

City of Port Phillip Council Plan 2009-2013

Draft for Consultation – 11 May to 9 June 2009

Contents

A Message from the Mayor	3
Meet Your Councillors	4
Ward Map	5
City of Port Phillip Profile - a snapshot	6
The Place	6
The People	6
What is the Community Plan 2007-2017?	7
The Community Plan vision	7
The Community Plan top ten priorities	7
What is the City of Port Phillip's Council Plan 2009-2013?	8
Developing Council's new plan	8
A commitment to good governance	8
What is Council's role?	8
Our Planning and Reporting Framework	9
How we plan	9
Our Directions	10
1. Engaging and Governing the City	10
2. Taking Action on Climate Change	10
3. Strengthening Our Diverse and Inclusive Community	10
4. Enhancing Liveability	10
1. Engaging and Governing the City	11
1.1 Value and utilise skills and knowledge in the community	11
1.2 Governing	12
1.3 Commitment to service	13
1.4 Managing for the longer term	14
2. Taking Action on Climate Change	15
2.1 Reducing consumption and emissions	15
2.2 Changing transport priorities	16
2.3 Adapting and sustaining	17
2.4 Working together	18
3. Strengthening Our Diverse and Inclusive Community	19
3.1 Pursuit of social equity	19
3.2 Creative, active and culturally diverse life	21
4. Enhancing Liveability	22
4.1 A sense of place	22
4.2 Shaping the future of our city	24
4.3 Caring for our natural environment	25
4.4 Major city projects	26
List of Policies	27
Glossary of Terms	28

A Message from the Mayor

Welcome to the City of Port Phillip's Draft Council Plan 2009-2013.

The Councillors and I are pleased to present this to you. It sets out our draft directions, strategies and actions for the next four years.

Developing a plan by 30 June 2009 has been a major focus for Council since we were elected at the end of last year. We believe this Plan needs to be seen as a 'living' document that will be continually reviewed by Council and the community during our four-year term.

During and since the election, we have been listening to the interests of people in the community. To meet our timeline for developing the plan and provide some early opportunity for community input, we held some community conversation events in late February and early March. We were pleased to receive over 1000 comments on our four proposed strategic directions which we have taken into account in preparing this draft plan.

This draft plan provides the detailed actions and measures on how we will deliver against our four broad strategic directions.

Restoring the community's trust and confidence in the Council is a key driver. Implementing sound governance practices, including consulting and engaging with our community, will be fundamental to getting our decision-making right. Climate change is of major concern for the community and we are committed to taking action in response to it.

We recognise that people having a strong sense of belonging and connection to where they live is vital to the health and wellbeing of our community. Ensuring that our city is a place where creative, active and culturally diverse life can flourish is part of this. Open space and streetscapes must be preserved and our village and neighbourhood character need to be maintained whilst welcoming visitors to the many attractions our city offers. We want to influence and shape the future design of the city to maximise liveability for all.

These are all great challenges and opportunities we are keen to work towards with others – key partners, other spheres of government and most importantly those interested groups and individuals who are actively contributing to the City of Port Phillip's diverse community.

We welcome your input on this detailed plan. We want you to understand that this plan is not the end point, but rather the beginning of ongoing conversations and actions that we can share in helping to positively shape the future of our city.



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Meet Your Councillors



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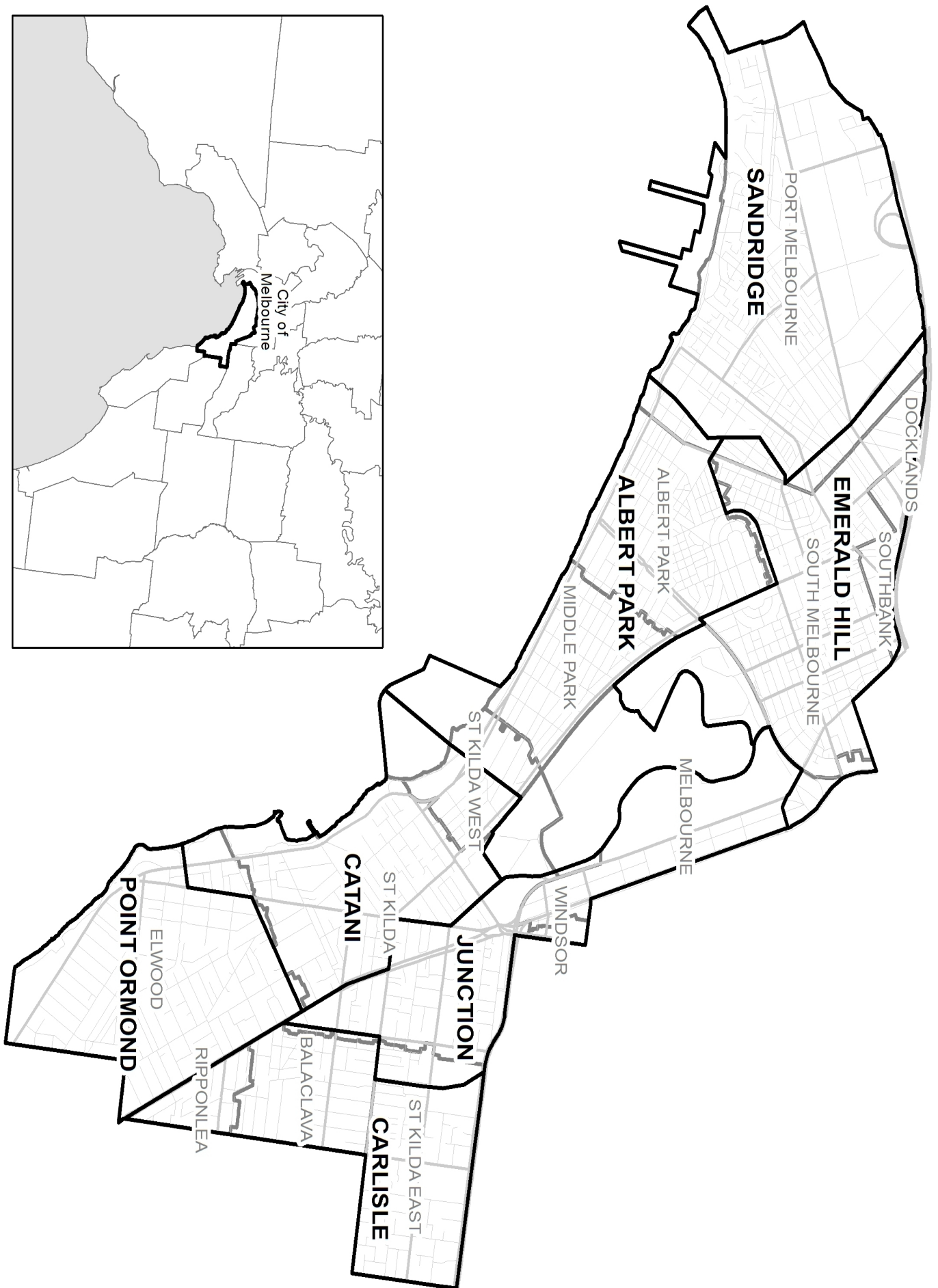


