

COUNCIL PLAN

2021-31

Draft Document April 2021
For Public Release

City of Port Phillip

Council Plan 2021-31

Volume 1

The draft Council Plan is divided across two volumes:

Volume One introduces the Plan, including background information, development approach and details on the inputs that informed the Plan. Importantly it outlines the vision our community has for our city over the next 10 years and presents our strategic directions (including the services provided and performance indicators for each), an overview of our financial strategy and a list of proposed capital works projects by neighbourhood.

Volume Two contains the detailed financial information for the Plan, including our 10-year Financial Plan. It includes information on our financial strategy, financial position, risks and sustainability. It also contains asset management information including Council's Asset Management Framework, a detailed asset plan, and detailed financial information about our services provided in each strategic direction.

Council respectfully acknowledges the Yaluk-ut Weelam Clan of the Boonwurrung.

We pay our respects to their Elders, both past and present.

We acknowledge and uphold their continuing relationship to this land.

Table of Contents

Mayor’s Message	4
Our Councillors	6
About the Plan.....	8
How we’ve structured the Plan	9
Shaping the Plan	10
Health and wellbeing in our community	12
Our city and our people	17
Our challenges	23
Community Vision	30
Council Plan on a page	33
Inclusive Port Phillip	34
Liveable Port Phillip.....	39
Sustainable Port Phillip	44
Vibrant Port Phillip.....	48
Well-Governed Port Phillip	51
Four-year budget at a glance	55
Our Financial Strategy.....	56
Financial challenges	57
Rates assistance	58
Financial risks.....	58
Monitoring our financial sustainability	59
Our Neighbourhoods.....	60
Albert Park / Middle Park	60
Balaclava / St Kilda East.....	61
Elwood / Ripponlea.....	61
Port Melbourne	62
South Melbourne	63
St Kilda Road.....	64
Montague.....	66
St Kilda / St Kilda West.....	66

Mayor's Message

On behalf of Council, I am delighted to present our draft Council Plan 2021-31 which sets out our Community Vision for the City over the next decade and how we aim to achieve it.

Proudly Port Phillip – A liveable and vibrant City that enhances the wellbeing of our community.

The entire Council Plan, including this Vision, has been built around what our community told us they want, for today and tomorrow – a city everyone can be proud of and love living in.

Throughout the Plan, we have made sure there are opportunities for our community to work with us to achieve this bold Vision, whether it's adding to the creativity of our City or providing feedback and ideas during community engagement.

As supporting the health and wellbeing of our community is at the heart of every decision we make, and is key to realising our Vision, our Municipal Health and Wellbeing Plan has been integrated into the draft Council Plan.

While our Community Vision describes our shared aspirations, the Plan also sets out five key strategic directions to guide our priorities and actions as we work towards achieving this vision. They are:

Inclusive, Liveable, Sustainable, Vibrant, Well-Governed.

These directions were based on early engagement with our community and are our proposed response to a range of opportunities and complex challenges we will need to navigate successfully over the next four years and beyond.

These include responding to both the economic emergency and climate emergency that our City faces. Complex problems such as housing affordability, building the circular economy to manage rising waste costs, encouraging active and public transport usage to manage increased congestion and increased demand for limited parking are also among the challenges we must tackle, often in partnership with government or local agencies.

We also heard through the early engagement process that our community wants a Council that is transparent, highly effective, and spends money wisely on projects and initiatives that provide value for money and leave our community in a better place.

When setting out our financial strategy and budget, we were mindful that many in our community have been economically impacted by the COVID-19 pandemic and need further assistance.

This comes as we face our own financial challenges, including rising waste management costs and increased demands for services and spaces from a growing community.

We also need to invest in the future of our City so we do not leave future generations a legacy of debt and underperforming assets and infrastructure.

This is why our financial strategy and budget have been designed to respond to the needs of our community 'today' by collecting rates at the rate cap level and using this income to provide assistance to those who need it most.

At the same, prudent investment in replacing and renewing ageing assets and infrastructure and investing in new assets and infrastructure will provide the 'tomorrow' we have pledged to deliver in our 10 year Community Vision.

The Council Plan includes almost \$16 million for services supporting the health, wellbeing and development of children in our City, more than \$26 million to provide high quality and unique parks, opens spaces and foreshore areas, over \$6 million to promote learning, social engagement and community connectedness through our much-loved library services and more than \$20 million to protect Council assets and property to ensure these facilities can be enjoyed by our community today - and tomorrow.

This careful balancing to achieve the best possible short-term and long-term outcomes for our City and community has not been an easy task. I want to thank and recognise my fellow Councillors for their diligence as we worked together to craft a draft Council Plan that recognises and responds to the many challenges ahead while still giving us the capacity to seize opportunities.

I'd also like to thank everyone in our community who helped inform this draft Plan, especially those who participated through our community engagement program.

I encourage every community member to read this document and provide feedback before we adopt a final version on 23 June 2021.

This is a key moment in our City's history and we want to reflect the values and aspirations of our diverse community as we plan for the future and work to bring the Community Vision to life – a liveable and vibrant City that enhances the wellbeing of our community.

Cr Louise Crawford

Mayor

City of Port Phillip

Our Councillors

The City of Port Phillip has three wards, each represented by three elected councillors.

The Councillors were elected to the City of Port Phillip for a four-year term on 24 October 2020 and sworn in on 11 November 2020. The Mayor, Louise Crawford, was elected by the Councillors on 11 November 2020.

Councillors are responsible for setting the strategic direction for the City, representing the local community in their decision-making, developing policy, setting service standards and monitoring performance.

Canal Ward

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Cr Rhonda Clark

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Cr Louise Crawford

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Cr Heather Cunsolo

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For more information about each Councillor, visit Council's website.

About the Plan

Developing a Council Plan in partnership with our community is one of the most important tasks Council will undertake in its four-year term.

The new Local Government Act 2020 (LGA) requires councils to take an integrated approach to strategic planning and reporting.

This Council Plan brings together our long-term community vision, municipal public health and wellbeing plan, revenue and rating plan, long-term financial plan and annual budget, to ensure we have a responsible roadmap to play our part in achieving the vision our community has for Port Phillip and to enhance health and wellbeing.

We have created this Plan after engaging with our community to ensure it reflects the needs, priorities and aspirations of community members, including residents, businesses and local community groups.

Knowing where we are heading and what we want to achieve are crucial to providing the best possible outcomes for our City and community, both now and over the longer-term.

This Plan will help us navigate the inevitable challenges that will arise over the next four years and beyond, including social, economic, political and environmental issues. It also helps us take advantage of opportunities by ensuring we are resilient and agile.

It is supported by the Port Phillip Planning Scheme and detailed strategies and delivery plans.

When this Council Plan is adopted, it becomes the roadmap for everything we do.

As 2020 showed us, circumstances can suddenly change. This Plan will be reviewed, updated and improved every year. We also commit to regularly reporting on our progress towards achieving the Council indicators, initiatives and our financial performance. We will also report on the overall health of the City through a set of City indicators.

How does the Council Plan help us fulfil our responsibilities?

This Plan provides the foundation, directions and strategies we need to fulfil the various functions required of councils under the LGA and other legislation.

Australia has three levels of government: federal, state and local. Our level, local government, is responsible for planning and delivering a wide range of services for residents, businesses, and the local community.

In Victoria, the role of a council is to provide good governance for the benefit and wellbeing of its community. This includes engaging the community in strategic planning and decision making.

All councils have the power to make and enforce local laws and collect revenue to fund their services and activities. We work in partnership with all levels of government, private and not-for-profit entities and our local communities to achieve improved outcomes for everyone.

The City of Port Phillip has a proud history of advocating principles of social justice and equity. Council is bound by the Victorian Charter of Human Rights and Responsibilities Act 2006 and its Social Justice Charter, first endorsed in 2011, to enable communities where:

- All people can have the opportunity to become involved in political and civic processes, including participation in decision-making and Council processes
- All people are treated with respect and in turn treat others with respect. This includes working toward all people having equal opportunities to information, facilities and services, addressing disadvantage and individual and group difference and diversity is understood, sought-after and celebrated.

This draft Plan defines what you can expect from Council over the next four years, by identifying what we will provide, how we will work in partnership with other entities and what we will advocate for on behalf of our communities.

How we've structured the Plan

Our **Community Vision** has been shaped by input from our community and reflects the aspirations our community has for our City over the next 10 years. Achieving this vision will require Council to undertake its responsibilities relative to the LGA, other levels of Government to fulfill their responsibilities and the community working together collaboratively to achieve these aims.

We have identified a range of **City Indicators** that help us track progress against these aspirations. Monitoring progress against these will help us to understand what further involvement might be required from other levels of government, Council (relative to its role) and our community. Detail on how these indicators are currently tracking will be provided in the final plan.

Council will play its part in contributing to this community vision by delivering on five **strategic directions** – a City that is:

Inclusive: a place for all members of our community, where people feel supported and comfortable being themselves and expressing their identities.

Liveable: a great place to live, where our community has access to high quality public spaces, development and

growth are well managed, and it is safer and easy to connect and travel within.

Sustainable: with a sustainable future, where our community benefits from living in a bayside city that is cleaner, greener, cooler and more beautiful.

Vibrant: with a flourishing economy, where our community and local business thrive, and we maintain and enhance our reputation as one of Melbourne's cultural and creative hubs.

Well-Governed: a leading local government authority, where our community and our organisation are in a better place as a result of our collective efforts.

Each strategic direction identifies the specific outcomes (**objectives**) we want to achieve for each direction.

Strategies set out what we will work towards in the next four years to achieve those objectives.

Council Indicators set out the performance measures we will use to track our progress and in the final version will include a target range for each indicator.

Initiatives provide further detail, such as what Council will provide, facilitate and advocate for and who our partners will be.

Services that contribute to our Strategic Directions.

Shaping the Plan

The draft Council Plan 2021-31 reflects a range of policies and views, including those from our diverse community.

The LGA requires Victorian councils to develop their council plans through deliberative engagement practices (as outlined in their community engagement policy). Our Community Engagement Policy defines deliberative engagement as a process that enables us to draw on collective wisdom and expert advice to work through issues and explore potential solutions together.

We undertook a deliberative workshop process with our community in February 2021 to inform this draft Plan. This involved randomly selecting community participants to broadly represent our City's demographic profile as best as possible.

The first session was delivered as an information webinar with these community representatives to share our City's challenges, financial and operating context, as well as health and wellbeing and asset management information. It was also an opportunity for participants to ask questions to help them gain a more informed

understanding of the issues and opportunities that a new Council Plan could consider.

Participants then attended a full-day workshop session, where they worked together to:

- identify and refine key themes and messages to support a Community Vision
- review draft strategic directions and share what they think their 'lived experiences' would be if we've successfully delivered on these directions
- understand future priority service and asset needs and provide feedback on where Council's resource priorities should be focussed to deliver their lived experiences
- report back on key findings and outcomes.

Council officers also attended meetings with four of our key advisory groups: Older Persons Consultative Committee, Youth Advisory Committee, Multicultural Advisory Committee and the Multifaith Network.

In March 2021, Councillors were briefed on findings from the community engagement activity as they continued working on developing the draft Plan.

In addition to considering a range of issues, opportunities and potential solutions identified by our community, the development of the Plan also considered:

- Victorian and Australian Government planning frameworks, policies and priorities
- current and previous Council priorities and decisions, including adopted plans and strategies
- feedback from our community gained through previous community engagement activities
- benchmarks and evidence of liveability factors
- Councillor feedback
- advice from Council officers
- influences such as issues, challenges and opportunities
- resilience requirements
- health profiles of our community.

The draft Council Plan 2021-31 will be released for a four-week community consultation before the adoption of a final Council Plan is considered at a Special Council Meeting on 23 June 2021.

Health and wellbeing in our community

There will always be differences in health status in our community as some people face greater barriers than others.

