officer)
)

_____

Witness

Date: _____

Schedule

LEADWEST COMMITTEE

Powers and functions

To exercise Council's functions and powers to perform Council's duties in relation to the fulfilment of the Committee's purpose and objectives as stated in the LeadWest Joint Delegated Committee – Terms of Reference ("Terms of Reference") adopted by Council on 20 July 2021, and for those purposes:

1. to enter into contracts, and to incur expenditure;

2. to do all things necessary or convenient to be done for or in connection with the performance those functions, duties and powers, including:

    2.1. develop a strategic four-year plan to foster and undertake actions that will support sustainable growth and development of the Western Region of Melbourne, including the local government areas of Wyndham, Brimbank, Hobsons Bay, Maribyrnong and Melton ("LeadWest Strategic Plan");

    2.2. oversee implementation of LeadWest Strategic Plan;

    2.3. make recommendations to Council and other LeadWest member Councils on budget allocations (refer Terms of Reference) to effect the implementation of the LeadWest Strategic Plan;

    2.4. monitor and report annually to LeadWest member Councils on the progress of the implementation of the LeadWest Strategic Plan; and

    2.5. perform all other functions that are set out in the Terms of Reference (attached) that are not otherwise listed above.

Exceptions, conditions and limitations

3. the Committee is not authorised by this Instrument to:

    3.1. enter into any contracts, or incur any expenditure, for an amount which exceeds the Committee's Budget as approved by Council and the other LeadWest member Councils in accordance with the Terms of Reference; and

    3.2. exercise the powers which, under section 11(2) of the *Local Government Act 2020* or otherwise, cannot be delegated, including:

        3.2.1. this power of delegation;

        3.2.2. to declare a rate or change;

        3.2.3. to borrow money;

        3.2.4. to enter into contracts for, or incur expenditure in, an amount exceeding that which has previously determined by the Council; and

        3.2.5. any prescribed power.

LeadWest

LEADWEST JOINT DELEGATED COMMITTEE

TERMS OF REFERENCE – October 2026

1. Committee

The LeadWest Joint Delegated Committee is constituted as a joint delegated committee in accordance with section 64 of the Act.

The Committee exercises powers delegated to it by each Member Council in accordance with the Act and the relevant Instrument of Delegation adopted by each Council.

2. Preamble

2.1 The Cities of Brimbank, Hobsons Bay, Maribyrnong, Melton, and Wyndham have resolved to establish the Committee as a joint delegated committee in accordance with section 64 of the Act for the purposes set out in these Terms of Reference.

2.2 Each of the Member Councils will provide an equal contribution, to be determined in accordance with clause 5.2, to ensure that the Committee has the resources necessary to deliver on LeadWest activities and operations.

2.3 Any of the Member Councils may resolve to withdraw from the Committee provided that a notice period of 12 months is given to the Chairperson (or, if the withdrawing council holds the chair, to the Deputy Chairperson) and copied to the Chief Executive Officer of each Member Council.

2.4 In these Terms of Reference, the following terms have the following meaning:

2.4.1 **Act** means the Local Government Act 2020;

2.4.2 **Administering Council** means the Member Council responsible for providing administrative support to the Committee in accordance with clause 9;

2.4.3 **Committee** means the LeadWest Joint Delegated Committee established by the Member Councils as a joint delegated committee in accordance with section 64 of the Act;

2.4.4 **Councillor member** means the Councillor appointed by each Member Council to be a member of the Committee;

2.4.5 **Executive Officer** means the person appointed to that role in accordance with clause 12;

2.4.6 **Member Council** means each of Brimbank City Council, Hobsons Bay City Council, Maribyrnong City Council, Melton City Council, Wyndham City Council and any council admitted to membership in accordance with clause 6;

2.4.7 **Region** means the Western Region of Greater Melbourne, being the region covered by the municipal districts of the Member Councils; and

2.4.8 **Strategic Plan** means the four-year plan adopted by the Committee in accordance with clause 5.1.

3. Purpose and Objectives

The purpose and objectives of the Committee are to:

3.1 advocate for shared regional priorities on behalf of Member Councils;

3.2 oversee the preparation and implementation of the Strategic Plan and any sub-projects as determined by the Member Councils from time to time;

3.3 identify and implement actions that strengthen local economies, support sustainable growth and development, and improve transport connectivity and community services in the Region; and

3.4 make decisions on behalf of the Member Councils in relation to matters within the scope of the Committee's delegation and these Terms of Reference.