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Ward Map



City of Port Phillip Profile - a snapshot

The Place

The City of Port Phillip is located on the northern shore of Port Phillip Bay, south of the Melbourne city centre.

One of the oldest areas of European settlement in Melbourne, Port Phillip is known and treasured by many for its urban village feel with its magnificent heritage buildings, strip shopping, tree-lined streetscapes and artistic expression. This has helped shape Port Phillip as a city of defined neighbourhoods.

The major village precincts of Bay Street (Port Melbourne), Clarendon Street (South Melbourne), Fitzroy and Acland Streets (St Kilda) and Carlisle Street (Balaclava) provide a variety of retail, leisure and entertainment experiences, each with their own character and cultural expression.

A number of significant employment areas also sit within Port Phillip, including the St Kilda Road office district and the industrial, warehousing and manufacturing districts in South Melbourne and Port Melbourne.

The foreshore that stretches over 11 km and a network of public open spaces makes the city a desirable place for residents and visitors alike to enjoy. It is well served by public transport with a substantial network with the St Kilda and Port Melbourne light rail lines and two stations on the Sandringham rail line.

As a sought-after inner city area of Melbourne the physical environment is subject to change. The city continues to experience significant residential development with an estimated increase of 18,000 households (28,000 people) over the next 20 years.

Valuing the history, ensuring a sense of place and planning for the future in a dynamic and evolving city will continue to present a positive challenge.

The People

Port Phillip is a diverse community and has experienced changes over time. Over 90,000 people now live in the City of Port Phillip. St Kilda is the largest of Port Phillip's neighbourhoods and South Melbourne is the smallest.

A closer look at Port Phillip's resident population shows that the biggest age group is the 25-34 year olds (28.1%) closely followed by the 35-49 year olds (25.5%). Residents in the 60+ age bracket make up 13.5% of the population. The number of young people from the 5-17 age group has declined slightly in recent years; however, the 0-4 age group has remained constant representing just over 4% of the population.

There are over 18,000 families in Port Phillip and the average household size is approximately two people. Port Phillip is one of the most highly educated communities compared to other metropolitan councils. While there are a number of wealthy households, approximately 20% of households are classified as low income.

Those persons from a non-English speaking background have remained fairly constant, making up 16% of the population. While there has been a decline in the population made up of traditional post-war countries of migration (i.e. Greece, Poland, and Italy) there has been an increase in the number of residents born in India, China and Malaysia.

Today over 30% of City of Port Phillip residents own or are purchasing their own home, 41.9% of residents are renting and the city attracts approximately 4 million visitors each year.

Of course, these demographics only provide a narrow description of the people within our community. The rich diversity and depth of community, individual experience and contribution is the greater story that brings life and expression to the City of Port Phillip and will remain significant in shaping its future.

What is the Community Plan 2007-2017?

The Community Plan 2007-2017 was informed by conversations with the community held throughout 2006 and 2007 and a Community Summit held in April 2007.

Council acknowledges the great work that people have already contributed to the development of the Community Plan, the ten-year vision and the priorities for action. The Community Plan informs and guides the Draft Council Plan. Many of the strategies and actions contained within this Draft Council Plan will support the achievement of the community's longer-term vision.

The Community Plan vision

The Community Plan provides a ten-year vision for the future of the City of Port Phillip. The vision states:

The goals of social equity, economic viability, environmental responsibility and cultural vitality remain central to our desire to foster a sustainable and harmonious future.

We acknowledge there is a shared responsibility to ensure that everyone, regardless of age or cultural or socio-economic background, can access services that meet their needs and can participate in community life.

We want our Council to demonstrate leadership in community participation, strategic planning, advocacy to other levels of government and accountability to the community.

The Community Plan top ten priorities

The Community Plan also identifies the following top ten priorities:

1. Transforming public transport planning, capacity, reliability & incentives for use
2. Manage water use and re-use, planting and park usage for prolonged drought
3. Continue to support the disadvantaged, disabled and low-income to remain in the city and support affordable housing, even as the city grows more affluent
4. Encourage environmentally sustainable design, while advocating for mandatory state government controls to reduce greenhouse emissions and water consumption
5. Develop a sustainable bayside city planning scheme as a model to other councils. Highlight environmental sustainability, economic development, quality urban design and social and community amenity
6. Make the physical environment support community – “claim our streets”, e.g. street parties, better lighting (to improve safety at night), spaces for young people, extend community bus, use public gardens, better public transport, better spaces for pedestrians
7. Require new developments to be self-sufficient in parking and invest in non-car transport options, e.g. bike racks, public transport
8. Improvement event management to reduce environmental impact and better manage the effect on the community
9. Develop safe and affordable cultural events and entertainment opportunities, involving people across age and interest groups providing alternatives to licensed venues
10. Reduce impact of major events (e.g. Grand Prix) on parks

What is the City of Port Phillip's Council Plan 2009-2013?