Local government is well positioned to directly influence vital factors such as transport and land use planning, housing, protection of the natural environment and mitigating impacts of climate change and fostering local connections, social development and safety.

By focusing on equity, providing services and assets, partnering with others and advocating, we can aspire to everyone enjoying the highest level of health.

To help us do this, we have identified health and wellbeing needs in our City through a series of health profiles which, together with community consultation, informed our strategic directions.

This Plan recognises that health is influenced by individual factors and social and community supports as well as broader socio-economic, cultural and environmental conditions.

There is considerable evidence that these factors, also known as ‘the social determinants of health’, directly and indirectly influence the health of our community.

Figure 1: Determinants of health in the City of Port Phillip

Table is indicative only – image will be generated for final copy

Outcomes				
Improving health status by increasing life expectancy and self-rated health, and reducing injury, mortality and morbidity rates				
Individual and lifestyle factors				
Knowledge, attitudes, behaviours				
Diet, exercise, violence, alcohol and drug use, smoking, health checks				
Life stages				
Health outcomes change as people age and move through different life stages				
Early Years	Childhood	Young People	Adulthood	Older People
Social position				
Specific groups within our community are more vulnerable and experience health inequalities				
<ul style="list-style-type: none"> · Education · Occupation · Income · Cultural Background 		<ul style="list-style-type: none"> · Gender · Aboriginality · Disability · Sexuality · Age 		

Local government role	
We are committed to partner, provide and advocate for our community	
Living conditions	
The built environment: access to adequate housing, shops, playgrounds, sports facilities, roads, footpaths, community facilities and transport infrastructure	The social environment: connection to the community, education choices/pathways, sense of belonging and acceptance, community support services, feelings of safety, access to arts and cultural programs, quality of relationships, recreation and leisure choices.
The economic environment: includes employment security, socio-economic status, income levels and ability to afford necessities like food and shelter.	The natural environment: includes access to open spaces including parks, garden, reserves, the foreshore, clean air and water
Our challenges	
<p>A city of economic and social contrasts</p> <p>Changing customer expectations and needs</p> <p>Government, legislative and technology changes</p> <p>Climate change and the environment</p> <p>The strength and diversity of our local economy</p> <p>Future-proofing our growing city</p> <p>Getting around our dense inner city</p> <p>Waste management</p>	

How our Council Plan responds to the Victorian Health and Wellbeing Plan

To create a stronger, coordinated approach to health and wellbeing, we carefully considered the *Victorian Public Health and Wellbeing Plan 2019-23* when developing this plan.

The Victorian plan articulates 10 priority areas and how to monitor progress against the Victorian Public Health and Wellbeing Outcomes framework. Many activities undertaken by Council reflect outcomes being sought under the Victorian plan, however the five Victorian priorities that are a focus of this plan are:

- 1. Tackling climate change and its impact on health:** This is a priority for Council as we work to adapt to a future with more extreme weather events, the heat island effects related to density, and sea-level rise.

- 2. Preventing all forms of violence:** While family violence rates in our City are lower than the Victorian average, rates have increased over the past five years and we have heard our community is concerned about feeling safe.
- 3. Reducing harmful alcohol and drug use:** Harms associated with drugs and alcohol are a particular concern in our municipality, so we will work with partners to address drivers of these harms including access to housing and social support and mental wellbeing.
- 4. Improving mental wellbeing:** Our Plan recognises the importance of mental wellbeing on overall health and the role that Council's universal services and facilities and targeted programs, and engaging our most vulnerable members can have in the early identification and creation of social connections that can reduce the impact of mental ill-health.
- 5. Increasing active living:** While our residents are more likely to participate in physical activity than their Victorian counterparts, encouraging more forms of active transport and ensuring everyone has opportunities to participate in physical activity is a key role of local government.

How our strategic directions promote health and wellbeing

Our five strategic directions – Inclusive, Liveable, Sustainable, Vibrant and Well-Governed – go to the heart of the health and wellbeing outcomes we aspire to achieve for our community.

Inclusive Port Phillip

Inclusive communities enable improved health and wellbeing outcomes for all members of our community by working to address inequities and valuing diversity.

Our health profile indicates that while many people in our community are experiencing positive health and wellbeing there are groups that are at risk of being left behind.

In the development of this plan, we heard that community connectedness, diversity and equity were priorities in our community.

Our goals and strategies in this direction will work toward a future where all community members feel included, safe and supported regardless of their age, background or abilities.

Liveable Port Phillip

Liveable environments create a foundation for good health and wellbeing for everyone. This includes well-designed places that have safer access to quality open space, amenities and services. Active transport options – that support health-

promoting behaviours, increase social interaction and reduce negative environmental impacts such as heat, and air quality – also contribute to the liveable environment.

Our health profile indicates that while there are many health-promoting elements to our environment, increasing densification requires continual focus.

In the development of this plan, we heard that easy access to open space, safety and amenity were priorities in our community.

Our goals and strategies will work toward a future where Port Phillip continues to be a great and safer place to live, work and move around.

Sustainable Port Phillip

Climate change and environmental imbalances have a range of impacts on physical and mental health. They also have consequences for health inequalities, with groups such as older people, children, pregnant women, people with a chronic disease and low-income households being disproportionately affected.

Our health profiles indicate we are already experiencing the negative impacts of climate change.

In the development of this plan, we heard that clean and green streets and places, and responding to the impacts of our changing climate and how Council can direct its resources for the greatest impact, were important to our community.

Our strategies to create a greener and cooler city will foster, protect and promote the health and wellbeing of our people and places.

Vibrant Port Phillip

Vibrant communities support and value innovation, and enable access to employment, education and creative and learning opportunities that strengthen health and wellbeing at both the individual and community levels.

Our health profiles indicate our community values creativity and many of its members have access to opportunities that help them thrive. Our local economy, however, has been impacted by the pandemic and some people in our community are experiencing barriers to participation, in some cases for the first time.

In the development of this plan, we heard that supporting local arts organisations, artists and musicians, our local shopping strips and providing places and opportunities for people to gather were important to our community.

Our goals and strategies in this area will promote the health and wellbeing of our people and local economy.

Well-Governed Port Phillip

Trust and confidence in government and participation in community life are associated with improving health and wellbeing.

Our health profiles indicate that our community members value participating in their community.

In the development of this plan, we heard that having trust in Council's stewardship was important and that our community wants us to explore opportunities to innovate and diversify our revenue streams and continue to strengthen transparency about our performance.

Our goals and strategies in this area will help build trust among our community and partners that we are creating a better place, through our collective efforts.

Our city and our people

The Yaluk-ut Weelam clan of the Boonwurrung are the First Peoples of the City of Port Phillip, with a continued strong connection to the land.

Yaluk-ut Weelam means 'river home' or 'people of the river', reflecting the original prevalence of wetlands between the Yarra River and the foreshore – a landscape that has altered vastly since European settlement.

This unique landscape is now a blend of distinctive neighbourhoods, beautiful open spaces and foreshore, tree-lined streetscapes dotted with heritage buildings and much-loved iconic destinations from the Palais and Luna Park to a penguin rookery.

Just like the landscape, our City's population is diverse. Port Phillip is home to people from over 163 birthplaces, with our residents speaking an impressive 114 different languages.

Port Phillip has a proud history of inclusion and everyone is welcome here.

While there is no typical resident, about three in five are aged 18 to 49 years. It is likely our community will continue to feature many people aged 18 to 49 years; however, the largest growth is expected to be in those aged over 60, suggesting many residents will retire and age within our community. Forty-one per cent of households belong to singles and there is a high proportion of renters (44 per cent).

Port Phillip has almost 22,000 registered businesses, with hospitality and food services, retail, accommodation and cultural businesses adding to our City's vibrancy.

From film to theatre, games to software, music to media, advertising to architecture, Port Phillip's \$2.3 billion Cultural and Creative sector is our second largest industry, driving economic growth and supporting jobs for 3,870 Port Phillip residents and 5,830 greater Melbourne residents (based on 2016 Census data).

Other major employment sectors contributing to the local economy include professional, scientific and technical services, construction, health care and social assistance, financial and insurance services.

Our residents are often highly educated, physically active and tend to self-report their health as good. Thirty per cent of households have a total gross weekly income of more than \$2500 and we expect more young families and young professionals will be making their way to our City.

Several pockets of disadvantage do exist, and vulnerable members of our community are experiencing mental health issues, substance abuse, childhood developmental difficulties, homelessness and unemployment. In the past 12 months there are also some members of our community who have experienced disadvantage for the first time as a result of the shock to our way of living due to COVID-19.

Building a safer and active community with strong social connections, where people feel safer and welcome and have access to affordable housing and the information and services, they need to support their health and wellbeing, are key to supporting the community we serve.

We must achieve this as we navigate the recovery phase of the COVID-19 pandemic. While we are tackling several challenges that already existed before the pandemic, they have been amplified by the significant financial and social disruption.

Despite this historic disruption, it is an exciting time in our City's history as we work with our community to create a liveable and vibrant City that enhances the wellbeing of our community.

General statistics about the City of Port Phillip

Population (forecast 2021) is 119,379 people (Source: Forecast ID)

Age profile:

- 13% are aged between 0 and 17 years
- 35% are aged between 18 and 34 years
- 45% are aged between 35 and 69 years
- 7% are aged 70 years or more

Household type:

- 41% are singles
- 27% are couples without children
- 21% are families with children
- 11% are other household types

Country of birth:

- 31% were born overseas:
 - 6% in the United Kingdom
 - 3% in New Zealand
 - 2% in India

Language spoken at home:

- 21% of residents speak a language other than English
- Top 3 languages spoken at home:
 - 2.6% of residents speak Greek
 - 2.2% of residents speak Mandarin
 - 1.4% of residents speak Italian

Transport:

- 27% of residents use public transport to get to work
- 72% of residents own one or more cars

Housing:

- 44% of households rent
- 38% of households own their own home
- 5% of households live in social or public housing

Income:

30% of households have a total weekly household income of greater than \$2,500 gross.

(Source: ABS Census 2016 unless otherwise indicated)

Understanding our health and wellbeing

A series of health profiles were developed for the City of Port Phillip to help us understand the health and wellbeing needs and issues facing our community and to incorporate equity into everything we do. Each health profile includes analysis of quantitative data and evidence-based literature to better understand health trends and the lifestyle behaviours impacting the health and wellbeing of the Port Phillip community. These health profiles can be viewed on our website.

Key findings from the Victorian Government's Department of Health and Human Services (DHHS) Vic Health Population Survey 2017:

Port Phillip residents are physically active:

- 50 per cent participate in sport and recreation daily
- 53 per cent engage in physical activity four or more days per week (compared to 41 per cent of all Victorians)

Port Phillip residents are in line with the Victorian average in terms of general wellbeing, life satisfaction, resilience and levels of psychological distress:

- One in four adults were diagnosed with anxiety or depression
- 20 per cent of females and 19 per cent of males sought professional help with managing their mental health
- Young people attending schools in Port Phillip reported mental health as a key concern
- 58 per cent of adults rated their psychological distress as mild (compared to 54 per cent of Victorians)

While the Port Phillip community generally has healthier eating behaviours than the Victorian population, some poor habits are still prevalent:

- 39.5 per cent of residents are obese or pre-obese (but this is significantly lower than the Victorian average of 50.8 per cent)
- 2.8 per cent met fruit and vegetable consumption guidelines (this is slightly lower than the Victorian average of 3.6 per cent)
- 6.6 per cent consumed sugar-sweetened soft drinks daily (this is lower than the Victorian average of 10.1 per cent)
- 25.2 per cent never consume take-away meals or snacks (this is significantly higher than the Victorian average of 14.9 per cent)

While smoking among Port Phillip residents is below the Victorian average, substance abuse is an issue as our City has:

- The third highest illicit drug-related ambulance attendances and the highest rate of illicit drug-related hospital admissions among local government areas in Victoria.
- 803 liquor licences in operation, the third highest number of liquor outlets in the state.
- Much higher alcohol-related ambulance attendance and hospital admissions than the Victorian average.
- A higher lifetime risk of alcohol-related harm than the Victorian average.
- A much higher than average number of residents who believe that “getting drunk every now and then is okay”.

