



**HOBSONS
BAY CITY
COUNCIL**



HOBSONS BAY CITY COUNCIL 2021-25 ADVOCACY STRATEGY

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ACKNOWLEDGEMENT OF TRADITIONAL OWNERS

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

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

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

INTRODUCTION

The aim of this strategy is to refresh our process for the way we identify, plan and take action on Hobsons Bay's advocacy priorities. Effective advocacy is an important tool in continuing to foster a city where people live, work, play, learn and thrive to their fullest, now and into the future.

The Advocacy Strategy has been developed with the Council Plan 2021-25 and Hobsons Bay 2030 Community Vision at its core. The feedback provided by our community during the development of the Council Plan was clear and strong – they believe Council plays a key role in partnering with government and other bodies to advocate for the needs and opportunities in our city.

We believe the best advocacy outcomes result from partnerships, supported by evidence-based awareness raising. As reflected in the strategy, we take a collaborative approach to our advocacy and aim to work closely with other levels of government, decision makers, businesses, peak bodies and community groups to achieve shared goals for the city and the region.

Hobsons Bay is ripe with opportunities, and plenty of challenges to tackle. Like communities across the globe, we face a unique and lengthy period of recovery

from the Covid pandemic, which has had a significant impact on our local economy and on our community's wellbeing. It has never before been so crucial for Council to take a strong leadership position and speak on behalf of the community to influence decision makers in supporting policy change and positive outcomes for our city.

The Advocacy Strategy presents a coordinated, realistic and resourced plan to achieve our objectives and achieve results. It also includes a three tiered advocacy framework that will guide how we formally select and action our priorities.

Closing the loop and sharing our advocacy updates and successes with our community through regular reporting will play an important role in welcoming the people of Hobsons Bay to bring their advocacy opportunities to our attention. Ongoing consultation will be supported by our Community Engagement Policy and whole-of-city consultations such as the Annual Community Survey.

We invite you to join us in our advocacy work, learn more about the issues and opportunities in Hobsons Bay and help us keep our city thriving.



MISSION AND VALUES

All Councillors and staff of Hobsons Bay City Council work towards meeting the mission and values of the organisation. This mission and values underpin the development and delivery of the Hobsons Bay Advocacy Strategy 2021-25.

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

VALUES: Excellence at Hobsons Bay means that Councillors and staff are:

Respectful - Treating everyone fairly and respecting different views

Community driven and focused - Delivering results that demonstrate that we understand community needs and put people first

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

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

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

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

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



STRATEGIC FIT

Council's Advocacy Strategy, priorities, action plans, activities and campaigns will be underpinned by our Hobsons Bay 2030 Community Vision, Council Plan 2021-25, Municipal Public Health and Wellbeing Plan, Annual Budget and other relevant Council strategies, as below.

HOBSONS BAY 2030 COMMUNITY VISION

COUNCIL PLAN AND MUNICIPAL PUBLIC HEALTH AND WELLBEING PLAN

Annual
Budget

Financial
Plan

Revenue and
Rating Plan

Asset
Plan

Workforce
Plan

Other Council
Strategies
and Plans

Council Strategies and Plans
are available at <https://www.hobsonsbay.vic.gov.au/Council/Policies-Strategies-Plans>

Hobsons Bay 2030 Community Vision

The Hobsons Bay 2030 Community Vision and its six priorities for the city was developed in 2017 by the community, for the community, following an in-depth community consultation and engagement process. It represents the Hobsons Bay community's aspirations for the future of the city. During the community consultation as part of the Council Plan 2021-25 development, it was determined that the vision and its priorities still meets the needs of the majority of the Hobsons Bay community.

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

COMMUNITY VISION

Council Plan 2021-25

The Council Plan translates the community's aspirations from the vision into achievable and measurable actions that guide Council's work and priorities over the next four years. Each Council Plan until 2030 will show how Council will work towards achieving the community's vision for Hobsons Bay. The Council Plan was developed through extensive consultation and engagement in 2021 and endorsed by the elected Council in October 2021.

In response to the community's feedback and Hobsons Bay 2030 Community Vision, five strategic objectives are included in the plan to guide Council's strategic direction for the next four years.

These strategic objectives underpin the development and delivery of the Hobsons Bay Advocacy Strategy 2021-25 and Council's advocacy priorities respond to and align with them.

The five objectives are:

Community – Healthy, equitable and thriving communities

Environment

– Valuing our environment

Place, Recreation and Economy

– Vibrant place and economy

Community Infrastructure

– Visionary community infrastructure

Organisation – A high performing organisation

Municipal Public Health and Wellbeing Plan

The Council Plan 2021-25 incorporates the Municipal Public Health and Wellbeing Plan (MPHWP), which outlines Council's commitment to create a community in which people can achieve maximum health and wellbeing, required by section 27 of the Public Health and Wellbeing Act 2008. The Municipal Public Health and Wellbeing Plan (MPHWP) is consistent with the strategic directions outlined in the Municipal Strategic Statement/Municipal Planning Statement.