4. Context

In fulfilling its purpose and objectives, the Committee will have regard to:

4.1 the overarching governance principles in section 9(2) of the Act;

4.2 any applicable legislative requirements;

4.3 available resources;

4.4 existing initiatives and programmes in the Region;

4.5 economic, social and environmental values; and

4.6 legitimate individual differences between communities.

5. Role and Functions

The Committee's role and functions are those specified in clauses 5.1 and 5.2 below.

5.1 **Programming:**

5.1.1 The Committee will develop a four-year LeadWest Strategic Plan, aligned with the Council term, to be reviewed by 30 June every two years. The Strategic Plan will be supported by the development of advocacy priorities to guide LeadWest ahead of state and federal elections.

5.1.2 The Committee will monitor progress, and ensure the execution, of the Strategic Plan.

5.1.3 At the commencement of a new Council term, the existing Strategic Plan will remain in effect until a new four-year Strategic Plan has been developed and adopted by the Committee.

5.2 **Budgeting:**

5.2.1 By September in the first year of each two-year budget cycle, the Chief Executive Officers of the Member Councils will recommend the level of annual contributions to be made by each Member Council for the cost of the Committee's functions, coordination and administration.

5.2.2 Each Member Council will approve its contribution through its own annual budget process for each financial year of the two-year cycle.

5.2.3 Based on the contributions approved under clause 5.2.2, the Administering Council will prepare an annual operational budget for the next financial year, in line with its own budget preparation timelines, for the approval of the Chief Executive Officers of each Member Council.

5.2.4 Following approval by the Chief Executive Officers, the operational budget will be presented to the Committee for endorsement, before the publication of Member Council annual budgets.

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6. Admission of New Member Councils

Additional neighbouring Councils located within Melbourne's west can be admitted as Member Councils upon the recommendation of the Committee and following approval by resolution of each of the existing Member Councils, on the basis that:

6.1 the New Council resolves to adopt, effective from the date of the new Council's admission:

6.1.1 an Instrument of Delegation in favour of the Committee consistent with those of existing Member Councils; and

6.1.2 these Terms of Reference;

6.2 the New Council agrees to adopt the Strategic Plan and the outcomes of any future reviews;

6.3 the New Council agrees to provide annual funding through its budget process on the same basis as the other Member Councils (as outlined in clause 5.2);

6.4 where possible, the New Council commences its membership at the start of a financial year with approved funding in place; and

6.5 unless resolved otherwise by a majority of the existing Member Councils, the New Council is entitled to the benefit of all actions and projects already undertaken, in progress and completed by LeadWest.

7. Structure and Membership

7.1 Each Member Council will appoint to the Committee:

7.1.1 *one Councillor (or proxy), appointed in accordance with clause 7.2; and*

7.1.2 *the Chief Executive Officer (or proxy) of each Member Council*

7.2 Each Councillor member and their proxy will be appointed by resolution of their respective Member Councils.

7.3 The term of each Councillor member (and proxy) will:

7.3.1 commence at 9am of the day of the next scheduled Committee Meeting following their appointment as Councillor member (or proxy) by their respective Member Councils; and

7.3.2 be for between 1 and 2 years, as specified in the resolution of appointment.

7.4 A Councillor member ceases to be a member upon:

7.4.1 their term of appointment expiring in accordance with clause 7.3;

7.4.2 ceasing to be a Councillor; or

7.4.3 their Member Council resolving that they shall no longer be appointed to the Committee.

7.5 Each Member Council must at all times maintain at least one Councillor appointed to the Committee in accordance with section 64(3) of the Act.

7.6 If a Councillor member ceases to hold that office for any reason (including by suspension under the Act), the relevant Member Council must appoint a replacement Councillor member as soon as practicable.

7.7 Any Councillor member will be eligible for reappointment at the expiry of their term under clause 7.3.

8. Chairperson, Deputy Chairperson and Committee Members

8.1 The Chairperson of the Committee will be appointed:

8.1.1 annually at the first Committee meeting after all Member Councils appoint their Councillor delegate (typically at the committee meeting held in December);

8.1.2 from the Councillor members appointed under clause 7.1; and

8.1.3 by resolution of the Committee.