While family violence incidences are below the Victorian average, rates have been increasing since 2016:

- In 2019/20 there were 1,354 incidents of family violence attended by Victoria Police in Port Phillip, a six per cent rise on the previous year and a 22 per cent increase on incidents in 2015/16.
- Most incidents happen in homes between current and former partners. A fifth of family violence incidents attended by police recorded a child or children as being present.

Council’s annual community survey indicates that residents have an overall sense of safety and security, however:

- The rates of crimes in Port Phillip have been consistently higher than the Victorian average over the past decade.
- There has been an increase in crimes on streets, lanes, and footpaths and in car parks, multi-dwellings and apartments.
- Approximately one third of all crimes were in St Kilda.
- The top offences included theft from a motor vehicle, other theft, public health and safety offences, criminal damage and obtaining benefit by deception.
- Alleged offender incidents increased by 9.7 per cent between June 2019 and June 2020. The most prevalent alleged offender age group was 45+ and males were almost four times more likely to offend.
- While the total number of victims of crime reports for the year ending September 2020 has remained relatively unchanged compared to the previous year, victimisation rates per 100,000 persons have been consistently higher than the Victorian average since 2011.

Housing presents an issue for some:

- Port Phillip has some of the most expensive housing in Victoria, with only a small proportion identified as affordable. The problem of housing affordability has broadened in Port Phillip, from affecting the lowest 50 to 60 per cent of the income range in 1995 to affecting the lower 70 per cent of the income range in 2015 (City of Port Phillip, 2016).
- While 44 per cent of Port Phillip residents are renting their homes, less than 1 per cent of private rental housing is affordable to low-income households.
- 1,127 City of Port Phillip residents were experiencing homelessness, the fifth highest rate in Victoria.

Before COVID-19, there was good evidence of community connectedness across Port Phillip:

- Port Phillip has a high proportion of residents who feel they live in a close-knit neighbourhood and that neighbours can be trusted (71.8 per cent which is in line with the Victorian average) (Australian Bureau of Statistics, 2015)
- Many residents believe that people in their neighbourhood are willing to help each other and they can get help in an emergency (72 per cent, which is lower than the Victorian average of 74 per cent) (Australian Bureau of Statistics, 2015).
- 61 per cent of residents consider they live in a close-knit neighbourhood (again in line with the Victorian average) (Australian Bureau of Statistics, 2015).
- Almost a fifth of our population reported doing some form of voluntary work in 2016 (19.9 per cent vs 17.6 per cent of Greater Melbourne residents) (Department of Health and Human Services, 2015).
- Living alone can be an indicator for loneliness and, in 2016, 35.2 per cent of Port Phillip households were lone person households, compared to 23.3 per cent in Victoria (DHHS, 2015).

Our challenges

Many of the long-term challenges identified in previous Council Plans remain critical and have helped inform the development of this Council Plan. The shock to our way of living in 2020 means some of these challenges were magnified or new themes have emerged over the past year.

These eight key long-term challenges must be addressed to achieve the vision our community has for Port Phillip over the coming years.

A city of economic and social contrasts

While there are generally high levels of advantage and favourable health outcomes in Port Phillip, extreme disadvantage and poorer health outcomes exist in some of our neighbourhoods. For some people, necessities such as housing and food security are out of reach without support.

The COVID-19 pandemic exacerbated this disadvantage and created challenges for others who up until that point had been doing relatively well.

Financial stress and job losses were significant over the past 12 months, with further economic impacts expected as Government support is reduced. Compared to September 2019, the number of residents aged 15-65 on JobSeeker or the Youth Allowance had tripled in August 2020. The areas with the highest rates were St Kilda (9.7 per cent) and South Melbourne (9 per cent) (Source: Profile ID).

Community agencies report seeing a rise in people seeking support for the first time.

The timeframe for economic recovery is unknown and the social, health and wellbeing impacts on our community will likely be felt well into the next decade.

Homelessness continues to be a major concern. Older women are the fastest growing group at risk of homelessness. Providing longer-term accommodation with integrated support services will require a collective effort across government, the private and not-for profit sectors as well as our community.

Our well-established network of community agencies continues to rise to the challenge of offering support and comfort to those in need. The relationship between Council and local community providers will be critical.

Our ability to encourage and achieve greater connectivity and collaboration among neighbours and local communities will be a tremendous asset. Our proud history and reputation as a municipality that values care and compassion will stand us in great stead as we tackle the most significant social and economic challenge of recent times.

Changing customer expectations and needs

About 116,400 people live in Port Phillip (as of 30 June 2020), with 7 per cent of these residents aged over 70 and 47 per cent 'digital natives' under 34 years of age (Source: Census of Population and Housing 2016).

We have 8,464 school aged children and 392 people who identify as Aboriginal and Torres Strait Islanders. A third of our residents were born overseas, with 46 per cent arriving in Australia within the last five years. Twenty per cent speak a language other than English and 2 per cent have difficulty speaking English (Source: Census of Population and Housing 2016).

Approximately 49 per cent of residents are renters. Singles and couples make up 68 per cent of all households (Source: Census of Population and Housing 2016).

While there is no 'typical' resident or customer in our City, we do know that our customers expect high quality, efficient public services and meaningful opportunities to communicate and engage with Council. There are also increasing expectations around transparency of information and our decision-making processes.

This means we need to keep improving and innovating how we communicate and deliver our services. Whether it is efficiently answering a customer service query or providing engaging, informative content on our websites and social media channels, technology is a vital part of this service provision.

When looking at providing more relevant and targeted online services, we need to be mindful of not creating a 'digital divide' that disadvantages those with less access to, or knowledge of, technology and provide a range of ways for customers to interact with us.

Government, legislative and technology changes

All Victorian councils continue to operate in a complex legislative and policy environment that includes many Acts of Parliament and Regulations. Since our last Council Plan, the LGA has been reviewed and reformed and we are implementing key requirements of this new Act over several years. We must also embed several other significant legislative obligations. It is critical these actions are prioritised to provide a safer city for our community and a safer working environment for staff, volunteers and contractors, as well as meeting legislative obligations.

The importance of government and community services has been front and centre over the past 12 months, given the impact of the pandemic. Some services at all levels of government have been under considerable strain and governments have provided significant support, relative to their role, to help stabilise and stimulate economic development and community health and wellbeing.

These financial demands on all levels of government will continue as communities around Australia work to recover.

This continued demand is likely to impact local government. Communities may look to councils to fill any gaps created by a reduction or changed services by other tiers of government. This could result in continued or increased cost-shifting by other levels of government, exacerbating what has already been occurring for many years.

Over the past 12 months there has been much greater reliance on technology than ever before. The Australian Cyber Security Centre receive one cybercrime report every 10 minutes. Incidents reported by government agencies accounted for more than a third of all incidents (Source: ACSC Annual Cyber Threat Report). While Council has a good security position it will be imperative that we continue investing to address new and emerging threats. Protecting data and privacy will be a continued focus and challenge.

There are significant opportunities for Council to increase the use of technology across its many services to improve the experience of our community and improve efficiencies of Council operations, building on the work to date through our Customer Experience Program.

Climate change and the environment

Climate change is projected to mean higher temperatures, increased flooding, rising sea levels, changing rainfall patterns and more extreme storms. By 2050, maximum daily summer temperatures are projected to increase by 2.1 degrees (Source: Victoria's Climate Science Report 2019).

Port Phillip is already experiencing the impacts of climate change. Since 1950, temperatures have increased 1.2 to 1.4 degrees, rainfall has decreased 10-20 cm and sea levels have risen 8-20 cm (Source: Victoria's Climate Science Report 2019).

Action is crucial as climate change is predicted to cause more heat-related health issues, particularly for the most vulnerable people in our community, hotter urban spaces, disruption to transport and services, power outages and increased power bills.

The City of Port Phillip declared a climate emergency in 2019, recognising that as climate change is a global challenge, everyone must play their part. We are reducing our own emissions and preparing our City and community for a changing environment.

This requires investment in our assets, changing how we deliver our services and working with our community and partners to mitigate and adapt to climate change.

Port Phillip is located at the bottom of the Elster Creek and Yarra River catchments. Much of the City is less than three metres above sea level and is already prone to flooding. Sea level rise, increased severity and frequency of storms and more extreme rainfall are projected to result in increased likelihood of flooding of homes, businesses and Council buildings, roads and public spaces.

We are also likely to see increased storm damage to private land and Council assets and increased erosion of our beaches, parks and buildings along the foreshore. Increased flooding and storms could result in safety risks, disruption to transport and services, reduced property values, increased insurance costs for Council and our community and loss of revenue for Council.

Projections show reduced overall rainfall of 31 mm by 2030 and 61 mm by 2050 (Source: Victoria's Climate Science Report 2019). This, combined with population growth, would put significant pressure on water supply security for our community and make it more difficult and expensive to maintain our green spaces.

Increased urbanisation and loss of trees and vegetation is also contributing to pollutants, nutrients, litter and sediment flowing into Port Phillip Bay and impacting biodiversity in our City. Site contamination (soil and groundwater) is significant in public spaces and private property across Port Phillip and is costly to manage.

The strength and diversity of our local economy

The economic shock associated with responding to the health challenge of COVID-19 hit Port Phillip hard, with local spend plunging from \$196 million in April 2019 to \$111 million in April 2020, \$53.1 million of which is due to a reduced visitor spend (Source: SpendMapp).

Gross regional product in Port Phillip was forecast to be 14.8 per cent lower (Victoria forecast 11 per cent lower) and local jobs were forecast to fall 5.2 per cent or more than 5,000 jobs from September 2019 to September 2020. Without the JobKeeper scheme the impact would have been far worse during this period, with a decline of 15.1 per cent or more than 14,000 jobs (Source: Economy ID).

Traditionally, 'Melbourne's Seaside Playground' and a key cultural and creative industries centre, our bayside municipality was significantly impacted by the loss of intrastate, interstate and international visitors and the money they would have spent.

Current data highlights a reduction of 500,000 visitor nights from international tourists, from a historical high of 2.6 million in 2018/19 to 2.1 million in 2019/20. There was also a reduction of almost 250,000 visitor nights from domestic tourists, dropping from more than 843,000 in 2018/19 to approximately 597,000 in 2019/20 (Source: Economy ID). Given the restrictions that have occurred throughout 2020/21 it is expected these numbers will continue to trend downwards.

As well as the tourism industry, Port Phillip's creative and cultural industries have also come under pressure. The restrictions on local businesses drastically reduced demand for creative services and this was felt across the entire municipality. Film and television production – usually prolific in Port Phillip – was also forced to halt.

Our normally thriving hospitality sector, which was forced to close temporarily then re-open under numerous restrictions, shed an estimated \$145 million in output for the September 2020 quarter, the second largest fall of all industries behind construction at \$200 million (Source: Economy ID). Not all businesses made it

through and vacancy rates along our key activity centres are at record highs. Even online retail fell in the City by 8 per cent, dropping from \$141 million in August 2019 to \$130 million in August 2020 (Source: Spendmapp).

Hyper-localism and changes to how and when we work may result in reduced demand for commercial office space. Areas such as South Melbourne are reliant on the daily influx of large worker populations to support the local economy. The consequences of this will be far-reaching, especially in terms of how new developments will need to adapt to these societal changes and what this may require in terms of a planning response. As more people work from home in the short to medium term, the need for Council services will shift as greater numbers take advantage of our core services such as waste removal, libraries and parking.