Developing Council's new plan

Each newly elected Council is required by legislation to develop a new Council Plan. Prior to last year's election many of the candidates made public commitments to improve accountability, transparency, governance and community consultation. Last December, the new Council reaffirmed this commitment. The Draft Council Plan 2009-2013 has been informed both by Councillors' election platforms and conversations held within the community in February and March 2009.

Overall feedback from the community conversations suggested that the majority of participants agreed with Council's proposed four strategic directions as important and a priority. These are:

1. Engaging and Governing the City
2. Taking Action on Climate Change
3. Strengthening Our Diverse and Inclusive Community
4. Enhancing Liveability.

Of the comments received some core themes emerged and have informed Council's Draft Council Plan. Some of these include: an improved emphasis on community engagement and support for community leadership; a focus on providing more 'community friendly' Council meetings and improving Council's communication; a new direction added on 'A commitment to service'; a separate strategic focus on the importance of engaging youth; an emphasis on protecting and preserving local environments (in particular a focus on maintaining trees and open space); and the notion of

'stewardship' has been changed to 'Managing for the longer term' to better represent the intent of Council's role in responsibly managing community assets.

Council recognises that this draft plan still needs refinement and welcomes your comments during our consultation process.

A commitment to good governance

In March 2009 Council adopted a Governance Statement outlining a set of principles to guide the quality of decision-making by Council and its organisation.

The Governance Statement acknowledges that the central purpose of sound governance practices for local democracy is high quality, well informed, responsive and accountable decision-making in the best interests of the community.

The Governance Statement acknowledges that the Council Plan is Council's overall statement of its vision, strategic objectives, priorities and values, aspiring to serve the best interests of the Port Phillip community. The Council Plan will go beyond statutory requirements as the major governance document for the City of Port Phillip and will be maintained as a rolling forward plan to be reviewed annually in consultation with the community.

For a full copy of the Governance Statement, visit the City of Port Phillip website at <www.portphillip.vic.gov.au>.

What is Council's role?

Council's role	Council will ...	Example
Leader	Lead by example	Take a leadership role in the adoption of sustainable procurement practices
Service Provider	Fully or partially fund service	Ensure the maintenance of existing trees on key boulevards
Partner	Contribute funds or other resources in partnership with others	Support local businesses by developing action plans to ensure viable strip shopping precincts
Facilitator	Bring stakeholders together	Work with other organisations to continue to deliver and support Council's youth services and facilities
Regulator	Take direct legal responsibility	Strengthen heritage controls by reviewing Council's heritage planning overlays
Advocate	Proactively make representation on behalf of the community	Advocate for the recognition of community voluntary action in reducing carbon emissions
Funder	Provide funds or other resources for a specific objective	Divert waste from landfill to meet government targets