THE CITY OF HOBSONS BAY, TODAY AND TOMORROW

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

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

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

important flora and fauna habitats. Hobsons Bay also has a range of major industrial complexes, that contribute significantly to the economy of Victoria.

Hobsons Bay Gross Regional Product is estimated at \$6.43 billion, which represents 1.38% of the state's GSP (Gross State Product). The city delivers 43, 050 local jobs, contains 8,150 business and has 50,145 employed residents. The largest industries based on employment statistics include transport, postal and warehousing.*

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



HOBSONS BAY'S POPULATION

98,189

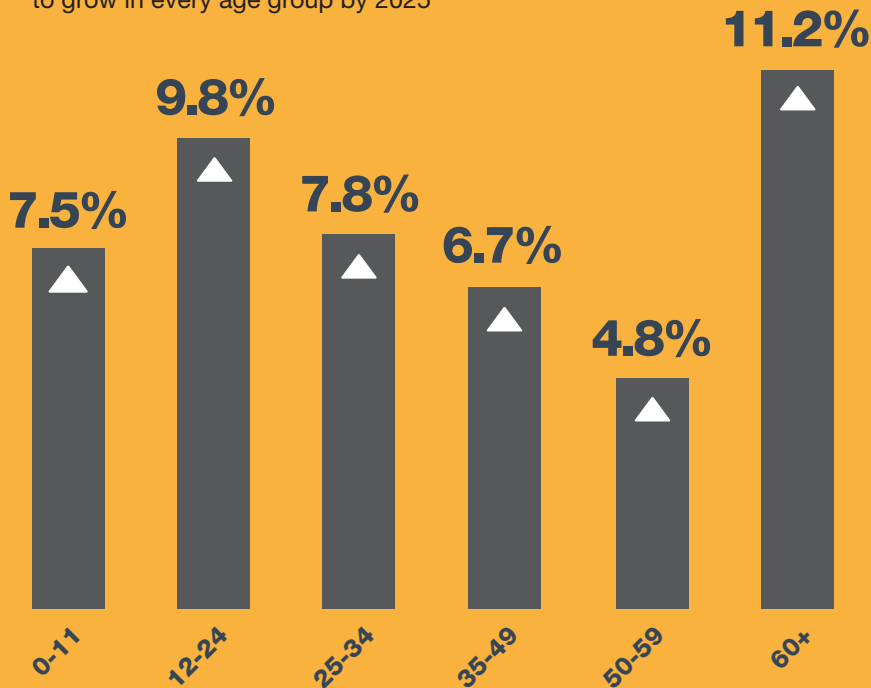
IN 2020

107,031

BY 2025



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



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

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

55+ years



Williamstown, Altona Meadows

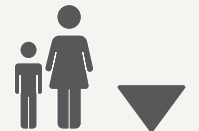
Williamstown and Altona Meadows are expected to have the largest growth in the number of residents aged 55+ years

0-11 years



Altona North, Altona, Seaholme

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



Seabrook, Newport, Altona Meadows

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

51%

Female

49%

Male

7%

LGBTIQA+

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

WE ARE A DIVERSE COMMUNITY

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

30%

born overseas

130+

countries

100+

languages

80+

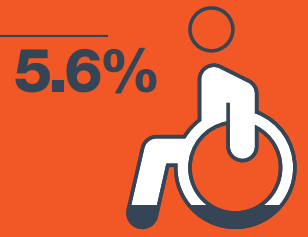
faiths

490

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



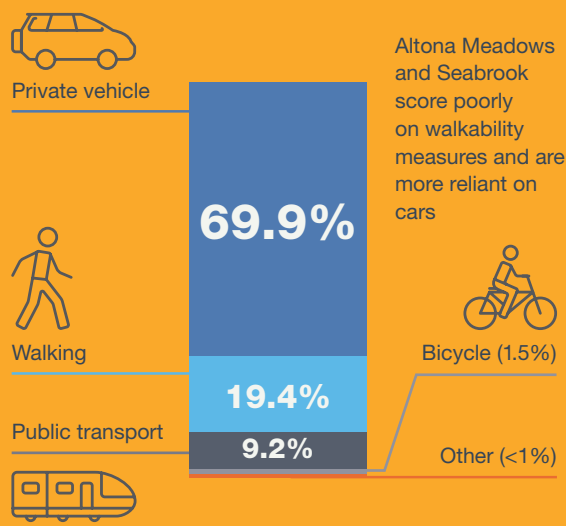
It is estimated that 16,995 of Hobsons Bay residents have a disability