The disproportionately severe effects of the downturn on some groups, such as non-citizens, young people with low educational attainment, those nearing the end of their working lives and women, is also likely to see a spike in disadvantage and demand for social welfare and housing services.

In September 2020, Council declared the significant impact of the COVID-19 pandemic on local jobs and business activity should be treated as an economic emergency.

A great challenge over the next decade will be continuing to help our community not only recover but rebuild. The opportunities are many, including fostering a new local shopping culture, leveraging our strength in creative industries while cultivating innovation businesses and start-ups, and embracing our public spaces for new uses beyond recreation.

Future-proofing our growing city

In previous Council Plans we have highlighted the need to plan for the impact of a rapidly growing population.

Pre-COVID, projected growth between 2020 and 2041 was a 50 per cent increase in our population -almost 60,000 additional people (Source: Forecast ID).

Given the events of 2020, we expect that Port Phillip's population growth is likely to be steadier if people choose to work from home in outer suburbs or regional areas. Slowed construction and migration growth, also related to the pandemic, are other factors likely to affect more immediate growth projections.

Reduced development, particularly for apartments, over the short to medium term will have the greatest impact on the development of Fishermans Bend, with fewer developer contributions affecting amenity outcomes.

Approximately \$5.3 billion invested by the Victorian Government in social and affordable housing will provide incentives for developers to include affordable housing within new developments. This also presents opportunities for Council to

facilitate the renewal of existing housing sites to increase much needed affordable housing for a diverse and inclusive community.

It remains vital to continue to plan ahead as we must be ready for increased demands for everything from access to open space to waste collection.

Getting around our dense inner city

The City of Port Phillip is the most densely populated municipality in Victoria, with the current density equating to one person per 177 square metres (Source: Profile ID). Our 265 km of roads, 59 km network of bike lanes and paths and 414 km of footpaths are feeling the pressure.

Prior to COVID-19, our resident population was projected to have significant growth. This rate may slow for a while, however, is still a key consideration in longer-term transport, parking and mobility planning.

The circumstances of 2020 have disrupted the way people live, work and move around Australia and Melbourne. It is uncertain at this point whether these changes will be short-term or will have long lasting impacts for cities.

One of several significant shifts in 2020 is the importance of personal health and safety as a key consideration in the transport choices people make. The potential for a decline in the use of public transport and shared mobility, such as car share, post-COVID cannot be underestimated.

This may see people returning to their cars over other forms of transport, which will create strain on road networks. It may also see people seek out alternate forms of transport e.g. active transport such as bikes and alternative mobility devices such as e-scooters. While this is positive for health and wellbeing, congestion and environmental reasons, the existing network of bike routes across inner metro Melbourne are not well connected or consistent in quality. This creates barriers for less experienced bike riders to take up this form of transport given perceptions, both real and perceived, of safety. There are also barriers to widespread take-up of alternative mobility devices such as e-scooters due to current Victorian Government regulations.

The past 12 months have also seen a greater number of people working from home. While initially regulated by government, many people are now interested in working from home in the longer term, either full time or several days a week. This shift will impact the use of road networks, forms of transport and residential parking requirements in the short and longer term.

There is no doubt that transport, parking and mobility are among the most critical issues for our community. Clear communication and engagement with our community are paramount in tackling the challenges and opportunities presented in this area.

Waste management

More household waste is being generated in our City as increased numbers of residents work from home and our population grows. This additional waste means extra costs to Council.

Service costs are expected to rise when the Victorian Government's landfill levy jumps from \$65.90 per tonne in 2019/20 to \$105.90 per tonne from 1 July 2021 and then to \$125.90 per tonne in 2022.

Shifting recycling markets and increased processing costs, including the cost of contamination, are also placing pressure on costs, which are rising faster than the CPI and rates cap.

'Recycling Victoria, a new economy' is the Victorian Government's 10-year circular economy policy and action plan, which includes a \$300 million investment to transform the waste and resource recovery sector in Victoria.

This includes a new 'Waste Act' and an administering authority that will set the legislative framework for upcoming household recycling reforms.

These reforms will require all Victorian councils to provide access to a four-service waste model: garbage, recycling, separated glass (by 2027) and food and garden organics (by 2030).

Councils and the Victorian Government are working together to explore new technologies to reduce reliance on landfills. Advanced waste processing is a promising potential option for the future.

Despite Council offering waste management services, dumped waste continues to be an issue. The cost of managing waste put out illegally by people, often when they are moving, is significant and poses amenity issues.

Community Vision

Proudly Port Phillip: A liveable and vibrant City that enhances the wellbeing of our community

A decade from now...

We recognise the legacy of the traditional owners of the land, the Yaluk-ut Weelam Clan of the Boonwurrung and acknowledge the foresight of others who have come before us.

We celebrate Port Phillip as a city of many distinct places, connected by the common threads of safety, inclusion and wellbeing so everyone can live their best life. We have a well-designed and planned city where the heritage and character of the built form of our City is enhanced and protected.

We are renowned as a cultural hub, from live music to our creative industries. This creativity drives music, exhibitions and events which delight residents and encourage visitors to keep returning.

Our more diverse local economy enjoys greater protection from financial shocks and new investment and industries within our City are generating jobs and prosperity.

We have a range of accessible and active transport choices that make it easy for everyone to move around our City. Visiting lively shopping and dining destinations or accessing public transport is all possible within a 10 to 15-minute walk from our neighbourhoods.

Our health and wellbeing are enriched by having quality public spaces close to home. We can visit these spaces easily to enjoy quiet moments or more active pursuits with our friends and families.

The beauty and biodiversity of our coastal, bay, park, waterway and inland environments are protected and enhanced for future generations to enjoy. We have played our part in promoting and addressing environmental sustainability, from tackling climate change, emissions and sea level rise to minimising flooding risks.

We are proud that our participation in civic life means Port Phillip has retained its unique character and heritage while being admired as a creative hub that continues to evolve and innovate. We know our voice is heard and helps deliver meaningful outcomes.

We have a local Council that strives to deliver services in the most efficient, transparent and equitable way. Our Council provides strong financial stewardship, is responsible and works hard to balance meeting community expectations and diversifying revenue streams with minimising costs for our community.

This is the minimum we hope for our community in 10 years' time – we hope to achieve much more.

This is our legacy for generations to come.

City Indicators

These indicators help us track progress against these aspirations and what further involvement might be required from other levels of government, Council (relative to our role) and our community to realise this 10-year vision. The latest results for each of these indicators will be included in the final Council Plan.

Inclusive Port Phillip

Indicator
Proportion of residents satisfied with sport and recreation facilities
Proportion of residents who agree Port Phillip is a welcoming and supportive community for everyone
Number of people rough sleeping
Proportion of residents satisfied with their life
Proportion of adults who meet physical activity guidelines
Proportion of lifetime prevalence of depression and anxiety
Social housing as a proportion of total housing stock
Proportion of residents who consider the relationship with the Aboriginal and Torres Strait Islander community to be very important
Proportion of children in their first year of school developmentally vulnerable on one or two domains

Liveable Port Phillip

Indicator
Proportion of residents who feel a sense of safety and security in Port Phillip
Proportion of residents who are proud of, connected to and enjoy living in their neighborhood
Proportion of residents who agree the local area is vibrant, accessible and engaging
Proportion of trips to, from and within the municipality not made in a car
Number of fatal or serious transport related accidents
Proportion of residents living within a safe walking distance of public open space
Dwelling approval growth as a proportion of population forecast growth

Sustainable Port Phillip

Indicator
Community emissions per capita
Community emissions gross
Community mains water use per capita (ML)
Waste sent to landfill per household (kg)
Proportion of beach water quality samples at acceptable EPA levels
Average reduction of carbon emissions and potable water use identified in planning applications (beyond minimum requirements)
Capacity of solar panels installed on buildings in Port Phillip

Vibrant Port Phillip

Indicator
Gross local product of the municipality (\$m)
Proportion of residents who are unemployed
Number of commercial building approvals
Conversion rate of commercial building approvals
Number of people employed by businesses within the municipality
Number of people employed in the creative sector
Number of people employed in the tourism and accommodation sector
Retail vacancy rates
Proportion of residents who agree Port Phillip has a culture of creativity

Well-Governed Port Phillip

Indicator
Proportion of resident satisfaction with the overall Council performance
Proportion of eligible community members voting in Council elections
Proportion of resident satisfaction with Council advocacy

Council Plan on a page

Proudly Port Phillip: A liveable and vibrant City that enhances the wellbeing of our community

Direction	Inclusive Port Phillip	Liveable Port Phillip	Sustainable Port Phillip	Vibrant Port Phillip	Well-Governed Port Phillip
Strategic Objective	Port Phillip is a place for all members of our community, where people feel supported, and comfortable being themselves and expressing their identities.	Port Phillip is a great place to live, where our community has access to high quality public spaces, development and growth are well managed, and it is safer and easy to connect and travel within.	Port Phillip has a sustainable future, where our community benefits from living in a bayside city that is cleaner, greener, cooler and more beautiful. The importance of action in this area is emphasised by Council declaring a Climate Emergency in 2019.	Port Phillip has a flourishing economy, where our community and local business thrive, and we maintain and enhance our reputation as one of Melbourne's cultural and creative hubs. The importance of action in this area is emphasised by Council declaring an Economic Emergency in 2020.	Port Phillip is a leading local government authority, where our community and our organisation is in a better place as a result of our collective efforts.
We will work towards (our four-year strategies)	<ul style="list-style-type: none"> Port Phillip is more accessible and welcoming for people of all ages, backgrounds and abilities. Port Phillip is a place where people of all ages, backgrounds and abilities can access services and facilities that enhance health and wellbeing through universal and targeted programs that address inequities. People are supported to find pathways out of homelessness. 	<ul style="list-style-type: none"> Port Phillip has diverse and distinctive neighbourhoods and places and is proud of and protects its heritage and character. Port Phillip is safer with liveable streets and public spaces for people of all ages and abilities to enjoy. The City is well connected and easy to move around with options for sustainable and accessible transport. 	<ul style="list-style-type: none"> Port Phillip has cleaner streets, parks, foreshore areas and waterways where biodiversity flourishes. Port Phillip manages waste well, maximises reuse and recycling opportunities and supports the circular economy. The City is actively mitigating and adapting to climate change and invests in designing, constructing and managing our public spaces to optimise water sustainably and reduce flooding (blue/green infrastructure) 	<ul style="list-style-type: none"> Port Phillip's main streets, activity centres and laneways are vibrant and activated. Port Phillip is a great place to set-up and maintain a business. Arts, culture, learning and creative expression are part of everyday life. People in Port Phillip have continued and improved access to employment, education and can contribute to our community. 	<ul style="list-style-type: none"> Port Phillip Council is high performing, innovative and balances the diverse needs of our community in its decision-making. Port Phillip Council is cost-effective, efficient and delivers with speed, simplicity and confidence. Our community has the opportunity to participate in civic life to inform Council decision making.
Services that contribute	<ul style="list-style-type: none"> Affordable housing and homelessness Ageing and accessibility Children Community programs and facilities Families and young people Recreation. 	<ul style="list-style-type: none"> City planning and urban design Development approvals and compliance Health Local laws and animal management Municipal emergency management Public space Transport and parking management. 	<ul style="list-style-type: none"> Sustainability Waste management Amenity. 	<ul style="list-style-type: none"> Arts and culture Economic development and tourism Festivals Libraries South Melbourne Market. 	<ul style="list-style-type: none"> Asset and property management Communications and engagement Customer experience Finance and project management Governance, risk and policy People, Culture and Safety Technology.

Our Strategic Directions

Inclusive Port Phillip

Port Phillip is a place for all members of our community, where people feel supported and comfortable being themselves and expressing their identities.