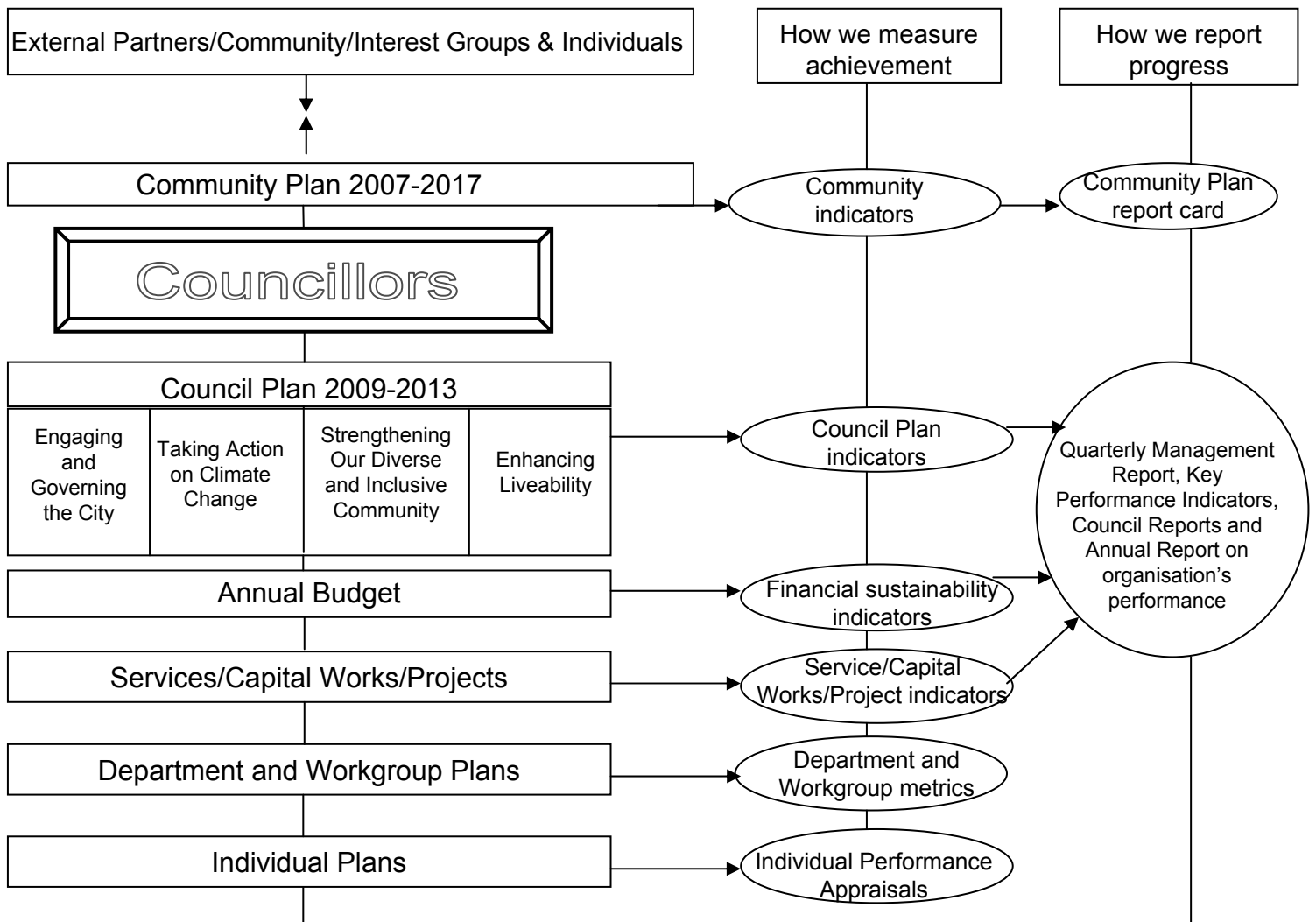
Our Planning and Reporting Framework

How we plan

Council recognises that it cannot deliver on the community vision and the Council plan alone. The diagram illustrates that success of building a positive future for all is dependent on working with our community, our key partners and other levels of government.

Councillors accept their responsibility for, and are committed to fulfilling its duty of, elected leadership of the community. The Council Plan will provide the primary strategic direction for Council and the organisation. Council is committed to measure and report on the progress of the implementation of the Plan and will review on an on-going basis to ensure it is relevant and responsive to community needs and emerging issues.

A commitment by Council and the organisation to continuous improvement will ensure a cycle of improved planning and processes to ultimately achieve the Council Plan.



Our Directions

1. Engaging and Governing the City

- 1.1 Value and utilise skills and knowledge in the community
 - 1.2 Governing
 - 1.3 Commitment to service
 - 1.4 Managing for the longer term
-

2. Taking Action on Climate Change

- 2.1 Reducing consumption and emissions
 - 2.2 Changing transport priorities
 - 2.3 Adapting and sustaining
 - 2.4 Working together
-

3. Strengthening Our Diverse and Inclusive Community

- 3.1 Pursuit of social equity
 - 3.2 Creative, active and culturally diverse life
-

4. Enhancing Liveability

- 4.1 A sense of place
 - 4.2 Shaping the future of our city
 - 4.3 Caring for our natural environment
 - 4.4 Major city projects
-

Please note that the indicators of success (✖) are yet to be finalised.

Our Directions

1. Engaging and Governing the City

1.1 Value and utilise skills and knowledge in the community

Draw on expertise in the community that can assist Council with consultation and leadership functions

Develop and maintain productive relationships with community parties

Achievement will look like ...

- 👉 Community that feels valued, consulted, heard and informed
- 👉 Ongoing active involvement by groups and individuals in the life of our community

Indicators of achievement (to be finalised)

- ✘ Percentage of community who feel they have opportunities to participate in the decisions that affect them and their neighbourhood
- ✘ Community satisfaction rating for Council’s engagement in decision-making on key local issues
- ✘ Percentage of population who feel they have opportunities to participate in affordable local community events and activities of their choosing

Strategy	Actions
1.1.1 Enhance Council’s engagement with the community by maximising community feedback to ensure open and inclusive decision making	<ul style="list-style-type: none"> • Develop an engagement framework incorporating community forums, seminars, ward based meetings • Ensure that there is a matching culture throughout the organisation • Provide relevant information to assist the community to understand areas of local government activity and services • Continue and expand support for a wide range of community engagement programs especially those which connect young people and are intergenerational • Provide some activities to increase community engagement on Public Housing Estates • Ensure responsive handling of community petitions
1.1.2 Strengthen relationships with those who impact the Port Phillip community	<ul style="list-style-type: none"> • Review and develop protocols and practices for Council’s relationships with those whose decisions can affect the wellbeing of the Port Phillip community
1.1.3 Continue to develop and encourage community leadership	<ul style="list-style-type: none"> • Create opportunities to ensure that leadership and skills development within the community continues

Our Directions

1. Engaging and Governing the City

1.2 Governing

Demonstrate effective management within our statutory obligations, ensuring that transparent decisions and democratic governance are maintained

Achievement will look like ...

👉 Council has an enhanced reputation (trustful, truthful, transparent, ethical, responsible, informed decision-making)

Indicators of achievement (to be finalised)

✳ Average community satisfaction for the overall performance of Council

✳ Key stakeholder surveys; for example, community and traders groups

Strategy	Actions
1.2.1 Promote a culture of good governance	<ul style="list-style-type: none"> Formally adopt and publicly commit to a set of Governance Principles as part of Council's suite of governance matters Undertake a review of all Council's delegations Review and develop an FOI Protocol to reflect Council's commitment to transparent decision making Review the processes for preparation of agendas, timing and preparation of reports, and drafting of recommendations and resolutions Do an early evaluation of Council and management performance against governance performance criteria, followed by an annual appraisal process Ensure that an independent audit committee operates to manage risks across the organisation, and reports regularly to Council Review local laws, meeting procedures and standing orders to ensure good governance
1.2.2 Provide for more 'community friendly' Council committee structures and Council meeting arrangements	<ul style="list-style-type: none"> Review locations, logistics and types of meetings Review existing Council committees and advisory bodies Review existing protocols at Council meetings to improve opportunity for community input Ensure that appropriate meeting space is made available for Councillors in all Council's offices
1.2.3 Provide for an appropriate Council planning cycle that maximises community comment and input	<ul style="list-style-type: none"> Ensure that community input is used to guide Council's direction and that cohesive Council/staff processes are reflective of agreed directions Develop Council Plan targets that are measurable and meaningful to the community to serve as a gauge of Council's/local government performance
1.2.4 Maintain proper and formal arrangements for Council's relationship with the CEO and officers	<ul style="list-style-type: none"> Review Councillor Code of Conduct for effective communication and access between Councillors and staff Implement an Officers' Code of Conduct that promotes Council's primary governance role
1.2.5 Communicate clearly on at least at Council's directions for the coming period	<ul style="list-style-type: none"> Clearly communicate Council's direction on the occasion of adoption of the annual Council Plan
1.2.6 Provide seamless and consistent information to the community	<ul style="list-style-type: none"> Review the existing communication and media policies Move to one integrated website to provide a transparent and comprehensive picture of Council's operations