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

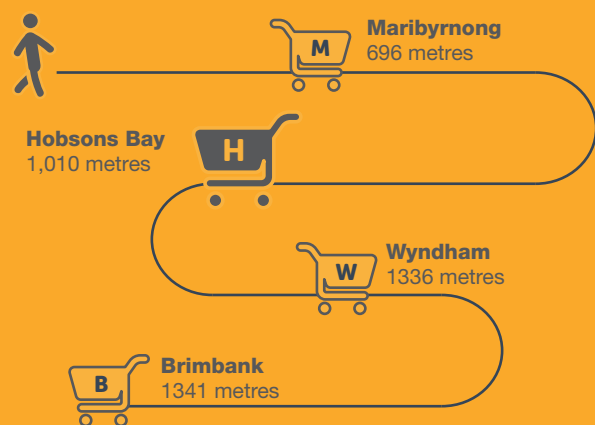
Disability estimate data is derived from 2018 Survey of Disability, Ageing and Carers, Australia

WAYS WE TRAVEL



Supermarket

Average distance to supermarkets by Local Government Area



Open Space

58.8% of dwellings are within 400m of open space



PARTICIPATION



17%

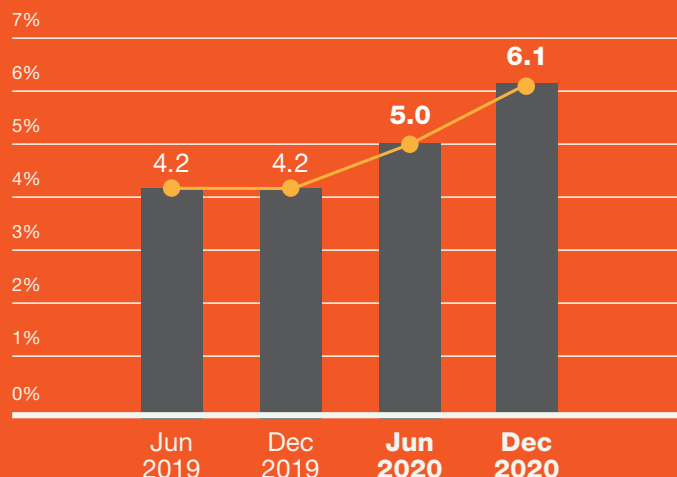
spent time doing voluntary work through an organisation or group



86%

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

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



HOUSING

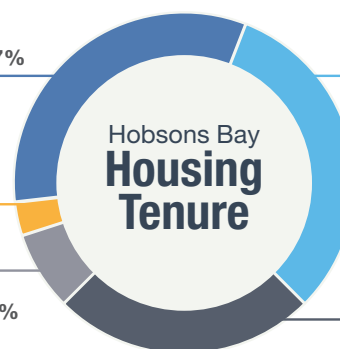
Fully owned: **32.7%**

Mortgage: **31.6%**

Renting social housing: **2.9%**

Other tenure or not stated: **7.8%**

Renting private housing: **25.0%**



Hobsons Bay Housing Stress

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

GREENHOUSE EMISSIONS

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



BUSINESS COMMUNITY

43,050 local jobs
8,150 local businesses



TREES
7.5%



canopy cover overall in Hobsons Bay

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

CHALLENGES AND OPPORTUNITIES

The City of Hobsons Bay faces unique challenges – that also present our key opportunities for advocacy. These challenges include balancing needs across our city's urban and coastal areas, ensuring environmental sustainability, protecting heritage, managing population growth, infrastructure demands, the changing face of industry, land use and planning changes, proximity to the freeway, transport challenges, pockets of social disadvantage, affordable housing, and lack of equitable services to support health and wellbeing, among others.

Hobsons Bay is also home to a very diverse community. While our diversity is one of our city's greatest strengths, it can also present unique challenges in ensuring equitable access and participation across our city.

Another current challenge that needs considerable attention and support from all levels of government is the long-term response to the Covid-19 pandemic recovery. Statistics show us that many of our city's most vulnerable community members have faced the realities of job loss, financial instability, increased in-home workloads, physical and mental health impacts, social isolation and domestic violence. The local economy, the arts industry and local/regional tourism have all taken a significant hit.

All of these challenges need to be addressed while also balancing a local government sector wide increase in cost pressures due to changes in state government service delivery and regulations.

Local government has limited legislative ability to create substantial or sustainable change on their own. Working in partnerships across the city and the region is fundamental to ensure we are advocating, informing and partnering with national, state, regional and local government sectors and departments to meet the needs of our community.



WHAT IS ADVOCACY?

The Oxford Dictionary defines 'advocacy' as:

“public support that somebody gives to an idea, a course of action or a belief.”

Council delivers infrastructure and over 100 services that supports our community, but we can't do it all and we can't do it alone. For communities to have what they need to thrive, the responsibility sits with all three tiers of government: local; state; and federal.

Advocacy in local government refers to taking action to influence or partner with other levels of government, agencies, decisions makers, key stakeholders, corporate funders or philanthropic organisations to deliver funding, projects, services or policy change that will benefit local people.