What we will work towards (our four-year strategies):

- Port Phillip is more accessible and welcoming for people of all ages, backgrounds and abilities.
- Port Phillip is a place where people of all ages, backgrounds and abilities can access services and facilities that enhance health and wellbeing through universal and targeted programs that address inequities.
- People are supported to find pathways out of homelessness.

Core Strategy

- In Our Backyard Strategy 2015-25

Council Indicators

Indicator
Proportion of female and gender diverse participants access sport and recreation programs and facilities
Proportion of users satisfied with community services that support residents to live independently
Proportion of users satisfied with community services that support families with children aged 0-5 years
Participation in maternal and child health services *
Proportion of community funding awarded by Council to diverse and indigenous community groups.

* Indicates measures required as part of the Local Government Performance Reporting Framework

Initiatives

We will provide:

- Delivery of services and programs for children, young people and their families and caregivers in our City that meet the aspirations of our Every Child, Our Future: Children's Services Policy including:
 - Providing universal and enhanced maternal and child health services as well as family support services to assist parents, carers and families to increase their capacity and capability.
 - Planning and support for children's services in the municipality to help all children and young people living in Port Phillip to develop their full potential and minimise the effects of disadvantage.
 - Providing high quality Council-run early education and care services.
 - Programming and funding to create opportunities for children in their middle years to participate regardless of their background or circumstances.
 - Providing and enabling childhood, adolescent and adult immunisations to protect from vaccine preventable diseases.
- Delivery of services and programs including in-home support, community transport and social support that enable people to feel connected and part of their local community and maintain independence as they age, subject to federal aged care reforms.
- Delivery of services and programs that support inclusive and accessible activities including people who identify as LGBTIQ+, people with a disability, people from culturally and linguistically diverse backgrounds, Indigenous backgrounds and people experiencing homelessness.
- Action that addresses the drivers of family violence and all forms of violence against women by tackling gender inequality in our community and organisation, and ensuring our staff are trained in risk assessment for family violence where that is relevant to their role.
- Community spaces and facilities that are designed and programmed to be welcoming and accessible for all members of our community and to encourage social connection for all ages, cultures and backgrounds.
- High-quality sport and recreation infrastructure designed for shared community use that enables people of all ages, backgrounds and abilities to participate, including major projects such as JL Murphy, Lagoon Reserve, North Port Oval, RF Julier, Port Melbourne Netball Courts, Wattie Watson Oval and other sports field lighting and minor recreation infrastructure renewals, subject to available budget funding.
- A commitment to work towards universal access through the design of council buildings, streets, public spaces and beaches as part of our ongoing capital works program and advocacy on Victorian Government projects.

- A new Older Persons Policy by March 2022 to set out the needs and aspirations for older people in our municipality and guide Council's response to major reforms happening in the aged and disability sectors.
- A third Reconciliation Action Plan that continues our commitment to work with the Boonwurrung Traditional Owners and local Aboriginal and Torres Strait Islander people to achieve reconciliation.

We will partner with:

- Our Older Persons Consultative Committee, Youth Advisory Committee, Multicultural Advisory Committee, Multi-Faith Network and establish other committees, where relevant, to ensure the diversity of our community's experience is represented in decision-making.
- Young people and schools to provide opportunities to enable youth leadership and inclusion of young people's voices in decision-making.
- Launch Housing and other homelessness, health and housing agencies through the Port Phillip Zero initiative, to deliver assertive outreach and a Housing First approach to creating pathways out of homelessness, particularly for those sleeping rough.
- Local sporting clubs, schools and recreation providers to facilitate participation in recreation and leisure activities to enable everyone in our community to be more active.
- Local community agencies via multi-year funding deeds to enable delivery of programs to persons facing or at risk of social and economic disadvantage that:
 - Promote learning and skills development.
 - Address health inequities.
 - Provide access to nutritious and affordable foods and meals in social settings.
 - Provide access to recreation activities that build social connections.
- Community groups through grant programs to:
 - Strengthen and leverage the capacity of local groups and networks.
 - Support programs that increase opportunities to participate in community life.
 - Enable access and inclusion of culturally diverse groups and persons facing or at risk of social and economic disadvantage.
- The Victorian Government, relevant agencies and community health agencies to support health planning, health prevention activities and participation in health promotion campaigns in our municipality.
- Local community organisations to promote volunteering, provide opportunities for Council staff to volunteer under our Corporate Responsibility Program and

support and train volunteers to enhance the provision of community services and support.

- Sport and recreation providers to improve access and gender equity within their programs.

We will facilitate and advocate for:

- The Victorian Government to introduce mandatory ‘inclusionary zoning’ and strengthen ‘voluntary housing agreements’ to increase housing delivered through the planning system that is affordable to very low, low, and moderate-income households.
- The Victorian Government, community housing organisations, and the philanthropic and private development sectors to facilitate new affordable and social housing within the municipality, including the renewal of existing social housing sites to achieve the outcomes identified in our In Our Backyard Strategy.
- The Victorian Government to fund services and supported housing that meet the needs of people with complex mental health needs and implement the recommendations of the Victorian Mental Health Royal Commission.
- The Australian Government to effectively address the recommendations from the Royal Commission on Aged Care Services.
- The Victorian Government to ensure it provides adequate provision of open space for vertical schools to support the health and wellbeing of the young people of our City.

Services that contribute to this direction

Service	Value we provide
Affordable housing and homelessness	Facilitating and advocating for affordable housing for very low, low and moderate-income households in housing stress, including supported housing for persons who are experiencing homelessness and sleeping rough. Working with key partners to help prevent homelessness, or reduce time spent without a secure home, for older Port Phillip residents facing housing stress or loss.
Ageing and accessibility	Facilitating independence and promoting social connectedness for older people and those with a disability, through the provision of high-quality support services and community building initiatives.
Children	Enabling healthy starts to life for children born and living in the City, supporting parents and children to be

	healthy and connected and offering programs to promote optimal development for children.
Community programs and facilities	Creating opportunities that build social connections, valuing diversity and addressing health and wellbeing inequities in our communities. Building the capacity of the local community sector to support vulnerable and disadvantaged community members. Ongoing commitment to reconciliation and support for the Aboriginal and Torres Strait Islander community.
Families and young people	Providing opportunities for all children, young people and families to be healthy and connected to reach their full potential.
Recreation	Planning, delivering and activating sport, recreation and open space facilities and services to create community health and wellbeing.

Liveable Port Phillip

Port Phillip is a great place to live, where our community has access to high quality public spaces, development and growth are well managed, and it is safer and easy to connect and travel within.

What we will work towards (our four-year strategies):

- Port Phillip has diverse and distinctive neighbourhoods and places and is proud of and protects its heritage and character.
- Port Phillip is safer with liveable streets and public spaces for people of all ages and abilities to enjoy.
- The City is well connected and easy to move around with options for sustainable and active transport.

Core Strategies

- Move, Connect, Live – Integrated Transport Strategy 2018-28
- Public Space Strategy (once approved by Council)
- Community Safety Plan
- Domestic Animal Management Plan

Council Indicators

Indicator
Number of amenity issues recorded
Proportion of residents satisfied with parks and open space
Properties where heritage controls are refined in the planning scheme
Proportion of sealed local roads below intervention level *
Time taken to decide planning applications *
Proportion of users satisfied with planning services
Kilometres of upgraded bike riding infrastructure
Proportion of residents satisfied with parking management
Time taken to action animal management requests *

* Indicates measures required as part of the Local Government Performance Reporting Framework

Initiatives

We will provide:

- Access to upgraded, expanded and well-maintained public and outdoor spaces for people of all ages and abilities to visit, in line with our 10-year Public Space Strategy (once adopted by Council), prioritised within available budgets each year.
- Opportunities for people to innovatively use and connect with public space including parklets, play streets and other forms of activation.

- Delivery of a high standard of amenity, ensuring compliance with planning and building requirements, legislation and local laws to support public health and community safety.
- Public space projects that reduce crime and increase community safety through the application of Crime Prevention Through Design Environmental Principles to projects.
- Inspection, maintenance and repair of footpaths to remove trip hazards in accordance with the Road Management Plan.
- Inspection, maintenance and replacement of globes in Council managed public lighting to ensure spaces are safely lit.
- Delivery of regular and effective cleansing and rubbish collection services across all public spaces and roads in the City to ensure spaces are welcoming and safer.
- Investment in an ongoing program of renewals and improvements to laneways, roads, footpaths, and street signage to ensure our City is easy and safer to move around including St Kilda Junction footpath improvements by the end of 2021/22.
- An ongoing program of upgrades to foreshore infrastructure, marine assets, and public toilets to maintain, improve and expand these important community assets for future generations.
- A funded plan for Elwood Foreshore Redevelopment by 2021/22 and delivery of major public space projects including Bay Trail Public Space Lighting by end of 2021/22, Luna Park and Palais Forecourt by end of 2022/23; and Gasworks Arts Park by end of 2023/24 (completion subject to budget allocation).
- A Heritage Program to reflect the history and protect the heritage fabric of key areas in our City for future generations to enjoy.
- An updated Port Phillip Planning Scheme, including a Municipal Planning Strategy, Housing Strategy and precinct-based Structure Plans, that provide a framework of local policies and controls to effectively manage growth, land-use change and support community sustainability, health and wellbeing.
- Planning scheme amendments to strengthen land-use and development policy and controls, to manage growth and maintain local amenity and character in areas undergoing significant change.
- Enhancements to our public realm including local area traffic management, pedestrian and bike riding safety projects, improved lighting and management of vehicle access to improve safety for everyone throughout our City.
- Improvements to the way people move around our City by delivering on commitments outlined in Council's 'Move, Connect, Live Strategy' including

walking, bike riding and shared transport projects such as the Garden City Bike Corridor by 2021/22, prioritised in line with available funding each year.

- Parking controls and management that encourage fair and equitable use for residents, businesses and visitors to our City.
- Programs that ensure our foreshore, high-streets and public spaces are safer and cleaner including during times of higher visitation, particularly over the summer.
- Animal Management Services and development of a new Domestic Animal Management Plan 2022-2025 to support pet owners to care for their pets, and to improve responsible pet ownership thereby enhancing the safety and wellbeing of the wider community.

We will partner with:

- Victoria Police and our community to undertake activities that improve the actual and perceived safety of our municipality.
- The Victorian Government and Victoria Police to provide CCTV in line with Council's CCTV Policy.
- Our community, local service agencies and Victorian Government agencies, including the EPA, to undertake activities that improve issues related to social inclusion, disadvantage and levels of amenity in our municipality.
- Residents, visitors and local traders to take shared responsibility for maintaining a safer community by respecting public spaces, disposing of waste appropriately, managing pets responsibly, being courteous to fellow community members and reporting crime.
- The Victorian Government, Parks Victoria and other key stakeholders to maintain and enhance all 11 km of foreshore for the benefit and active use by all Victorians.
- The Victorian Government to effectively manage site (soil and groundwater) contamination and management of open space sites, including at Gasworks Arts Park.
- The Victorian Government, Port of Melbourne Authority and other key stakeholders to explore opportunities to improve the public realm at Waterfront Place for residents, our broader community and visitors to enjoy.
- The Victorian Government to ensure appropriate outcomes for our community are achieved through the redevelopment of St Kilda Pier, Shrine to Sea and other major public infrastructure projects.
- The Australian Marina Development Corporation to deliver the St Kilda Marina redevelopment.

- The Victorian Government to progress the liveability and transport outcomes in the Domain Precinct Public Realm Masterplan and Anzac Station Precinct Plan.
- The Victorian Government and connecting councils to provide temporary and permanent bicycle infrastructure that helps to support people to ride safely through our City.
- The Australian Government to implement blackspot safety improvements at high collision locations.
- The Victorian Government to improve the safety of buildings in our City particularly with unsafe cladding.
- The Victorian Government to deliver outcomes in the Fishermans Bend strategic framework.