8.2 The Chairperson will:

8.2.1 chair all meetings of the Committee;

8.2.2 lead the preparation of the Strategic Plan;

8.2.3 assist the Committee to establish sound governance practices;

8.2.4 provide guidance and advice to members of the Committee about their conduct as members; and

8.2.5 provide leadership to the Committee.

8.3 The Deputy Chairperson:

8.3.1 will be appointed:

(a) annually at the first Committee meeting after all Member Councils appoint their Councillor member (typically at the Committee meeting held in December);

(b) from the Councillor members appointed under clause 7.1;

(c) by resolution of the Committee; and

8.3.2 will act as the Chairperson when the:

(a) position of Chairperson is vacant; or

(b) Chairperson is absent or otherwise unable to perform the duties of the Chairperson for any reason.

8.4 Councillor members will act in the best interests of the Region and the Committee as a whole, working collaboratively beyond individual interests, when acting in their capacity as Councillor members. In doing so, Councillor members will:

8.4.1 engage respectfully, contribute to a shared vision, demonstrate professionalism, and participate in a constructive, solutions-focused manner; and

8.4.2 be prepared, take ownership of issues, and support collective decisions that strengthen regional advocacy and deliver positive community outcomes.

8.5 In their role on the Committee, Councillor members must act in accordance with the Model Councillor Code of Conduct.

9. Administering Council

9.1 The Administering Council is the Member Council responsible for providing administrative support to the Committee, including:

9.1.1 employing the Executive Officer;

9.1.2 administering the Committee's financial accounts and funds; and

9.1.3 such other administrative functions as are agreed by the Member Councils from time to time.

9.2 At the date of adoption of these Terms of Reference, the Administering Council is Brimbank City Council.

10. Proceedings of the Committee

10.1 The proceedings of the Committee will be conducted in accordance with:

10.1.1 the Act;

10.1.2 these Terms of Reference; and

10.1.3 the Governance Rules of the Administering Council as amended from time to time, except to the extent that these Terms of Reference expressly provide otherwise, in which case these Terms of Reference prevail.

10.2 A quorum for the Committee, as guided by the Act, is equal to at least a majority of members appointed to the Committee.

10.3 Voting will be by a show of hands.

10.4 For a motion to be successful, a majority of the voting members of the Committee present (in-person or online) at a meeting must vote in favour of the question.

10.5 If the Chairperson and Deputy Chairperson are both absent for all or part of a Committee meeting, the Councillor members present at the meeting will resolve by a majority vote who from the Councillor members present at the Committee meeting will be appointed as the temporary Chairperson.

10.6 The Committee will set the times and dates for its meetings, provided that the Committee shall meet at least quarterly.

10.7 The conflict-of-interest provisions in the Act relating to members of delegated committees and the Governance Rules of the Administering Council apply to members.

10.8 The Committee may resolve to invite representatives of stakeholders to attend its meetings, who will:

10.8.1 be entitled to present to the Committee, subject to direction of the Chairperson; and

10.8.2 not be entitled to vote.

10.9 The Committee may resolve to invite observers to attend its meetings, who will:

10.9.1 observe Committee business (except for any items declared confidential); and

10.9.2 not be entitled to participate in discussions or vote.

11. Reporting

11.1 The business of the Committee shall be recorded in minutes kept by the LeadWest Executive Officer.

11.2 The minutes shall be:

11.2.1 distributed to each of the Member Councils within two weeks of the meeting to which they relate; and

11.2.2 included in the Register of Minutes kept by the Committee and made available for public inspection through each of the Member Councils.

11.3 The Committee shall provide an annual report to the Member Councils at the end of each financial year, usually at the September meeting.

12. Administration

12.1 Day-to-day oversight of the Committee's program of work and administration support will be provided via an appointed LeadWest Executive Officer.

12.2 The Executive Officer will be employed by the Administering Council, subject to the Administering Council's employment conditions, and will continue in the role until either the:

12.2.1 Administering Council determines to withdraw the Executive Officer, or

12.2.2 Executive Officer resigns in accordance with their employment contract.

12.3 In accordance with the Act, Councillor members do not have a role in the operational management of the Committee and must not direct Council staff, including Committee staff.