Our Directions

1. Engaging and Governing the City

1.3 Commitment to service

Exhibit an attitude and practice of service that is responsive to the public good

Achievement will look like ...

- 👉 An organisation that delivers high quality services to the community
- 👉 An organisation that values service to the public and the concept of public good

Indicators of achievement (to be finalised)

- ✘ Average community satisfaction for the overall performance of Council
- ✘ Delivery of our service promises
- ✘ Delivery of service training programs to staff

Strategy	Actions
1.3.1 Develop a strong organisational culture of service quality and excellence	<ul style="list-style-type: none"> • Ensure an integrated approach in providing services to the community • Gain a high level of understanding of what customers value and require
1.3.2 Review services to ensure they meet community needs	<ul style="list-style-type: none"> • Review and continuously improve our service delivery to balance customer expectation, value for service and Council's capacity to deliver • Strengthen our commitment to the Service Promise • Ensure community engagement in the planning and delivery of services
1.3.3 Communicate Council's priorities and services more effectively	<ul style="list-style-type: none"> • Develop a Communications Strategy for the City of Port Phillip

Our Directions

1. Engaging and Governing the City

1.4 Managing for the longer term

Responsibly manage our community assets and resources

Achievement will look like ...

- 👍 Sound financial position
- 👍 Well maintained assets
- 👍 A healthy organisational culture

Indicators of achievement (to be finalised)

- ✖ Staff survey results
- ✖ The ability of Council to fund new assets or asset renewal
- ✖ The ability of Council to pay its liabilities within one year
- ✖ That spending on infrastructure is at a greater rate than the infrastructure is depreciating

Strategy	Actions
1.4.1 Ensure robust financial management and accountability through the annual budget process and public reporting	<ul style="list-style-type: none"> • Ensure that financial information is provided in a style which is both professionally acceptable and comprehensible to the community • Council to meet with external auditor prior to signing off Annual Report
1.4.2 Ensure a strong commitment to ethical behaviour and a culture of compliance with legislation	<ul style="list-style-type: none"> • Immediately carry out extensive review of Council's purchasing and tendering processes • Respond to any issues arising from the Ombudsman's Report
1.4.3 Ensure that City of Port Phillip is an employer of choice	<ul style="list-style-type: none"> • Support the development of policy frameworks for a workplace that is safe, healthy and supportive and has a positive and constructive culture in which contributions are valued, collaboration is encouraged and difference respected
1.4.4 Maintain Council and community assets to a standard that matches industry best practice	<ul style="list-style-type: none"> • Provide formal annual statement on the state of Council's assets compared to the industry benchmark
1.4.5 Ensure Council's leadership and governance capacity	<ul style="list-style-type: none"> • Initiate formal development for Councillors focusing on issues of governance and statutory planning responsibilities including: <ul style="list-style-type: none"> – identify appropriate training and education opportunities – develop a comprehensive plan for this development – strengthen the planning knowledge of Councillors – statutory planning and other training for all Councillors (AICD or similar accredited)

Our Directions

2. Taking Action on Climate Change

2.1 Reducing consumption and emissions

Reduce water and non-renewable energy use, advocate for change and produce renewable energy

Provide appropriate and easy to follow information on environmental issues and prioritise actions after seeking advice from our partners

Achievement will look like ...

- 👉 Reduction in the organisation's non-renewable energy and potable water consumption
- 👉 Reduction in the community's non-renewable energy and potable water consumption

Indicators of achievement (to be finalised)

- ✘ Reduction in City of Port Phillip's water consumption per annum
- ✘ Reduction in City of Port Phillip's energy use per annum
- ✘ Reduction in Council's water consumption per annum
- ✘ Reduction in Council's carbon emissions per annum

Strategy	Actions
2.1.1 Reduce Council's non-renewable energy use	<ul style="list-style-type: none"> • Conduct and publish an energy and GHG audit of all Council buildings to determine improvements to be made • Review Council's fleet policy • Ensure better use of renewable energy in Council's facilities • Work with stakeholders to improve sustainable street and public lighting • Take a leadership role in the adoption of sustainable procurement practices for Council's purchasing needs
2.1.2 Reduce Council's potable water use	<ul style="list-style-type: none"> • Develop a sustainable water management strategy
2.1.3 Facilitate community action in reducing potable water and non-renewable energy use	<ul style="list-style-type: none"> • Provide environmental resource management information, advice and support to households, businesses and investment properties • Consolidate and broaden the role of the EcoCentre • Develop environmental education campaigns for strengthening leadership and innovation • Encourage and support community environmental groups • Consider supporting low income households and landlords providing housing for low income households through a socially equitable approach to addressing climate change • Partner and invest in wastewater and stormwater recycling • Advocate for the recognition of, and seek funding support for, community voluntary action in reducing carbon emissions

Our Directions

2. Taking Action on Climate Change

2.2 Changing transport priorities

Promote transportation that limits energy use and ensure that Council vehicles meet a decreased emissions target

Achievement will look like ...

