HOBSONS BAY CITY COUNCIL

DRAFT Council Plan 2025-29

(including the Community Vision)

For public exhibition

October 2025

Acknowledgement of Country

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



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1. Introduction

1.1. Councillors message

<To be provided in final version>

1.2. CEO message

<To be provided in final version>

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1.3. About Hobsons Bay City Council

1.3.1. The unique municipality

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

Hobsons Bay is situated at the northern end of Port Phillip Bay, about 10 km west of central Melbourne and includes the suburbs of Altona, Altona Meadows, Altona North, Brooklyn, Laverton, Newport, Seabrook, Seaholme, South Kingsville, Spotswood, Williamstown and Williamstown North. Each suburb has its own unique character, from the historic seaport of Williamstown with its range of heritage buildings, to the more recently developed residential areas of Altona Meadows and Seabrook.

In 2024, Hobsons Bay had an estimated resident population of 95,633 which is forecast to increase to 113,134 by 2046.

Hobsons Bay covers an area of about 64.20 km2 and has more than 20 km of coastline. It is also home to significant coastal wetlands, five creek systems, remnant native grasslands, and important flora and fauna habitats, which make up 24 per cent of the city's total land area.

Hobsons Bay has a range of major industrial complexes, which contribute significantly to the economy of Victoria. It has good access to regional transport facilities such as the West Gate Freeway, the Western Ring Road, CityLink, the National Rail Line, and the ports and airports of Melbourne and Avalon.

These features contribute to the city's culture, which is strongly linked to its maritime heritage, rich natural environment, industry and lifestyle.

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1.3.2. Your councillors

The Council is elected to provide good governance in its municipal district for the benefit and wellbeing of its community. On 26 October 2024 the residents and ratepayers of Hobsons Bay elected this Council for a four-year term. Seven councillors were elected to a new single-councillor ward structure.

(With city/wards map)



Altona ward
Mayor
Cr Daria Kellander



Altona North ward
Deputy Mayor
Cr Rayane Hawli



Altona Meadows ward
Cr Diana Grima



Spotswood ward
Cr Kristin Bishop



Williamstown North ward
Cr Michael Disbury



Laverton ward
Cr Paddy Keys-Macpherson



Williamstown ward
Cr Lisa Bentley

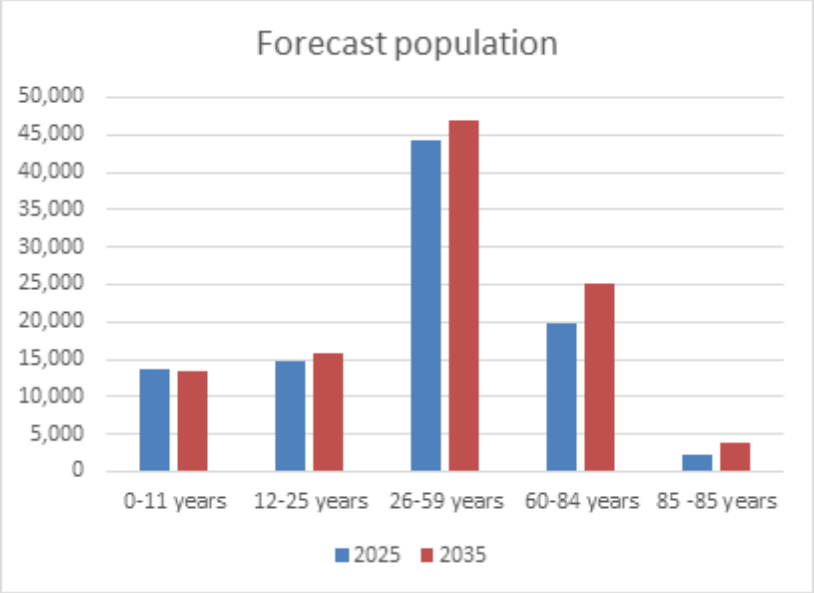


1.3.3. Our community

Population

In 2024, Hobsons Bay had an estimated resident population of 95,633 which is forecast to increase to 113,134 by 2046. The proudly diverse community speaks more than 80 languages and practises more than 40 faiths.