Community is at the heart of Council's advocacy. As the level of government closest to the community, we are well placed to respond to these needs and undertake advocacy on behalf the Hobsons Bay community in order to influence decision makers to achieve agreed outcomes. These needs change over time - as Hobsons Bay grows, so do the advocacy priorities.

Council's primary objective is to work with others to achieve the best outcomes for the local community now and into the future. We have a responsibility to improve, promote and protect public health through:

- » providing leadership by establishing strategic objectives and monitoring their achievement
- » ensuring resources are managed responsibly and efficiently
- » planning for and providing services and facilities for the local community
- » regularly consulting with the community in relation to service provision

Local government has responsibility for a range of areas including: roads, parks, waste, land use, local laws, urban planning, early

years services, youth services, recreation, community development, health protection, emergency management, advocating for community needs and many others. Support in the delivery of these areas is often required from government and other relevant stakeholders.

ADVOCACY SUCCESS STORIES

In recent years, Council's advocacy efforts have resulted in government funding or support for the delivery of:

- » **Black Spot program funding 2021-22 across Hobsons Bay** – Australian Government \$2.1 million investment
- » **Altona Foreshore Redevelopment** – Victorian Government \$4.4 million investment
- » **Council's Altona Sports Centre redevelopment** - Victorian Government \$3 million investment
- » **West Gate Tunnel Project Brooklyn and Altona North Open Space Enhancement and Access Project** - Victorian Government \$5 million investment
- » **Greening the West large-scale tree planting project** - Victorian Government \$5 million investment
- » **Bayside College sporting facilities** - Victorian Government \$2.1 million investment
- » **Altona Early Years Centre funding** - Victorian Government \$1.6 million investment

HOW DO WE ADVOCATE?

Decision makers are regularly presented with countless issues, challenges and opportunities. In order to commit to partnering with Council on an advocacy priority, they must feel inspired and enthusiastic about the solution and confident that the outcome will enhance life for the community. Residents of Hobsons Bay and the west need to feel the same level of confidence in order to join the cause. This relies on the right information presented at the right time, in the right way, through a medium that resonates with them.

Advocacy can include range of activities depending on the issue or priority. Each advocacy priority will have an associated action plan that uses a range of strategic tools and tactics. These tools and tactics are selected in a bespoke manner, as guided by the unique needs of each advocacy priority. Council chooses the most appropriate platform and messaging to generate the best possible outcome for the people of Hobsons Bay.

Tools and tactics employed in advocacy campaigns may include but are not limited to:

- » Hobsons Bay Advocacy Strategy 2021-25
- » dedicated collateral featuring advocacy themes, priorities and asks presented via digital and traditional channels
- » a community campaign and call to action ('add your voice')
- » community awareness or education
- » media coverage and stories
- » formal partnerships and supportive stakeholders, including influencer partnerships
- » telling the advocacy story through profiling local people
- » participation in advocacy campaigns from sector peak bodies

- » alliances with local/regional organisations with shared goals
- » formal Council policy statements
- » face to face community engagement ie market stalls and public events
- » proactive, positive and meaningful engagement with all relevant state and federal government Parliamentarians (i.e. letters/presentations/discussions)
- » discussions with state and federal government department representatives and other key stakeholders
- » discussions with corporate funders and philanthropic organisations
- » feeding into state and federal government budget planning cycles
- » funding/grants submissions or requests
- » formal submissions to state and federal government policy positions or parliamentary enquiries
- » regular reporting on advocacy progress and successes

To ensure effective and strategic advocacy, Council undertakes significant planning that considers a range of steps.



STRATEGIC RELATIONSHIPS AND PARTNERSHIPS

Strategic relationships and partnerships

Advocacy is more effective when it demonstrates a unified voice through partnerships with other government levels/bodies and/or the local or regional community. Council is committed to continuing its investment in the development and maintenance of strategic partnerships to support great advocacy outcomes. It is important to maintain a partnership approach with key stakeholders at all times, not just when something is needed.

Strategic relationships with other levels of government

All levels of government (local, state, federal) ultimately have a similar goal – to enhance the liveability of communities and the wellbeing of its people.

Council relies on direct funding from other levels of government and in many cases, Council will also seek non-monetary government support, participation or partnership in the delivery or change of an important policy or service.

Councils are in the privileged position of being the closest level of government to the community and are therefore best placed to understand and respond to their needs, through delivery of their own services, or through advocating to other levels of government. Council is committed to providing government stakeholders with the right information and accurate community evidence that best frames its advocacy needs so it can be easily understood. Often, Council will lead advocacy that is aligned with and supported by groups, organisations, or individuals in the community, which strengthens its position.

Community partnerships

Council advocates for issues of importance to the Hobsons Bay community and where relevant, the wider communities of the western region, Melbourne, or the state. Council is committed to finding and maintaining opportunities for community partnership and collaboration where objectives and interests are aligned in order to increase the strength of our advocacy through 'the power of the collective'.