- 👉 Increased use of sustainable transport options within the community
- 👉 Reduced greenhouse gas emissions from Council travel

Indicators of achievement (to be finalised)

- ✂ Number of people using public transport
- ✂ Number of bicycle riders on key commuter routes
- ✂ Annual fuel consumption of fleet vehicles

Strategy	Actions
2.2.1 Promote transport modes that minimise energy use	<ul style="list-style-type: none"> • Review and implement Council's Walking & Cycling Strategy • Develop a public transport advocacy statement • Increase the availability of public transport options within and across the city • Enable and advocate for community access to sustainable transport options • Use parking management as a means to support sustainable transport outcomes (for example, incentives for smaller, more fuel-efficient vehicles) • Share fairly the limited parking spaces available • Improve walking and cycling access for Queens Rd • Promote reduced car dependency through actions such as holding an annual car free day in City of Port Phillip

Our Directions

2. Taking Action on Climate Change

2.3 Adapting and sustaining

Prepare the community for a different climatic future

Achievement will look like ...

- 👉 An increased community uptake of water and energy efficient technologies
- 👉 Council's assets are more resilient to a different climatic future
- 👉 Council's services are responsive to the impact of the changing climate

Indicators of achievement (to be finalised)

- ✳ Completed milestones of key climate change projects

(Further indicators to be developed)

Strategy	Actions
2.3.1 Improve community understanding and build resilience in responding to the impacts of climate change	<ul style="list-style-type: none"> • Work with the community to develop a strategy to build community resilience • Provide environmental resource management information, advice and support to households, businesses and investment properties • Proactively seek federal and state funding to support community adaptation to the impacts of climate change
2.3.2 Investigate and manage the impact of climate change on the city's assets and infrastructure	<ul style="list-style-type: none"> • Research and consider alternative asset management and construction approaches in response to climate change • Establish a community garden policy in relation to climate conditions and water shortages
2.3.3 Encourage and support community gardening initiatives in the city	<ul style="list-style-type: none"> • Develop and encourage local community food production for future food security and healthy homes and public spaces
2.3.4 Seek opportunities for Council and the community to produce renewable energy	<ul style="list-style-type: none"> • Support community bulk purchasing of solar energy, hot water systems and other sustainability incentives • Improve engagement with community groups in achieving improved residential sustainability
2.3.5 Further advance the move from waste management to resource recovery	<ul style="list-style-type: none"> • Investigate extending the range of recycling services • Increase diversion from landfill to meet government targets • Consider opportunities for increased advocacy on waste management

Our Directions

2. Taking Action on Climate Change

2.4 Working together

Advocate effectively to enable climate change initiatives

Achievement will look like ...

- 👉 An effective advocate and influential partner in reducing the rate of, and preparing for, climate change

Indicators of achievement (to be finalised)

- ✂ Key stakeholder surveys

(Further indicators to be developed)

Strategy	Actions
2.4.1 Maximise partnerships and resource sharing in mitigating the impacts of climate change on the community	<ul style="list-style-type: none"> • Actively participate in relevant forums to mitigate the impacts of climate change
2.4.2 Maximise partnerships and resource sharing in response to the impacts of climate change on the community	<ul style="list-style-type: none"> • Actively partner with others and seek resources and investment in response to the impacts of climate change

Our Directions

3. Strengthening Our Diverse and Inclusive Community

3.1 Pursuit of social equity

Foster a fairer city by promoting diversity, inclusion, access and equity, and supporting community interaction

Achievement will look like ...

- 👉 Council has a reputation for facilitating and advocating a strong sense of community belonging
- 👉 Council is a respected and strong advocate for human rights and social justice
- 👉 Increased community interaction with and respect and support for disadvantaged groups

Indicators of achievement (to be finalised)

- ✳ Percentage of the community who feel there are opportunities to participate in decisions that affect them and their neighbourhood
- ✳ Percentage of population who believe that Port Phillip is an accepting place for people from diverse cultures and backgrounds

Strategy	Actions
3.1.1 Maintain and seek new emerging opportunities for affordable housing that meets community needs	<ul style="list-style-type: none"> • Continue commitment and take action to increase social and affordable housing
3.1.2 Support ageing well in the City of Port Phillip	<ul style="list-style-type: none"> • Deliver an increase in appropriately located residential aged care places • Increase socialising and recreation opportunities for older persons • Advocate, lead and work with others to strengthen services that enable older people to stay at home
3.1.3 Build on local strengths to develop active, connected communities	<ul style="list-style-type: none"> • Continue to provide a targeted community grants program • Support constructive networking opportunities throughout the city • Respond positively to initiatives from the community members to diversity in the forums and discussions that Council sponsor
3.1.4 Provide for equitable access to a range of services	<ul style="list-style-type: none"> • Review services and policies to improve relevance, accessibility and affordability (note – economic, disability) • Review and implement the Disability Action Plan
3.1.5 Enable an inclusive, welcoming community that values and celebrates diversity	<ul style="list-style-type: none"> • Provide and support events in celebrating the diversity of community identity • Review services and policies to improve relevance, accessibility and affordability for established and emerging multicultural groups • Review Council policy on support for refugees
	<ul style="list-style-type: none"> • Review current youth services and facilities