Hobsons Bay	Benchmark	Source
95,633 residents in 2024		Australian Bureau of Statistics (2023-24), *Regional population*.

In 2024 Hobsons Bay had a population growth rate of 2.02%	Population growth in Greater Melbourne was 2.74%	Australian Bureau of Statistics (2023-24), *Regional population.*
Population forecasts Hobsons Bay will grow by 10,000 residents in the next 10 years. Over half this growth will be residents aged over 60 years		.id Consulting (2024), Hobsons Bay population and household forecasts, National Forecasting Program.
		.id Consulting (2024), Hobsons Bay population and household forecasts, National Forecasting Program.

Priority populations

We recognise that there are groups in the community who are more likely to experience social and economic barriers that contribute to poorer health and social outcomes. These priority populations have distinct needs that have been considered in the development of this plan.

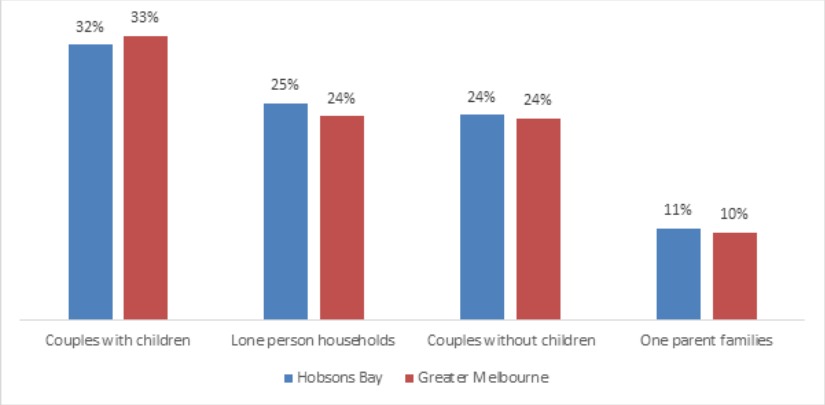
More information about priority populations can be found in the Hobsons Bay Health, Wellbeing and Safety Plan <insert link>

Hobsons Bay	**Benchmarking**	**Source**
628 (or 0.7%) residents are First Nations	Compared to 0.7% of people in Greater Melbourne	Australian Bureau of Statistics (ABS), *2021 Census of Population and Housing.*
13.3% of residents identify as LGBTIQA+	Compared to 11% of people across Victoria	Victorian Agency for Health Information (2025), *Victorian Population Health Survey 2023*, Victorian Government.
27% of residents speak a language other than English at home	Compared to 34% of people in Greater Melbourne	Australian Bureau of Statistics (ABS), *2021 Census of Population and Housing.*
The top three spoken languages other than English are:	The top three spoken languages other than	Australian Bureau of Statistics (ABS), *2021*

• Arabic 3.0% • Greek 2.5% • Vietnamese 2.1%	English in Greater Melbourne are: • Mandarin 4.3% • Vietnamese 2.3% • Greek 2.1%	Census of Population and Housing.
30.1% of residents are born overseas	Compared to 35.7% of people in Greater Melbourne	Australian Bureau of Statistics (ABS), *2021 Census of Population and Housing*.
Top three overseas countries of birth are: • United Kingdom 4.2% • India 2.7% • New Zealand 2.1%	Top three overseas countries of birth in Greater Melbourne are: • India 4.9% • China 3.4% • United Kingdom 3.3%	Australian Bureau of Statistics (ABS), *2021 Census of Population and Housing*.
21.3% of residents have a disability	Compared to 21.4% of people across Australia	Victorian Agency for Health Information (2025), *Victorian Population Health Survey 2023*, Victorian Government.
9,963 (or 13.3%) residents provide unpaid assistance to a person with a disability, long-term illness or old age	Compared to 12.6% of people in Greater Melbourne	Australian Bureau of Statistics (ABS), *2021 Census of Population and Housing.*
11,372 (or 13.2%) residents live in low-income households	Compared to 13.4% of people in Greater Melbourne	Australian Bureau of Statistics (ABS), *2021 Census of Population and Housing.*