We will facilitate and advocate for:

- Australian and Victorian Government funding to support delivery of new and upgraded infrastructure and public spaces in our City, including Waterfront Place and Station Pier.
- The best possible public space outcomes that support community health and wellbeing, through infrastructure projects undertaken in our City by other levels of government and stakeholders.
- The Victorian Government to develop a sustainable funding and financing strategy to enable the timely delivery of local infrastructure at Fishermans Bend and to provide early delivery of high frequency public transport links to Fishermans Bend.
- The Victorian Government to undertake relevant legislative reforms to enable safer use of alternative modes of transport (e.g. micro mobility such as electric scooters).
- The Australian and Victorian Governments to invest in projects that provide alternative, active and sustainable forms of transport including the St Kilda Road Bike Lanes Project.

Services that contribute to this direction

Service	Value We Provide
Transport and parking management	Supporting a reliable, safe and well-connected transport system. Enabling people to more easily move around, connect and get to places as the City grows.
City planning and urban design	Strategic planning, controls and urban design outcomes to enhance Port Phillip’s character and create a liveable, attractive and sustainable city.

Development approval and compliance	Supporting well designed, sustainable and safe development that protects heritage and neighbourhood character, maximises community benefit. Supporting outdoor dining to enhance our City's liveability and vibrancy.
Health	Maintaining, improving and protecting public health in the community, through education, immunisation and inspection services.
Local Laws and animal management	Protecting Council assets, the environment and the health and safety of the community. Ensuring responsible pet ownership.
Municipal emergency management	Operational and strategic emergency management services across preparedness, response and recovery.
Public space	Providing high quality and unique parks, streets, open spaces and foreshore for the enjoyment of our community and visitors.

Sustainable Port Phillip

Port Phillip has a sustainable future, where our community benefits from living in a bayside city that is cleaner, greener, cooler and more beautiful. The importance of action in this area is emphasised by Council declaring a Climate Emergency in 2019.

What we will work towards (our four-year strategies):

- Port Phillip has cleaner streets, parks, foreshore areas and waterways where biodiversity flourishes.
- Port Phillip manages waste well, maximises reuse and recycling opportunities and supports the circular economy.
- The City is actively mitigating and adapting to climate change and invests in designing, constructing and managing our public spaces to optimise water sustainably and reduce flooding (blue/green infrastructure).

Core Strategies

- Act and Adapt – Environmental Sustainability Strategy 2018-28
- Don't Waste It! – Waste Management Strategy 2018-28

Council Indicators

Indicator
Council's gross greenhouse gas emissions (tCO ₂ -e)
Total suspended solids removed from waterways by Council construction projects (kg)
Council's energy consumption in buildings and streetlights (MWh)
Council's potable water use (ML)
Net tree increase on Council land
Cost of kerbside bin collection service/bin *
Proportion of kerbside collection waste diverted from landfill *
Change to permeable surface area on Council land (m ²)
Number of participants in community programs at the EcoCentre
Number of requests about dumped rubbish and hard waste

* Indicates measures required as part of the Local Government Performance Reporting Framework

Initiatives

We will provide:

- Delivery of waste management services for our municipality including planning for, trialling and implementing changes to waste management services to meet Victorian Government requirements, including the four-service system and the container deposit scheme.
- Increased investment in street cleaning, litter bins and equipment to improve amenity and responsiveness and investigate opportunities for further improvements to service delivery, including greater use of technology.
- Urban forests to increase tree canopy, vegetation, greening and biodiversity and reduce urban heat, in line with Council's Greening Port Phillip and Act and Adapt Strategies prioritised within available budgets each year.
- Investment in water sensitive urban design and irrigation upgrades, including at key sports fields and parks to reduce contaminants in water entering Port Phillip Bay and optimise Council's potable water use.
- Investment in infrastructure through regular maintenance and construction (subject to viability) to improve drainage and flood mitigation at key locations as well as scoping, and where viable, construction of stormwater harvesting infrastructure.
- Increased permeability of ground surfaces across public streets and in our public spaces as well as examining ways to support greater permeability on private property.
- Investment in upgrades to Council properties and streetlights to improve their quality and energy efficiency as well as reducing emissions and utility costs for Council.
- Projects to support sustainability and climate change mitigation and adaptation as outlined in the 'Act and Adapt Strategy', prioritised within available budgets each year.
- An advisory service to engage with industrial businesses to support energy efficiency, access to renewables, waste and water reductions (subject to industrial business interest).
- Leadership in environmental sustainability and climate adaptation and mitigation in Council operations including, as part of Council's Corporate Responsibility program, seeking sustainability outcomes in leasing, capital works, procurement and Council financial investments (where feasible and practical).

We will partner with:

- Melbourne Water and other water stakeholders to plan and deliver Integrated Water Management projects to improve the management of water in our municipality.
- The EcoCentre, to deliver programs that support an environmentally aware community and to redevelop the EcoCentre building (subject to 50 per cent partner funding).
- The Australian and Victorian Governments to explore opportunities for electric vehicle charging companies (subject to commercial interest) to install electric vehicle chargers across the City.
- Other inner Melbourne councils to explore options that may facilitate greater access and awareness of renewable energy options for renters, apartment dwellers and businesses in our municipality (subject to feasibility assessment).
- Other councils and the Victorian Government to strengthen requirements for new developments to improve sustainability outcomes, reduce emissions, increase vegetation, better manage water and waste and adapt to climate change.
- The Victorian and Australian Governments to understand the risks of climate change and develop a long-term strategic response to adapt and protect the coastline of Port Phillip Bay.
- Melbourne Water and the Cities of Bayside, Glen Eira and Kingston to take a holistic approach to reducing flood risk in the Elster Creek Catchment, collaboratively implementing the Elster Creek Catchment Flood Management Plan 2019-24, subject to relevant feasibility studies and available budget from all partners.
- With other councils, Victorian Government departments and a range of other stakeholders to maximise our combined efforts to reduce environmental impacts.

We will facilitate and advocate for:

- Increased Victorian Government support to work collaboratively with inner Melbourne councils on innovative waste management approaches, particularly for multi-unit developments.
- Increased Victorian Government support to reduce utility bills and heat stress impacting our vulnerable community members, including retrofitting public housing and aged care facilities.
- Increased Victorian and Australian Government support to drastically reduce carbon emissions and to deliver policies and projects to enable community members to reduce their emissions.

- The Australian and Victorian Governments to introduce policy changes that actively foster a circular economy to make more efficient use of our limited natural resources and reduce or avoid waste.

Services that contribute to this direction

Service	Value we provide
Sustainability	Improving the sustainability of our City and responding to the Climate Emergency by reducing carbon emissions, water use and waste generation, increasing trees, vegetation and biodiversity, improving water quality and ensuring we are adapting and resilient to the impacts of climate change, including flooding and heat.
Waste management	A clean and safer city by keeping our streets, parks and foreshores clean and protecting the environment.
Amenity	A clean, safer and more enjoyable environment which improves the ways our community and visitors experience our City.

Vibrant Port Phillip

Port Phillip has a flourishing economy, where our community and local business thrive and we maintain and enhance our reputation as one of Melbourne’s cultural and creative hubs. The importance of action in this area is emphasised by Council declaring an Economic Emergency in 2020.

What we will work towards (our four-year strategies):

- Port Phillip’s main streets, activity centres and laneways are vibrant and activated.
- Port Phillip is a great place to set-up and maintain a business.
- Arts, culture, learning and creative expression are part of everyday life.
- People in Port Phillip have continued and improved access to employment, education and can contribute to our community.

Core Strategies

- Art and Soul – Creative and Prosperous City Strategy 2018-22

Council Indicators

Indicator
Annual estimated economic benefit to the municipality from events
Ease of doing business
Active library users (including online borrowers)
Visits to libraries
Visits to South Melbourne market
Number of events funded through the Local Festivals Fund

Initiatives

We will provide:

- Initiatives that foster creative use, exploration and activation of public space to support social, cultural, sustainable and economic connection among our community and local businesses.
- Delivery of projects, services and policies that support and attract businesses to set up, maintain and thrive in Port Phillip (relative to Council’s role).
- Services that enable the collection of special rates where traders in activity centres wish to fund the promotion, marketing and development of retail precincts, and information to support groups of traders who may wish to establish Trader Associations.

- Investment in the creative and cultural industries including live music and the games development sector through our Art and Soul Strategy, in line with available budgets each year.
- Investment in the South Melbourne Market to deliver the quintessential village market experience. This will be achieved by implementing the 2021-2025 South Melbourne Market Strategic Plan, which includes moving towards financial sustainability, improved customer experience and an enhanced and safer public asset for our City and its visitors (once adopted by Council).
- Events and festivals that celebrate local culture and creativity, connect residents to one another and drive economic benefit for local traders and our community.
- High-quality library spaces and collection services that provide opportunities for people to connect and learn, and deliver on key actions outlined in the Library Action Plan (once adopted by Council).
- An upgraded and reopened South Melbourne Town Hall by 2023/24.
- Support for our community to access and engage with the Port Phillip City Collection and ensure it is managed sustainably for future generations to enjoy.
- Delivery of programs, services and spaces that promote community participation and engagement in arts, culture and heritage.
- Investment for our key arts and culture venues and organisations, including Gasworks Arts Park and Linden Gallery, to ensure we foster access, participation, local arts development and Port Phillip as a cultural destination.

We will partner with:

- Local businesses, accommodation providers, tourism operators, social enterprises and the Victoria Tourism Industry Council to showcase the many great places within Port Phillip to encourage visitors to spend time and money in our City.
- Small Business Victoria and the Victorian Chamber of Commerce to provide local businesses with information and connection to services that can support them to flourish.
- Our Business Advisory Group and key business leaders in Port Phillip to ensure Council policies, programs and services support businesses to establish, maintain and grow.
- Creative Victoria, Music Victoria, the game development sector and other key stakeholders to explore and deliver projects that support a culture of creativity in our City.
- Other levels of government and stakeholders on the activation of key public spaces.

- Music Victoria to identify potential live music precincts that can be designated under the planning scheme to support live music in our City.

We will facilitate and advocate for:

- Increased Australian and Victorian Government support for St Kilda tourism related businesses, given its place as a key tourism destination in inner Melbourne.
- Increased Victorian and Australian Government support for small businesses to help them set up and thrive.
- Increased Victorian and Australian Government support for creative sectors including live music, film and game development.
- Job opportunities and skill development for young people and people who are most impacted by economic shocks, including employment support opportunities such as traineeships at Council through our Corporate Responsibility program (subject to available budgets).
- Increased Victorian Government support for South Melbourne, given its place as the game development hub of Australia.
- Increased Australian and Victorian Government support for Waterfront Place as the gateway to Melbourne.

Services that contribute to this direction

Service	Value we provide
Arts & Culture	Fostering creative, diverse and inclusive participation in our arts and culture sectors while supporting the heritage and unique identity of Port Phillip.
Economic development and tourism	Providing a range of services to support local economic development and tourism outcomes.
Festivals	Bringing a wealth of benefits to our community including health and wellbeing of residents through to economic development for local businesses, cultural vibrancy and social engagement.
Libraries	Supporting learning, social engagement and community connectedness.
South Melbourne Market	Operating an engaging and entertaining market environment where our community and visitors spend time shopping, dining and supporting local business.

Well-Governed Port Phillip

Port Phillip is a leading local government authority, where our community and our organisation are in a better place as a result of our collective efforts.

What we will work towards (our four-year strategies):

- Port Phillip Council is high performing, innovative, inclusive and balances the diverse needs of our community in its decision making.
- Port Phillip Council is cost-effective, efficient and delivers with speed, simplicity and confidence.
- Our community has the opportunity to participate in civic life to inform Council decision making.