Council will continue to work to positively influence not only government and funders, but also community organisations about local advocacy priorities, in a manner that builds momentum around the desired tone and narrative of local issues, challenges and opportunities. While Council will largely play a leading role, in some instances, advocacy will be led by a stakeholder, partner, community organisation or residents with whom Council can align and complement its own efforts.

Corporate funders and philanthropic organisations

There are opportunities to partner with corporate funders and philanthropic organisations to support projects in Hobsons Bay and the western region, providing them with the opportunity to leave a lasting legacy in the city. Taking the same approach as partnering with government representatives and other decision makers, Council will seek meaningful engagement with these organisations to achieve shared goals for the community.

PRINCIPLES

The principles that underpin Council's Advocacy Strategy 2021-25 and our advocacy activities are:

- » **Transparency and accessibility:** We ensure our advocacy priorities, the way we pursue them and any progress we make is visible and accessible to the community through reporting.
- » **Realistic and attainable:** We will focus our advocacy efforts on priorities that are realistic and attainable. If certain priorities are long term in nature, we will focus our advocacy based on achievable key stages as they progress.
- » **Evidence-based:** We will advocate for priorities that have a clear need in the community with supporting data, evidence and research that underpins it.
- » **Strategic and appropriately actioned:** We will take a planned, strategic and well-considered approach to our advocacy, ensuring our priorities are aligned with a Council position and connect with government decision makers' interests. We seize the right opportunities to get the right outcomes at the right time using the right tools.
- » **Agile and responsive:** We plan and deliver our advocacy in a flexible way that responds to changes in the political/funding/media landscape, taking a creative, innovative and solutions-oriented approach to unexpected issues and opportunities.
- » **Collaborative:** We will take a partnership-based approach to our advocacy, collaborating with state and federal political representatives, key stakeholders/groups, community



ADVOCACY VISION AND OBJECTIVES

The Hobsons Bay Advocacy Strategy 2021-25 includes six strategic objectives that guide Council's advocacy activities. The objectives are:

Vision:

Hobsons Bay City Council in partnership with the community and key stakeholders is able to access the resources and partnerships required to achieve the best outcomes for the local community now and into the future.

Objectives:

1. Determine the strategic advocacy priorities and activities of Council
2. Nurture strong and lasting relationships and partnerships that enable positive outcomes for the community
3. Build structures, knowledge, and systems to enable an agile and effective advocacy function
4. Monitor and strategically respond to government policy and emerging interests/issues
5. Engage the community and as partners in our advocacy agenda

STRATEGIC ACTION PLAN

The five Strategic Advocacy Objectives are supported and achieved by implementing the Action Plan below.

Objective 1: Determine the strategic advocacy priorities and activities of Council

What we will do to achieve it

- » Assess suitability for advocacy priorities on both an annual and responsive basis
- » Scope and design action plans and communications plans for advocacy priorities
- » Recommend advocacy documents for Council endorsement when appropriate
- » Continually assess and research best practice strategic advocacy methodologies and tools to update Council's strategic approach as needed

Timing

- » Annually at the commencement of each calendar year
- » Ongoing

Success measures

- » Endorsed Advocacy Strategy 2021-25, and subsequent versions
- » Endorsed annual advocacy priorities
- » Quality Collateral exists/ material for each priority

Objective 2: Nurture strong and lasting relationships and partnerships that enable positive outcomes for the community

What we will do to achieve it	Timing	Success measures
<ul style="list-style-type: none"> » Partner with and support political representatives to advocate well for Hobsons Bay, building trusted relationships » Identify and maintain effective relationships with western region councils, peak bodies, relevant organisations/groups, communities of interest, and corporate funders/philanthropic organisations » Identify key partners and key community 'influencers' or 'champions' with the willingness and capability to support Council's advocacy » Confirm shared interests, agreements, formal alliances within the partnerships and develop unified message/voice » Proactively and regularly meet with decision makers, presenting compelling collateral and data » Pursue state/federal government and corporate/philanthropic funding sources 	<ul style="list-style-type: none"> » Annually at the commencement of each calendar year » Ongoing 	<ul style="list-style-type: none"> » Partnerships with community and government representatives with capacity to support Council's advocacy priorities and influence decision makers » Strong level of engagement with local MPs, Ministers and government departmental reps » Agreed relationship analysis/matrix and relationship management approach and for each priority » Regular meetings and strengthened relationships with local MPs and relevant Ministers » Momentum, commitments, and funding provided by decision makers » Traction with community interest reflected by data and/or partnerships » Key advocacy collateral and campaigns

Objective 3: Build structures, knowledge, and systems to enable an agile and effective advocacy function