Housing

Hobsons Bay	**Benchmark**	**Source**
36,153 households in Hobsons Bay		Australian Bureau of Statistics (ABS), *2021 Census of Population and Housing.*
Household types: • Couples with children 32% • Lone person households 25% • Couples without children 24% • One parent families 11%	Household types in Greater Melbourne: • Couples with children 33% • Lone person households 24% • Couples without children 24% • One parent families 10%	Australian Bureau of Statistics (ABS), *2021 Census of Population and Housing.* See below for graph

		
Housing tenure: • Owned outright 32.8% • Mortgage 32.9% • Renting 28.4%	Housing tenure in Greater Melbourne: • Owned outright 28.7% • Mortgage 35.6% • Renting 29.2%	Australian Bureau of Statistics (ABS), *2021 Census of Population and Housing.*
2,221 (or 24.1% of all renting households) households in private rentals in Hobsons Bay are in rental stress	Compared to 26.8% of households in Greater Melbourne	.id Consulting (2025), Hobsons Bay Housing Profile.
291 people were experiencing homelessness on census night in 2021		Australian Bureau of Statistics (2021), *Estimating Homelessness: Census*

Education and employment

Hobsons Bay	**Benchmark**	**Source**
33% of residents have a bachelor's degree or higher	Compared to 34% of people in Greater Melbourne	Australian Bureau of Statistics (ABS), *2021 Census of Population and Housing.*
In the 2025 March quarter, the unemployment rate in Hobsons Bay was 3.3%	Compared to a rate of 4.5% in Greater Melbourne	Australian Bureau of Statistics, Labour force survey and Department of Employment, Small Area Labour Markets.
Workforce participation rates for residents: • Women are employed 48% fulltime and 39% part time • Men are employed 70% full time and 20% part time	Workforce participation rates for residents in Greater Melbourne: • Women are employed 45% full time and 42% part time • Men are employed 67% full time and 22% part time	Australian Bureau of Statistics (ABS), 2021 *Census of Population and Housing.*

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2. About the Council Plan

2.1. Purpose statement

The *Local Government Act 2020* sets out the rules for how Council must operate, make decisions and report to the community. It helps make sure we're always working in the best interests of Hobsons Bay.

When developing this plan, we also considered a number of other important laws that guide how we plan and deliver services, including:

- *Victorian Charter of Human Rights and Responsibilities Act 2006*
- *Disability Act 2006*
- *Public Health and Wellbeing Act 2008*
- *Climate Change Act 2017*
- *Gender Equality Act 2020*

These laws help make sure Council's work supports fairness, inclusion, health, sustainability and equality across our community.

This plan aims to align the strategies and actions that support Hobsons Bay's diverse community to the Council's strategic direction and community vision.

2.1.1. Our commitment to strong governance and culture

Hobsons Bay City Council is committed to strong governance and culture, ensuring we run effectively, transparently and accountably while serving the best interests of our community.