Council Indicators

Indicator
Proportion of community service requests resolved within agreed timeframes
Proportion of users satisfied with customer services
Proportion of participants in community engagement who felt they had access to information that enabled them to participate in a meaningful way
Proportion of participants in community engagement who believe that Council actively supports community involvement in decision-making
Proportion of Council decisions made at meetings open to the public *
Material legislative breaches
Variance from operating budget
Expenses per head of population *
Asset renewal and upgrade expenses as a % of depreciation *
Current assets to current liabilities *
Proportion of occupational health and safety incidents reported within 24 hours
Proportion of staff who agree or strongly agree that the organisation is committed to high standards of performance
Proportion of Local Government Performance Reporting Framework indicators that have performed within expected target
External grant funding secured from the Australian and Victorian Governments

* Indicates measures required as part of the Local Government Performance Reporting Framework

Initiatives

We will provide:

- High quality service to our customers and continue to upgrade our technology, processes, systems and culture to make it as simple and convenient as possible for people to get the information and services they need, while delivering efficiencies for Council.
- Development and delivery of a Clever Port Phillip Action Plan including investment in technology, open data, machine learning, artificial intelligence, data analysis, innovation, partnerships and organisational capability to support a Clever City and Clever Organisation.
- Opportunities for our community to participate in civic life and help shape Council policy, services, programs and decisions by facilitating engagement in line with Council's Community Engagement Policy.
- Transparency into our activities to improve community trust and confidence in Council by continuing to embed our Public Transparency Policy and strengthening management of privacy and information.
- Investment to improve the condition, functionality, capacity and sustainability of community assets to achieve best value for our community, protect them for future generations and ensure asset management requirements of the Local Government Act are achieved.
- Prudent financial management and stewardship of Council's finances and resources and ensure the legislative compliance and financial sustainability of Council.
- High quality governance, risk and assurance services over the operations of Council including implementation of legislative requirements, particularly with respect to the Local Government Act 2020 and 2024 Council Election.
- Improved procurement and contract management practices to deliver best value and embed corporate social responsibility outcomes.
- A high performing, inclusive and engaged workforce focused on delivery of Council priorities and services and responsive to community needs in line with the People and Culture Strategy and Workforce Plan.
- Programs that progress our aspiration to become a trusted employer including implementation and embedment of the requirements of the Gender Equality, Child Safety and Occupational Health and Safety legislation relating to Council employees, contractors and volunteers.
- Enhanced environmental, social and economic wellbeing of our community through designing and delivering our services and infrastructure in a socially responsible way and supporting a staff volunteering program in our community.

- Transparent communication to our community members in a range of forms to update them on the activities, decisions and services of Council and broader information about their community.

We will partner with:

- Other inner metropolitan Melbourne councils to share best practice, knowledge and to identify opportunities to adopt common policies and practices to provide consistency.
- Educational institutions, start-ups, business, other Councils and not-for-profits to provide access to and make best use of Council's data, develop innovative ways to deliver services and to support our Clever Port Phillip Action Plan.
- Other Councils, the Victorian Government and other entities to share better practices in procurement and contract management and to collaborate on major procurements to achieve best value.
- The Victorian Government and other entities to clarify asset ownership and maintenance responsibilities and to ensure appropriate service levels and funding.

We will facilitate and advocate for:

- A reduction in cost shifting from the Australian and Victorian Governments to local government in collaboration with other inner metropolitan Melbourne Councils.
- Other levels of government to recognise and be mindful of the impact on local government when making policy and legislative changes.
- Other levels of government and the private sector to co-ordinate and remedy any impacts to public infrastructure of works they undertake.

Services that contribute to this direction

Service	Value we provide
Asset and property management	Ensuring Council has the right assets at the right time for the right cost to support service delivery both now and in the future.
Communications and engagement	Informing the community about Council and facilitating opportunities to advise its members about Council projects, initiatives, policies and strategies.
Customer experience	Providing customers with services that meet their needs and expectations and for them to achieve their goals with greater ease and satisfaction.
Finance and project management	Ensuring the financial sustainability and transparency of Council and that investments in projects deliver value for ratepayers.

Governance, risk and policy	Supporting sound decision-making through transparency, accountability, community participation, risk management and compliance. Undertaking advocacy through partnerships with stakeholders to deliver on community priorities, co-creation of solutions to community challenges, and contributing to shared visions for the City.
People, culture and safety	Enabling a safer workplace and a high performing workforce.
Technology	Supporting Council operations including efficient and effective service delivery through information, communication and technology services.

Four-year budget at a glance

Strategic direction	Operating (\$,000s)	Capital (\$,000s)	Value per \$100 of rates
Inclusive Port Phillip	\$147,249	\$40,611	\$13
Liveable Port Phillip	\$227,175	\$70,890	\$29
Sustainable Port Phillip	\$143,634	\$24,274	\$24
Vibrant Port Phillip	\$87,852	\$35,773	\$11
Well Governed Port Phillip	\$220,081	\$29,046	\$23

Note: Our commitment includes funding for some major capital works that contribute to all directions and cannot be readily allocated.

Our Financial Strategy

Our financial strategy, embedded in our 10-year Financial Plan, provides clear direction on the allocation, management and use of financial resources.

This is to keep our Council financially sustainable over the short, medium and long-term as we maintain assets and services, respond to growth and deliver on our priorities. This puts us in the best possible position to deliver for our community the five strategic directions in the Council Plan. Full details of this Financial Strategy are in Volume Two of our Council Plan, so we have provided this financial snapshot to outline what steps we are taking now – for today – to remain financially sustainable into the next decade and beyond – for tomorrow.

Future-proofing our City today

- Increasing rates revenue at the rate cap (1.5 per cent) and targeting the funds raised to those residents and businesses needing the most assistance in our community.
- Adjusting some services identified as a lower priority (\$0.68 million) to enable a keener focus on core services.
- Continuing to find efficiency savings on top of significant savings already delivered through a robust 'bottom up' budgeting process.
- Keeping fees and charges affordable, with those directly benefiting from or causing the expenditure making an appropriate contribution to the service, balanced by the capacity of people to pay.
- Prioritising capital expenditure utilising improved asset management practices when addressing essential infrastructure maintenance and renewal.

Means that tomorrow ...

- Port Phillip continues to be a low-debt Council.
- Investment in technology has improved our services while producing further savings and benefits.
- Strategic investment in our public space, assets and infrastructure has supported growth, including in Fishermans Bend.
- There are lower costs to ratepayers, as Council has addressed cost challenges rising above the rates cap, e.g. recycling.
- A continuing surplus remains to deal with the financial risks that are likely to occur and place additional fiscal stress on the City.

Financial challenges

The key challenge over the next decade will be keeping rates affordable (as measured by the rates cap) as pressure on other revenue sources combine with key service and construction costs growing quicker than the cap.

We will also need to increase investment to respond to growth, ageing assets and climate change. Without action, the 10-year Financial Plan forecasts a cumulative \$109 million funding gap due to rate capping.

As we closely monitor the affordability of services and recognise community concerns about cost of rates and other essential services, we are not planning to apply for a rate increase above the rates cap over the life of our Financial Plan.

Instead, we plan to balance the budget, manage the impact of rates capping and sustainably deliver on the priorities in this Council Plan by adjusting four strategic levers. A summary of these follow (with full details provided in Volume Two):

Strategic Lever 1: Delivering efficiency and cost savings

We have identified permanent operational savings of \$2.3 million in Budget 2021/22 to help meet our community's expectations for better value service delivery. This adds to the \$12.6 million of annual savings delivered in the previous Council term. Cumulative savings since the introduction of rates capping in 2016/17 are now more than \$54 million.

We will target efficiency savings equivalent to one per cent (approximately \$1.9 million) of operating expenditure (less depreciation) per annum. Together with benefits to be realised from the Customer Experience Program we expect efficiency savings of \$72 million over the 10 years.

Strategic Lever 2: Appropriate use of borrowings and reserves

Borrowings will not be used to fund ongoing operations. We will consider borrowings for property acquisitions, large capital works or operating projects that provide intergenerational community benefit, and initiatives that deliver sufficient revenue streams (including financial savings) to service the debt.

The financial plan includes paying off our existing \$7.5 million loan in 2021/22 from budgeted surpluses (\$5.75 million) and a drawdown on our cash reserve (\$1.75 million, which we will replenish over the 10-year period). Borrowing will be reviewed annually as part of the budget process and as needed for significant projects.

Strategic Lever 3: Careful management and prioritisation of expenditure

Subject to consultation with impacted community members and staff, the draft Budget 2021/22 includes several service reductions, totalling \$0.68 million. This is in addition to the ongoing savings already identified in the 2020/21 Budget and beyond.

We will prioritise investment on assets most in need of intervention, rather than those in relatively good condition. This means more spending on buildings and drainage over the 10-year period of the plan, to be partially offset by reduced road and footpath renewal budgets.

Strategic Lever 4: Setting fair and appropriate user charges

The annual budget process includes a thorough review of user charges to ensure they remain affordable, fair, and appropriate. We believe that those who directly benefit from, or cause, expenditure should contribute, balanced by the capacity of people to pay.

Rates assistance

We recognise the impact municipal rates and other charges have on financially disadvantaged groups in our community. Volume Two of this Plan contains details of our rates assistance packages, such as rates waivers and deferrals for eligible applicants. These include a pensioner rebate that will increase 1.7 per cent to \$178 in 2021/22. City of Port Phillip is one of very few councils offering this scheme.

Financial risks

The Financial Plan achieves financial sustainability over the next 10 years. However, our Council faces several financial risks that could impact short-term financial performance and financial sustainability over the longer-term. These include:

- The funding and financing plan for Fishermans Bend remains uncertain (it should be noted this is the responsibility of the Victorian Government and is an advocacy priority for Council).
- There may be a large funding gap between the infrastructure desired at Fishermans Bend and what can be funded. A failure to appropriately budget for the costs of running and looking after new assets in Fishermans Bend is also a potential risk.
- The risk of COVID-19 lasting longer than projected, with uncertainty about the length and severity of the pandemic's impact.
- The implementation and ongoing costs of the four bins kerbside collection service required under the recently announced Recycling Victoria policy.
- The impact of climate change and responses required to protect Council assets and ensure Council satisfies its responsibilities in this area.

Monitoring our financial sustainability

We use the Victorian Auditor General's (VAGO) financial sustainability indicators to monitor our financial sustainability. We are forecasting to achieve an overall risk rating of 'Low' throughout the 10-year period; refer to Volume Two for full details.

Our Neighbourhoods

Our City is home to eight distinct neighbourhoods, each with their own much-loved character, attributes and attractions. The information below illustrates some projects and upgrades (and their estimated cost) that will be undertaken in each neighbourhood across Port Phillip during the life of the Council Plan.

Albert Park / Middle Park

Tables are indicative only – images will be generated for final copy.

Encompassing the suburb of Middle Park, part of the suburb of Albert Park and part of St Kilda West, this neighbourhood is one of the oldest parts of the City with significant heritage areas featuring wide tree-lined streets and houses from the Victorian and Edwardian eras. Primarily a residential area, visitors are also drawn to the beach, local shopping strips and recreational facilities in Albert Park.

Project	Estimated Completion Year	Estimated Total Cost**
Gasworks Arts Park Reinstatement	2024	\$4,392,000
St Vincent's Gardens Upgrade	2024	\$696,000
Moubray Street Community Park	2023	\$514,000
Phillipson St Kerb and Gutter Construction	2023	\$153,000
Danks Street and Withers Street Safety Improvements	2024	\$406,000
Kerferd Road Safety Improvement Trial	2022	\$45,000
Richardson and Nimmo Safety Improvements	2023	\$210,000
Sandbar Public Toilet Ventilation Upgrade	2022	\$400,000
Richardson and Withers Raingarden	2022	\$100,000
Beaconsfield and Nimmo Water Sensitive Urban Design *	2022	\$165,000
McGregor and Patterson Water Sensitive Urban Design *	2022	\$80,000
Albert Park Bowls Club feasibility study	2022	\$20,000

*Indicates grant funding contributes to the budget.