What we will do to achieve it	Timing	Success measures
<ul style="list-style-type: none"> » Develop internal advocacy working group/steering committee to share intel/skills/knowledge and direct advocacy activities » Deliver staff training/programs to build skills in advocacy » Build stakeholders/alliances list across the organisation » Provision of detailed advocacy packs and messaging to support staff and Councillor advocacy efforts, with a unified messaging and voice » Allocation of advocacy responsibilities to staff/teams across Council » Report regularly on advocacy progress/outcomes/successes to all staff and to Councillors 	<ul style="list-style-type: none"> » Ongoing as required » Monthly reporting to all staff » In advance of annual priorities adoption and government budget planning cycles (collaborative planning) 	<ul style="list-style-type: none"> » Regular (scheduled) advocacy meetings » Regular (scheduled) advocacy reporting to staff messaging

Objective 4: Monitor and strategically respond to government policy and emerging interests/issues

What we will do to achieve it	Timing	Success measures
<ul style="list-style-type: none">» Monitor government policy, funding, focus to keep across new strategic opportunities via:» engaging with local MPs, relevant Ministers, government department reps» engaging with Council staff, community stakeholders, priority partners» Build contingency/scenario planning into priority actions plans to be prepared to pivot» Create solutions and deliver responsive advocacy activities when required	<ul style="list-style-type: none">» Ongoing	<ul style="list-style-type: none">» Strong and regular engagement with government reps that enables increased awareness of the political environment» Responsive advocacy campaigns» Advocacy progress resulting from responsive approach to changes

Objective 5: Engage the community as partners in our advocacy agenda

What we will do to achieve it	Timing	Success measures
<ul style="list-style-type: none">» Strategic communications plans for priorities across a range of impactful mediums» Regular reporting and info sharing about advocacy priorities data/ progress/successes» Promote the connection between community feedback and actioning advocacy priorities» Encourage community participation in the advocacy 'call to action'	<ul style="list-style-type: none">» Ongoing	<ul style="list-style-type: none">» Regular communications/ collateral issued to community i.e. website, social media, residents' newsletters etc» Positive coverage in media» Increased community participation in the advocacy 'call to action' and providing related advocacy feedback» Improved standing in Customer Satisfaction Survey results» Strategic action plan and communications plan for each priority



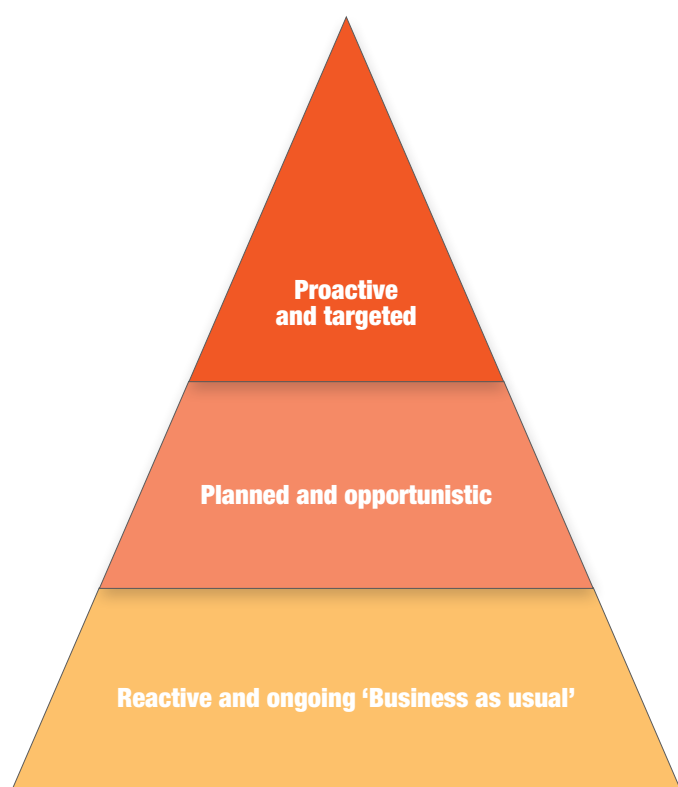
ADVOCACY FRAMEWORK

All advocacy issues and opportunities in Hobsons Bay are important, yet it is not realistic and effective to advocate with the same intensity for all. Assessing proposed priorities against a framework helps guide strategic decisions about advocacy priorities and puts a realistic lens on our investment and management of advocacy activities and campaigns.

Council's Advocacy Framework recommends taking a coordinated three level approach that considers a range of criteria. This helps ensure the best possible political impact, chances of success and ensure the effort and resources of Council and all stakeholders are maximised.

Each advocacy campaign requires a varying level of resourcing and activity from across the organisation, as well as commitments from partners and key stakeholders in the community.

It is worth noting that priorities may be fluid across the three levels and may shift in response to changes in the political/funding/media landscape. Shifting levels may also occur with projects that are long term in nature with multiple stages, as certain stages will be more relevant at certain points in time.