Our Directions

3. Strengthening Our Diverse and Inclusive Community

3.1 Pursuit of social equity

Strategy	Actions
3.1.6 Ensure the quality and accessibility of children's and family services	<ul style="list-style-type: none"> • Review the outcomes, principles and policies of Council's existing Children's Services • Review kindergarten policies, exploring opportunities for additional hubs, reconfiguration of early childhood services and playgroups • Advocate for early years structural reform to bring about universal access to early learning programs (0-8 years) • Consult with children • Pursue joint partnerships with federal and state governments to ensure an integrated approach to quality family and children's services • Investigate options to assist at-risk and vulnerable children and teenagers • Complete the redevelopment of the St Kilda Family and Children's Centre • Complete the redevelopment of the Liardet St Children's Centre • Provide a diverse range of play opportunities across the city for children and youth
3.1.7 Provide opportunities for positive youth activity and engagement	<ul style="list-style-type: none"> • Work with other organisations to continue to deliver and support Council's youth services and facilities
3.1.8 Continue to strengthen our relationship with Aboriginal and Torres Strait Islanders and actively support reconciliation	<ul style="list-style-type: none"> • Explore employment opportunities for Aboriginal and Torres Strait Islanders • Work with local organisations to build awareness, support and understanding for Aboriginal and Torres Strait Islanders • Enhance cultural and economic development for local Aboriginal and Torres Strait Islanders • Develop a program for Aboriginal and Torres Strait Islander cultural landmarks • Review Council's Aboriginal and Torres Strait Islander Memorandum of Understanding
3.1.9 Take a leadership role in advocating and promoting social justice and human rights	<ul style="list-style-type: none"> • Develop a social justice charter • Actively embrace and implement the <i>Victorian Charter of Human Rights and Responsibilities Act 2006</i>

Our Directions

3. Strengthening Our Diverse and Inclusive Community

3.2 Creative, active and culturally diverse life

Promote connection within the community through the Arts, leisure activities and local events

Achievement will look like ...

- 👉 The city has a flourishing arts community with high levels of participation
- 👉 The city has a dynamic learning and knowledge environment
- 👉 Increased participation in recreational and physical activity

Indicators of achievement (to be finalised)

- ✘ Portion of Port Phillip population who feel they have opportunities to participate in affordable local community events and activities of their choosing
- ✘ Number of performing and visual arts venues in the City of Port Phillip
- ✘ Community satisfaction regarding the variety of arts and cultural events
- ✘ Community satisfaction regarding the range of options for leisure, recreation and entertainment

Strategy	Actions
3.2.1 Build an active and creative community	<ul style="list-style-type: none"> • Review and implement the Active & Creative Framework • Review the St Kilda Festival 2010 and beyond • Create opportunities for local events • Ensure that the city continues to be a vibrant and affordable place for a diversity of artists to work
3.2.2 Encourage and support a variety of recreational and participative learning opportunities	<ul style="list-style-type: none"> • Continue to maintain and innovate Council's library services to optimise their use, including as cultural opportunities • Work with and support Neighbourhood Learning and other community centres to form a vibrant and welcoming network throughout the city • Work with and support local schools and post-secondary education providers • Advocate for and support VET/VCAL expansion at Pickles St
3.2.3 Create and support integrated arts and learning hubs within the city	<ul style="list-style-type: none"> • Support existing arts precincts across the city • Investigate the revitalisation of Emerald Hill and Gasworks precincts as integrated arts, learning and cultural centres

Our Directions

4. Enhancing Liveability

4.1 A sense of place

Protect valuable community spaces by focusing on safety, convenience, availability to all, harmony, beauty and enhanced relationships with schools and businesses

Achievement will look like ...

- 👉 A safe area to be
- 👉 Distinct neighbourhoods that people are proud of, connected to and enjoy

Indicators of achievement (to be finalised)

- ✂ Community rating of sense of safety and security
- ✂ Social links between neighbours

Strategy	Actions
4.1.1 Maintain and build upon the unique character of the city’s neighbourhoods	<ul style="list-style-type: none"> • Promote a diversity of local services • Integrated approach to the revitalisation of neighbourhoods based on sustainable urban design • Revisit community hubs policy • Actively lobby to change state planning policies to enhance local liveability • Actively pursue Melbourne Water and other stakeholders to ensure that Elwood Canal is clean, cared for, and has increased capacity against potential flooding • Review the implementation of the Activity Centres Strategy
4.1.2 Maintain and enhance streetscapes for improved amenity, character and sustainability	<ul style="list-style-type: none"> • Develop a comprehensive tree strategy with an intent to add more trees • Promote and extend the ‘adopt a tree program’ across the municipality including nature strips • Further develop sustainable landscape and WSUD for streetscapes including conversational street seating and provide drinking water fountains/refill stations • Maintenance of existing trees on key boulevards
4.1.3 Ensure that open spaces support active communities through integrated planning and sustainable management	<ul style="list-style-type: none"> • Improve walking and cycling access to Albert Park • Ensure that public spaces are not incrementally degraded by high intensity activities • Ensure the long-term management of Gasworks and other sensitive sites
4.1.4 Improve the interface between residential and visitor impact	<ul style="list-style-type: none"> • Develop and implement strategies to encourage positive behaviour from visitors • Minimise the negative impact of licensed venues
4.1.5 Support opportunities to improve the community’s physical, mental, spiritual health and wellbeing	<ul style="list-style-type: none"> • Review and implement the Health & Wellbeing Plan including issues associated with alcohol consumption • Review and implement the toilet strategy with a view to accelerating • Develop and implement a gaming policy • Increase opportunities for men’s health and wellbeing • Build on existing networks to develop a more integrated response to alcohol and drug-related issues • Review implementation of Council policy on street sex work • Support local initiatives that reduce drug-related harm to members of our community

Our Directions

4. Enhancing Liveability

4.1 A sense of place

Strategy	Actions
4.1.6 Develop a strong sense of public safety	<ul style="list-style-type: none"> • Promote women's safety • Review public lighting in areas of high risk • Investigate alternative approaches to monitoring and enforcement
4.1.7 Preserve our heritage, valuing the past and planning for the future	<ul style="list-style-type: none"> • Strengthen heritage controls by progressively reviewing Council's heritage overlays (HO3, HO7, HO8) • Continue with the heritage recognition program • Improve planning to achieve both sustainable design and heritage outcomes • Celebrate the 150th anniversary of St Kilda Botanical Gardens in 2010 • Review and improve the management of heritage gardens

Our Directions

4. Enhancing Liveability

4.2 Shaping the future of our city

Plan well to maximise the opportunities that contribute to liveability, including the management of tensions; economic development; precinct, social and statutory planning; and strategies that lead to a less car-dependent city

Achievement will look like ...