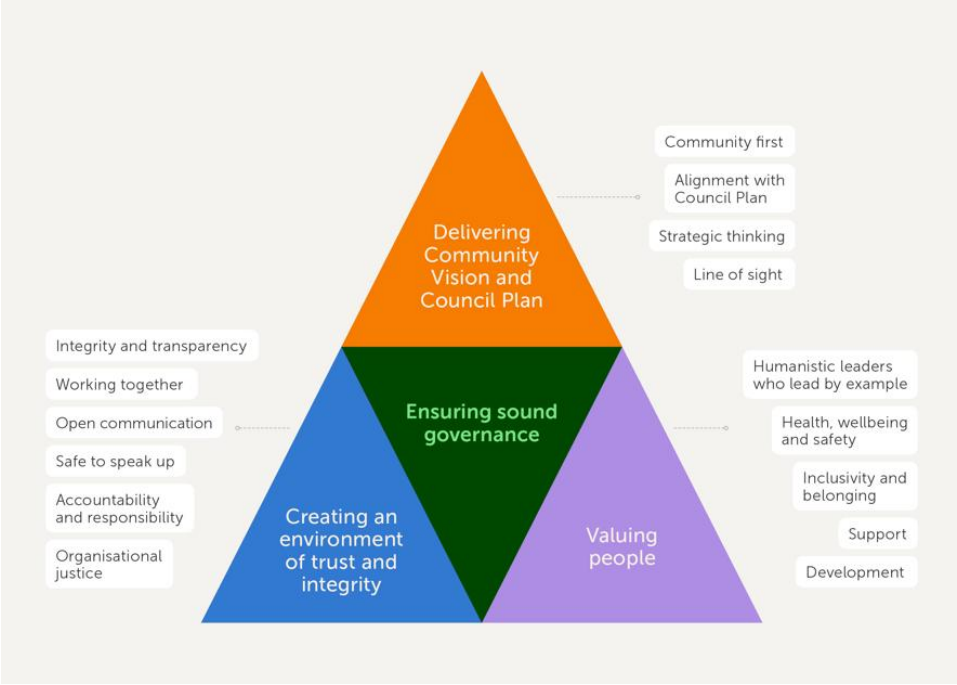


Image: Working model from the Rebuilding Culture and Governance Integrated Action Plan (2025)

2.1.2. Our commitment to strong partnerships

Council's role in realising the Community Vision 2040

Council plays a vital role in bringing the Community Vision 2040 to life. Recognising the diverse needs of our community, Council adapts its approach, stepping into different roles to achieve the best possible outcomes.

Council plays different roles in delivering community outcomes— we provide, we partner, we educate and we advocate.



We deliver essential services that meet community needs and enhance everyday life in Hobsons Bay.



We collaborate with various stakeholders to ensure that the benefits of all projects and services are shared widely and sustained over time.



We share valuable information to build knowledge, promote wellbeing, and keep the community well-informed.



We represent Hobsons Bay's interests, collaborating with other levels of government and investors to secure additional support and resources for our area.

Regardless of the role we undertake, Council remains committed to fostering strong relationships—with residents, local organisations, businesses, and all levels of government—to deliver the best outcomes for our community.

These relationships are founded on trust, shared objectives, and transparent governance.

Together, they enable us to address both current and future community needs over the next four years and beyond.

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2.2. Strategic context

2.2.1. The Integrated Planning and Reporting Framework

The Integrated Planning and Reporting Framework provides the strategic direction and activities required to ensure Council's work is informed, well considered and aligned across the diversity of responsibilities and services that we offer the community. In line with our commitment to strong governance, the framework sets the systems and processes to ensure decision making— both day-to-day and in the Council chamber— deliver the best outcomes for our community.