Transformational outcomes - proactive and targeted approach

- » Strong alignment with state and federal government interest and funding streams
- » Transformational, intergenerational, broad reaching and potentially regional impact
- » Economic benefits, job creation, environmental sustainability outcomes and established partnerships
- » Well planned project stages that are ready to implement

High impact with clear evidence - planned and opportunistic approach

- » Alignment with government policy or service delivery
- » Clear evidence and demonstrated community need
- » Positive impacts on our city and region's liveability
- » Opportunities to address disadvantage and inequity (including effects of pandemic)

Supported and aligned - active and 'business as usual' approach

- » Alignment w Council Plan or a Council position
- » Affect a geographical or demographic pocket of our city or region
- » History in the community with local support
- » Growing public pressure and a time-critical need for a government response

Commitments for each level

Transformational outcomes - proactive and targeted approach

- » Actively pursue meaningful engagement with relevant Ministers/ Members of Parliament/government departments/funders, featured as key Hobsons Bay/regional priorities in state/federal government discussions (in addition to established funding submissions), publicly declared partnerships, actively pursue support from peak bodies/regional groups/ communities of interest, deliver high impact advocacy/communications campaign using all available channels (traditional and digital) with impactful collateral, call to action for community to 'add their voice'
- » High resourcing, small number of priorities for maximum impact

High impact with clear evidence - planned and opportunistic approach

- » Ongoing engagement and discussion with relevant Ministers/Members of Parliament/government departments
- » Facilitate state/federal government discussions where relevant, policy or funding submissions, community partnerships, deliver medium impact advocacy/communications campaign
- » Medium resourcing, mid-range number of priorities for positive impact

Supported and aligned - active and 'business as usual' approach

- » Government discussions and letters where relevant, included in state/federal government related position papers, profile in advocacy/communications campaign as needed when the issue arises
- » Modest resourcing



EVALUATION, MONITORING AND REPORTING

Evaluation

1. STRATEGY EVALUATION

The evaluation process will include a review after the strategy's four year lifespan, looking at: Council's advocacy activities and campaigns; what has been achieved; what learnings have taken place; requirements for next stages of continuing priorities; barriers to achieving results; new or emerging opportunities to progress Council's advocacy practices; review of demographic/statistical data; changing community needs; recent trends in community feedback via engagement channels; and emerging priority areas.

2. PRIORITIES EVALUATION

Annual review and evaluation will be built into each Advocacy Priority. Success measures and indicators will be determined during the planning phase and will be tracked during implementation. Success is measured against the achievement of the objectives, which includes the achievement the smaller steps within the advocacy plan, as some advocacy issues span over considerable periods of time.

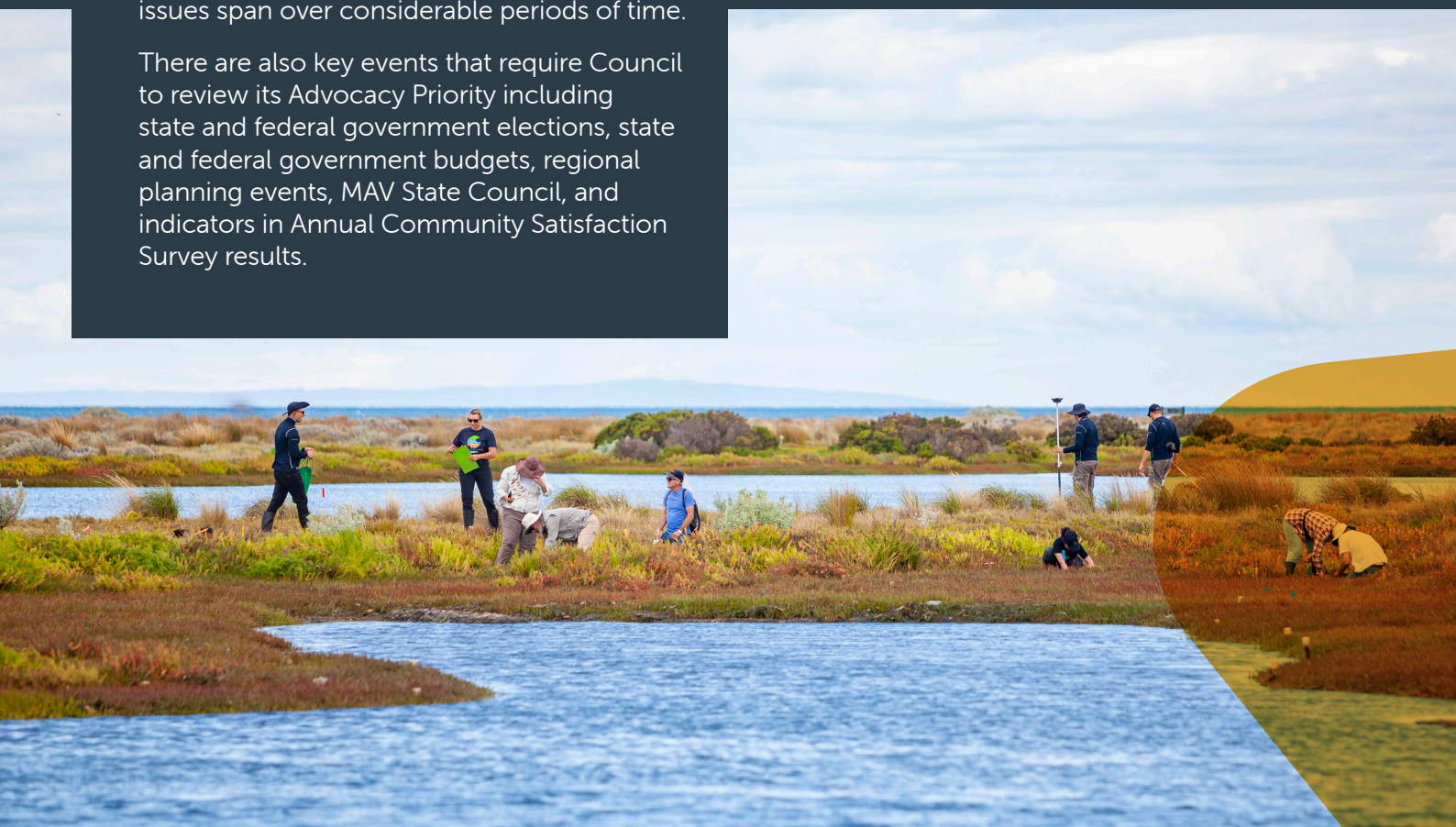
There are also key events that require Council to review its Advocacy Priority including state and federal government elections, state and federal government budgets, regional planning events, MAV State Council, and indicators in Annual Community Satisfaction Survey results.