** Includes prior year expenditure and future year projections

Balaclava / St Kilda East

Covering Balaclava and part of St Kilda East and St Kilda, this neighbourhood has diverse housing types and population. Primarily a residential neighbourhood, the Carlisle Street retail and dining precinct, Balaclava station and Alma Park are key features. The cafes and restaurants on Carlisle Street are popular with locals and visitors alike.

Project	Estimated Completion Year	Estimated Total Cost**
Hewison Reserve Upgrade	2023	\$380,000
Alma Park East Upgrade *	2022	\$650,000
Inkerman Street Bike Corridor	2026	\$9,975,000
Alma Road and Alexandra Street Safety Improvements *	2022	\$227,000
R1475 Gourlay St Laneway Renewal	2022	\$255,000
R1497 (Penny Lane) Laneway Upgrade	2022	\$135,000
Alma and Lansdowne Road Safety Improvements	2023	\$360,000
Alma Park Public Toilet Replacement	2022	\$500,000
Carlisle Street Carparks Strategy Implementation	2022	\$411,000

**Indicates grant funding contributes to the budget.*

*** Includes prior year expenditure and future year projections*

Elwood / Ripponlea

Encompassing the suburb of Ripponlea and most of Elwood, this neighbourhood is known for its leafy streets and suburban character. Visitors and residents are drawn to the beach and the cafés and restaurants in local shopping villages.

Project	Estimated Completion Year	Estimated Total Cost**
Lady Forster Kinder Access Ramp	2023	\$182,000
Elwood Park Sports Field Lighting Upgrade	2021	\$1,065,000
Wattie Watson Oval Reconstruction *	2022	\$1,370,000
New Dog Park MO Moran Reserve *	2022	\$275,000

Point Ormond Playground Upgrade *	2022	\$1,600,000
Elwood Neighbourhood Community Centre Reserve	2024	\$385,000
Elwood Foreshore Public Space Lighting (Stage 1a)	2021	\$1,032,000
Elwood Foreshore Public Space Lighting (Stage 1b)	2023	\$746,000
Elwood Boat Ramp Renewal	2022	\$140,000
Bike Parking Facilities Ripponlea Station	2022	\$50,000
Addison Street Kerb and Gutter Construction	2023	\$275,000
Wilton Grove Kerb and Gutter Construction	2023	\$275,000
Addison Street Laneway Renewal	2023	\$155,000
Meredith Street Laneway Renewal	2023	\$253,000
R1763 Milton Street Laneway Renewal	2023	\$165,000
Broadway Road Construction	2023	\$515,000
Moran Reserve Pedestrian Bridge and Cycle Renewal	2022	\$200,000
Elwood Foreshore Facilities Development	2030	\$113,000
Elster Creek Catchment Partnership and Elsternwick Park Nature Reserve	2024	\$1,363,000

**Indicates grant funding contributes to the budget.*

*** Includes prior year expenditure and future year projections*

Port Melbourne

Covering most of the suburb of Port Melbourne, this neighbourhood is a gateway to Melbourne via Station Pier. The Waterfront precinct brings a large number of visitors to the neighbourhood and beyond, attracted to the foreshore and beaches and the retail and commercial strip along Bay Street. Traditional residential heritage precincts contrast with the distinctive areas of Garden City, Beacon Cove and contemporary apartment developments in the Port Melbourne mixed-use area. The neighbourhood is also home to the Port Phillip Specialist School for children with disabilities.

Project	Estimated Completion Year	Estimated Total Cost**
Graham Street Overpass Skate Park and Carparking Upgrade *	2023 (stage 1)	\$750,000
	2025 (stage 2 and 3)	\$1,170,000
JL Murphy Community Pitch Synthetic Field	2023	\$2,600,000

Lagoon Reserve Pavilion Replacement and Sports Field Redevelopment	2024	\$6,190,000
North Port Oval Upgrades	2024	\$730,000
North Port Oval Works (Election) *	2024	\$3,180,000
RF Julier Reserve Pavilion and Park Improvement	2023	\$3,316,000
JL Murphy Baseball Field New Lighting	2025	\$1,100,000
JL Murphy Soccer Pitch 2 Reconstruction	2024	\$925,000
TT Buckingham Flying Fox	2022	\$70,000
Hostile Vehicle Mitigation Beacon Cove Promenade	2022	\$50,000
Station Pier Jetty and Boardwalk Renewal	2022	\$190,000
Sea Bees Replacement	2022	\$140,000
Garden City Bike Path *	2022	\$1,512,000
Dunstan Parade Kerb and Gutter Construction	2023	\$170,000
Rouse Street and Esplanade East Safety Improvements	2024	\$225,000
Waterfront Place Public Toilet	2022	\$400,000
Edwards Park Public Toilet Upgrade	2022	\$485,000
Port Melbourne Town Hall Façade Rectification	2022	\$140,000

**Indicates grant funding contributes to the budget.*

*** Includes prior year expenditure and future year projections*

South Melbourne

Encompassing most of the suburb of South Melbourne and part of Albert Park, this neighbourhood is one of Melbourne's original suburbs. The South Melbourne retail, dining and entertainment precinct, including Clarendon Street and the South Melbourne Market, attracts local and regional visitors. Significant established business precincts, predominantly east of Clarendon Street, offer an ideal location for small and medium size firms close to Melbourne CBD, and provide a central hub for businesses in the creative sector.

Project	Estimated Completion Year	Estimated Total Cost**
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Skidders Adventure Playgrounds Upgrade	2025	\$1,063,000
Sol Green Reserve Upgrade	2025	\$1,700,000
Ludwig Stamer Reserve Play Space Upgrade	2023	\$380,000
Johnson Street and Munro Street Blackspot *	2022	\$105,000
Bank Street Footpath Construction	2023	\$200,000
Eville Street Laneway Upgrade	2024	\$185,000
Cecil Street and James Place Pedestrian Safety Improvements	2022	\$183,000
*		
Iffla Street and Tribe Road Pedestrian Improvements	2023	\$400,000
Cecil Street and Napier Street Pedestrian Safety *	2022	\$172,000
Pickles Street and Glover Street Pedestrian Safety	2022	\$30,000
Coventry and Montague Streets Raingarden	2022	\$100,000
Clarke and Market Streets Raingardens	2022	\$350,000
South Melbourne Town Hall Renewal and Upgrade	2023	\$16,250,000
South Melbourne Market Public Safety Improvements	2022	\$790,000
South Melbourne Market External Food Hall Upgrade *	2022	\$450,000
South Melbourne Market Cecil Street Essential Services Connections	2022	\$330,000
South Melbourne Market Building Compliance Works	2030	\$17,133,000
South Melbourne Structure Plan	2023	\$480,000

**Indicates grant funding contributes to the budget.*

*** Includes prior year expenditure and future year projections*

St Kilda Road

Including parts of the suburbs of Melbourne and Windsor, and parts of Albert Park and South Melbourne, the St Kilda Road neighbourhood is unique in the City because of its mix of offices and high-rise residential development. It is our fastest growing neighbourhood, which includes and adjoins significant open spaces and recreational facilities. St Kilda Road is a significant employment area with more than 20,000 people usually working in the neighbourhood. The planned Anzac Station for the Melbourne Metro will enhance access to the area.

Project	Estimated Completion Year	Estimated Total Cost**
Kings Place Plaza Pocket Park *	2022	\$1,800,000
St Kilda Junction Safety Upgrade	2022	\$240,000
Park Street Bike Link *	2022	\$2,065,000
Park Street Road Construction	2023	\$1,620,000
Queens Road Footpath Construction	2023	\$110,000
Park Street Temporary Bike Lane - Moray Street to Kings Way ^	2022	\$150,000
Domain Precinct - Metro Tunnel Project *	2025	\$500,000 p/a
Domain Precinct Parking Review	2022	\$70,000

**Indicates grant funding contributes to the budget.*

*** Includes prior year expenditure and future year projections*

^ This project work is South Melbourne neighbourhood based but relates to the overall Park Street project under the St Kilda Road Neighbourhood.

Montague

Montague is an emerging neighbourhood in Fishermans Bend. Montague is bound by the West Gate Freeway to the north, the St Kilda Light Rail Line (Route 96) to the east, City Road to the south, and Boundary Street to the west. As part of Fishermans Bend, Montague is envisaged to feature high-density tower development to the north, and finer grain lower-rise development to the south that will respect heritage buildings and adjoining established neighbourhoods.

As the Montague neighbourhood is part of the Fishermans Bend Urban Renewal Area there are no scheduled projects for 2021-25.

Project	Estimated Completion Year	Estimated Total Cost
Fishermans Bend Program	Ongoing	\$300,000 p/a

St Kilda / St Kilda West

Encompassing the suburbs of St Kilda West (east of Cowderoy Street), most of St Kilda and a small part of Elwood, the neighbourhood is attractive to residents and visitors for its iconic retail strips, significant open spaces and the foreshore. St Kilda attracts millions of visitors every year, as it is home to many of Melbourne's famous attractions including Luna Park, the Palais Theatre and St Kilda Beach. It also hosts large events including the St Kilda Festival and Midsumma Pride March.

Project	Estimated Completion Year	Estimated Total Cost**
St Kilda Adventure Playground Upgrade	2024	\$2,762,000
Bubup Nairm Perimeter Fence Replacement	2023	\$191,000
St Kilda Town Hall Training Room Accessibility Upgrades	2022	\$90,000
Palais Theatre and Luna Park Precinct Revitalisation *	2022	\$3,850,000
Rotary Park Play Space Development *	2022	\$715,000
St Kilda Foreshore Infrastructure Upgrade	2024	\$3,600,000
St Kilda Pier Foreshore Upgrade	2025	\$3,360,000
The Slopes Public Toilets Refurbishment	2022	\$195,000
Jacoby Reserve Renewal	2024	\$420,000

Renfrey Gardens Renewal	2024	\$400,000
Hostile Vehicle Mitigation Acland Street Plaza	2023	\$1,090,000
Hostile Vehicle Mitigation Catani Gardens	2024	\$220,000
Foreshore Safety Cameras	2024	\$200,000
West Beach Boardwalk Upgrade	2023	\$350,000
St Kilda Foreshore Lighting Renewal	2022	\$130,000
Fitzroy and Park Street Traffic Signalisation *	2023	\$925,000
Fitzroy Street and Loch Street Safety Improvements *	2023	\$330,000
Alfred Place Footpath Construction	2023	\$170,000
Wellington Street Laneway Upgrade	2023	\$320,000
Fitzroy Street Public Toilet	2022	\$542,000
Shakespeare Grove Public Toilet Replacement and Relocation	2022	\$460,000
EcoCentre Redevelopment *	2023	\$5,540,000
Palais Theatre Tunnels Rectification	2023	\$1,620,000
Palais Theatre Backstage Concrete Spalling Rectification	2022	\$920,000
St Kilda Library Redevelopment	2026	\$11,000,000
St Kilda Town Hall Facade Rectification	2022	\$150,000
Cora Graves Accessibility Improvement	2022	\$350,000
St Kilda Marina Project	2022	\$1,660,000

* Indicates grant funding contributes to the budget.

** Includes prior year expenditure and future year projections

The **Sport and Recreation Infrastructure Project** covers multiple neighbourhoods and includes priorities identified in the Sport and Recreation and Public Space strategies. Some of these projects include:

- Eastern Reserve sound eliminating basketball backboards - \$25K
- Talbot Park - upgrade Basketball Court - \$55K
- Alma Park East - Multipurpose court (design) - \$35K
- Dirt BMX track (design) - \$15K (additional \$70k for this be delivered in 2021/22)