- 👉 Suite of integrated strategic planning tools and evidence of them being applied
- 👉 Recognised as Australia's leading city for walking and cycling

Indicators of achievement (to be finalised)

- ✂ Number of bicycle riders on key commuter routes

(Further indicators to be developed)

Strategy	Actions
4.2.1 Lead in sustainable urban design and development	<ul style="list-style-type: none"> • Advocate for state government policy for environmentally sustainable development planning provisions • Encourage the uptake of ESD in all new developments • Support innovation in buildings for improved environmental performance in Council, commercial, residential and multi-unit buildings • Explore opportunities for developer contributions for community and built infrastructure • Ensure that new development makes a positive contribution to the public realm
4.2.2 Further develop the quality and safety of the city's walking and cycling opportunities	<ul style="list-style-type: none"> • Review and implement Council's Walking & Cycling Strategy • Promote respectful cycling on shared paths • Improve and expand commuter cycling paths • Support the implementation of the Victorian Cycling Strategy • Lower the speeds of vehicles on shopping strips and residential streets • Address high risk intersections to improve safety
4.2.3 Enable and advocate for improved access to sustainable transport options and reduce car dependency	<ul style="list-style-type: none"> • Develop a public transport advocacy statement • Increase the availability of public transport options within and across the city • Improve accessibility and use of community bus
4.2.4 Facilitate economic development that strengthens and supports a diverse and sustainable community	<ul style="list-style-type: none"> • Review Council's economic development strategy and determine priority action • Support local businesses by developing action plans to ensure the viability of strip shopping precincts, supporting working from home businesses and strengthening local business networks • Strengthen links between local community and businesses
4.2.5 Ensure that South Melbourne Market is positioned as Melbourne's premier community market	<ul style="list-style-type: none"> • Develop and implement a South Melbourne Market Strategy

Our Directions

4. Enhancing Liveability

4.3 Caring for our natural environment

Care for our bays, foreshores and natural environment

Achievement will look like ...

- 👉 A beautiful, well maintained foreshore and network of open spaces
- 👉 Increased community action on caring for our natural environment

Indicators of achievement (to be finalised)

- ✘ Community satisfaction for the appearance of public areas
- ✘ Community satisfaction rating for Council's engagement in decision-making on key local issues
- ✘ Community satisfaction with street and beach cleaning
- ✘ Percentage of street and beach cleaning program commitments met

Strategy	Actions
4.3.1 Ensure integrated planning and management of our foreshore	<ul style="list-style-type: none"> • Pursue an integrated approach to coastal and foreshore management • Lifesaving clubs: resolve to community satisfaction and high quality built form including environmental outcomes
4.3.2 Protect, preserve and reinstate local natural environments and open spaces within the city	<ul style="list-style-type: none"> • Develop a comprehensive tree strategy with an intent to add more trees • Promote and extend the 'adopt a tree program' across the municipality including nature strips • Further develop sustainable landscape and WSUD for streetscapes including conversational street seating and provide drinking water fountains/refill stations • Maintenance of existing trees on key boulevards
4.3.3 Promote increased community action in caring for our environment	<ul style="list-style-type: none"> • Promote and extend the 'adopt a tree program' across the municipality including nature strips

Our Directions

4. Enhancing Liveability

4.4 Major city projects

Strive to ensure that major projects enhance liveability

Success will look like ...

👉 Every new major project enhances liveability

Indicators of success (to be finalised)

✳ Significant progress on major projects

✳ Post-completion evaluation of major projects

Strategy	Actions
4.4.1 Strive to ensure that major projects enhance liveability	<ul style="list-style-type: none"> • Consider opportunities and possible partnerships for new major projects • Review the St Kilda Triangle Development • Actively engage in the redevelopment of the Port Melbourne waterfront • Build a new skate park • Explore options for the Carlisle Street Redevelopment Project • Continue to uphold and strengthen the previous Council's position on the Grand Prix • Actively engage in the redevelopment of St Kilda Harbour

List of Policies

Active & Creative Framework

Activity Centres Strategy

Ageing Well Strategy

Children's Plan

Civic Recognition & Support Strategy

Community Hubs Strategy

Creative Futures Strategy

Development Plan

Disability Action Plan

Domestic Animal Management Plan

Economic Development & Tourism Strategies

Economic Development Strategy

Environment Strategy

Events Management Strategy

Festival & Events Strategy

Health & Wellbeing Plan

Homelessness Strategy

Multicultural Action Plan

Municipal Early Years Plan

Open Space Strategy

Playground Strategy

Social & Cultural Planning & Policy Framework

Sport and Recreation Strategy

Visitor Communications Strategy

Walking & Cycling Strategy

Youth Development Strategy

Glossary of Terms

AICD	Australian Institute of Company Directors
Council	A municipal council office (i.e. the City of Port Phillip)
Councillor	A person who holds the office of member of a council
ESD	Ecologically sustainable development
FOI	Freedom of information
GHG	Greenhouse gas
HO3	Heritage overlay areas of Albert Park, Middle Park, South Melbourne and West St Kilda
HO7	Heritage overlay areas of Balaclava, Elwood, Ripponlea and St Kilda
HO8	Heritage overlay areas of Glenhuntly Rd and Ormond Rd, Elwood
VCAL	Victorian Certification of Applied Learning
VET	Vocational education and training
WSUD	Water sensitive urban design