3. ONGOING EVALUATION

Evaluation will also occur on ongoing basis, through the delivery of campaigns. Responsive evaluation, and a change to campaign delivery if required, may be influenced by a certain advocacy outcome, an unforeseen community desire, an unexpected political event, a significant change in political policy or a change of funding or service models, amongst others.

Monitoring and reporting

The Advocacy Strategy is a live document, and will be monitored on an ongoing basis, reporting half yearly to the Council's Senior and Executive Management Teams, with a more in-depth review of actions on an annual basis. Council will also report on its advocacy activities annually through its Annual Report, which is made available to the community.



REFERENCES

Hobsons Bay 2030 Community Vision at www.hobsonsbay.vic.gov.au/Council/Hobsons-Bay-2030

Hobsons Bay Annual Budget 2021-22 at www.hobsonsbay.vic.gov.au/Council/Publications/Budget

Hobsons Bay Council Plan 2021-25 at www.hobsonsbay.vic.gov.au/Council/Strategy-Planning/Council-Plan

Hobsons Bay City economic profile via .id Informed Decisions website at <https://economy.id.com.au/hobsons-bay>

Hobsons Bay Reimagining our Industrial Areas at www.hobsonsbay.vic.gov.au/Services/Planning-Building/Planning-Scheme-Amendments-and-Strategic-Planning-projects/Current-Projects/Reimagining-our-Industrial-Areas

Leadwest Strategic Plan 2020-30 at www.leadwest.com.au/

Municipal Association of Victoria (MAV) Strategy 2021-25 at www.mav.asn.au/news-resources/publications/strategic-plans

North and West Melbourne City Deal at www.nwmcitydeal.org.au/

Plan Melbourne Strategy 2017-50 at www.planmelbourne.vic.gov.au/

Victoria's Infrastructure Strategy 2021-51 at www.infrastructurevictoria.com.au/project/30-year-strategy/

Barossa Council Advocacy Strategy 2020-24 at <https://yoursay.barossa.sa.gov.au/community-plan-2020-2040-and-advocacy-plan-2020-2024>

Bass Coast Council Advocacy Strategy 2018-21 at www.basscoast.vic.gov.au/about-council/advocacy

Brimbank City Council Advocacy Framework 2018 at www.brimbank.vic.gov.au/plans-policies-and-strategies/plans/brimbank-advocacy-plan-2019-and-advocacy-framework

Glen Eira City Council Advocacy Strategy 2018-20 at www.gleneira.vic.gov.au/media/3961/advocacy-strategy-2018-2020.pdf

Penrith City Council Advocacy Strategy at www.penrithcity.nsw.gov.au/resources-documents/advocacy/advocacy-priorities

Yarra City Council Strategic Advocacy Framework 2018-21 at www.yarracity.vic.gov.au/-/media/files/ycc/about-us/strategic-advocacy-framework-2018--2021.pdf?la=en#:~:text=This%20Framework%2C%20seeks%20to%20provide,to%20facilitate%20action%20and%20results.