12.4 Actions and decisions of the Committee will be implemented by the Executive Officer and, where required, through the Chief Executive Officers (or their delegates) of the relevant Member Councils.

13. Advocacy Officers Advisory Group

13.1 The Committee will establish an Advocacy Officers Advisory Group consisting of all advocacy experts from the Member Councils.

13.2 The group will meet every 6-8 weeks, with the role of the group being to:

13.2.1 make recommendations to the Committee via the Executive Officer about the determination and driving of strategic regional priorities;

13.2.2 facilitate liaison, partnerships and coordination with stakeholders of the activities being undertaken by LeadWest, including identifying project synergies and opportunities arising from Federal, State and Local Government programs; and

13.2.3 monitor and review the Strategic Plan and progress reports.

13.3 The group will have an advisory role only, with no delegated authority.

13.4 Proceedings of the group's meetings will be recorded as recommendations for consideration by the Committee.

14. Terms of Reference Review

These Terms of Reference will be reviewed at least once every four years. Any updates to these Terms of Reference will require adoption by each Member Council.

REVIEWED	1) 1 August 2021	ADOPTED	1 August 2021
	2) 30 November 2023	ADOPTED	6 December 2023
	3) 3 September 2025	ADOPTED	3 September 2025
	4) 2 September 2026	ADOPTED	6 October 2026
	5) Next review due 2030		

Informal Record of Councillors – Pre-Council Meeting Briefing 27 October 2026

Start Time: 6.31pm **End:** 6.43pm

Attendance

Councillors	Present	Time	Left meeting
Cr Daria Kellander, Altona ward	No		
Cr Diana Grima, Altona Meadows ward	Yes	6.31pm	6.43pm
Cr Kristin Bishop, Spotswood ward	Yes	6.31pm	6.43pm
Cr Lisa Bentley, Williamstown ward	Yes	6.31pm	6.43pm
Cr Michael Disbury, Williamstown North ward	Yes	6.31pm	6.43pm
Cr Paddy Keys-Macpherson, Laverton ward	Yes	6.31pm	6.43pm
Cr Rayane Hawli, Altona North ward	Yes	6.31pm	6.43pm

Council Officers	Present	Time	Left meeting
Phu Nguyen, CEO	Yes	6.31pm	6.43pm
Hector Gaston, Director Sustainable Communities	Yes	6.31pm	6.43pm
Olivia Barry, Director Corporate Services	Yes	6.31pm	6.43pm
Marlo Emmitt, Interim Manager Corporate Integrity	Yes	6.31pm	6.43pm
Jake Trevaskis, Director Infrastructure and City Services	Yes	6.31pm	6.43pm

Meeting Agenda

1	Council Meeting Draft Agenda
1.1	27 October 2026 Council Meeting Agenda

Interest Disclosures

Councillors - Nil
Officers – Nil

Informal Record of Councillors – Councillor Briefing 10 November 2026

Start Time: 6pm **End:** 8.44pm

Attendance

Councillors	Present	Time	Left meeting
Cr Daria Kellander, Altona ward	Yes (online)	7pm, left 7.07pm	Returned 7.15pm and left 8.44pm
Cr Diana Grima, Altona Meadows ward	Yes	6pm	8.44pm
Cr Kristin Bishop, Spotswood ward	Yes	6.04pm	8.44pm
Cr Lisa Bentley, Williamstown ward	Yes	6pm	8.44pm
Cr Michael Disbury, Williamstown North ward	Yes	6pm	8.44pm
Cr Paddy Keys-Macpherson, Laverton ward	Yes	6pm	8.44pm
Cr Rayane Hawli, Altona North ward	Yes	6pm	8.44pm

Council Officers	Present	Time	Left meeting
Phu Nguyen, CEO	APOLOGY		
Hector Gaston, Director Sustainable Communities	Yes	6pm	8.44pm
Olivia Barry, Director Corporate Services	Yes	6pm	8.44pm
Jake Trevaskis, Director Infrastructure and City Services	Yes	6pm	8.44pm
Marlo Emmitt, Manager Corporate Integrity	Yes	6pm	8.44pm
Caroline James, Coordinator Advocacy	Yes	6pm	8.22pm
Janet Dawes, Manager Arts, Culture and Community	Yes	6pm	6.48pm
Arthur Vatzakis, Manager Planning, Building and Health Services	Yes	6pm, left 6.48pm	Returned 7.29pm and left 8.22pm
David De Thomasis, Coordinator Urban Planning	Yes	7.29pm	8.22pm
Giulia Chelini, Team Leader Urban Planning	Yes	7.29pm	8.22pm
Amelia Jones, Coordinator Events and Venues	Yes	6pm	6.13pm
David Power, Manager Strategy, Economy and Sustainability	Yes	6pm	6.13pm
Lisa Paton, Coordinator Environment and Sustainability	Yes	6pm	6.13pm
David Treppo, Manager Engineering Services	Yes	6.48pm	7.18pm
Bivish Ghimire, Coordinator Traffic and Transport	Yes	6.48pm	7.18pm
Timothy de Ruijter, Acting Coordinator Traffic and Transport	Yes	6.48pm	7.18pm

Meeting Agenda

1	**Council Meeting Draft Agenda**
1.1	24 November 2026 Council Meeting Agenda – Stage 1 Review
2	**Briefing Presentations**
2.1	Draft Integrated Transport Strategy
2.2	The Substation Funding
2.3	Response to Notice of Motion No 1284: Review of Data Centre Developments in Hobsons Bay
2.4	Planning Application PA 2604553 (Data Centre) 44-76 Simcock Avenue, Spotswood
3	**Discussion Time**
3.1	ELT and Councillor time

Conflict of Interest Disclosures

Councillors - Nil
Officers - Nil

Informal Record of Councillors – Councillors Briefing 17 November 2026

Start Time: 6:00pm **End:** 8:06pm

Attendance

Councillors	Present	Time	Left meeting
Cr Daria Kellander, Altona ward	Online	6.26pm	8:06pm
Cr Diana Grima, Altona Meadows ward	Yes	6.00pm	8:06pm
Cr Kristin Bishop, Spotswood ward	Yes	6.00pm	8:06pm
Cr Lisa Bentley, Williamstown ward	Yes	6.00pm	8:06pm
Cr Michael Disbury, Williamstown North ward	Apology		
Cr Paddy Keys-Macpherson, Laverton ward	Yes	6.00pm	8:06pm
Cr Rayane Hawli, Altona North ward	Online	6.13pm	8:06pm

Council Officers	Present	Time	Left meeting
Phu Nguyen, CEO	Yes	6.00pm	6.43pm
Hector Gaston, Director Sustainable Communities	Yes	6.00pm	6.43pm
Olivia Barry, Director Corporate Services	Yes	6.00pm	6.43pm
Arthur Vatzakis, Manager Planning, Building and Health Services	Yes		
David De Thomasis, Coordinator Urban Planning	Yes		
Hamish Munro, Chief Financial Officer	Yes	6:15pm	6:39pm
Eilis Hughes, Manager Projects and Infrastructure	Yes	6:15pm	6:39pm
Lauren Dick, Coordinator Sport and Recreation	Yes	6:39pm	6:57pm
Janine Livingston, Manager Community Learning and Service Centres	Yes	6:58pm	7:22pm
Hany Hanna, Coordinator Enterprise Project Management	Yes	6:15pm	6:39pm
Ben Gross, Manager Recreation and Leisure	Yes	6:39pm	6:57pm
Che Sutherland, Change Delivery Senior Project Manager	Yes	6:39pm	6:57pm

Meeting Agenda

1	**Briefing Presentations**
1.1	Planning Application PA2604587 (Community Care Accommodation) – 1 Sargood Street, Altona
1.2	First Quarter Financial Report – Period ended 30 September 2025
1.3	Capital Works Progress Report FY2026-27 Q1
1.4	Sport and Recreation Strategy Update – Sport Infrastructure Action Plan, Capital Development Policy, Municipal Highball Feasibility Study
1.5	Customer Experience Update - November 2026
1.6	Councillor Appointments to Internal and External Committees
2	**24 November 2026 Council Meeting Agenda – Stage 2 Review**
3	**Discussion Time**
3.1	ELT and Councillor time

Conflict of Interest Disclosures

Councillors - Nil
Officers - Nil