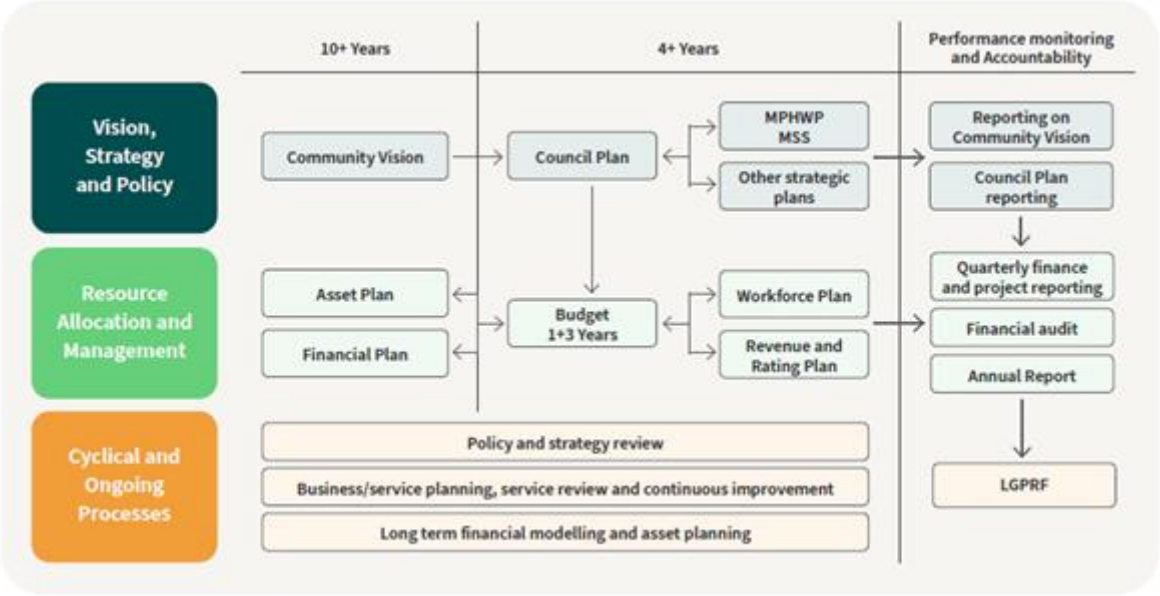


Image: Hobsons Bay Integrated Planning and Reporting Framework 2021-2025 <to be updated with 2025 model>

The Council Plan aligns with other key strategic documents— the Municipal Public Health and Wellbeing Plan 2025-29, the Asset Plan 2025-2035 and the Financial Plan 2025-35.

2.3. An informed plan for our future

2.3.1. The legislative requirements

In accordance with the legislative requirements of the *Local Government Act 2020,* the Council Plan and other strategic documents were developed through community consultation and a deliberative engagement process. The process followed Council's Community Engagement Policy (2023).

2.3.2. Community engagement

How the plan was developed

To ensure a purposeful, inclusive and transparent engagement process, Council conducted a phased community engagement approach to develop the plan. A detailed community engagement report is included in the appendices.

1. Council surveyed the municipality to identify the top service and program priorities, asset and budget priorities, and health and wellbeing priorities for the next four years, as well as review the Community Vision. In this phase, engagement happened online and in person at community drop-in sessions. A total of 1,063 participants provided their feedback between 30 April and 6 June 2025.
2. The findings of the broad community engagement were further explored by a group of 36 community members. The participants were selected from 117 expressions of interest to represent the demographics of the Hobsons Bay community as closely as possible. This group met three times in July 2025 to provide specific feedback on a range of topics relevant to the Council Plan, the Health, Wellbeing and Safety Plan and other important strategic focus areas of Council. Themes, goals and actions were then drafted considering the inputs received.
3. These were presented to Council staff across three staff workshops and were modified each time to reflect feedback.
4. Public exhibition of the plan allowed for final community review prior to adoption by Council.



Figure X The Plan was developed via an iterative process involving community and Council staff.

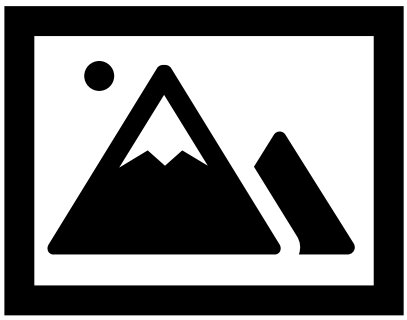


Image: Community representatives involved in the deliberative engagement process (to be added in final)

2.3.3 Gender Impact Assessment

As per the requirements of the *Gender Equality Act 2020*, Council is required to prepare a Gender Impact Assessment (GIA) for all new and updated programs, policies and services that have a direct and significant public impact. Through the development of this plan, a 'gender lens' has been applied to ensure the impact of gender norms, behaviours and roles are considered, and a broad range of genders and population groups have been consulted.

The themes and goals included in the plan take account of people of different genders, particularly in relation to advocacy, programs, and education and awareness. More specifically, the themes and goals have been developed to ensure they address the broad needs of different genders by:

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

3. The Council Plan

3.1. Plan on a page

<Purpose is to provide a “poster” version of the plan that can be at-a-glance overview.>

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3.2. Community Vision 2040

As part of the development of the Council Plan 2025-29, the deliberative engagement process re-visited the Community Vision 2030 to ensure the direction and aspirations of the community in the current and future context were being met.



3.3. The Council Plan 2025-29

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3.3.1. Healthy Community

Theme 1: Healthy Community	
Goals	1. Strengthen community connection. 2. Reduce harm and build a safer community. 3. Promote physical and mental wellbeing.
Key outcome indicators	• Higher proportion of adults, adolescents and children with very good or excellent self-rated health. • Higher life satisfaction of adults and adolescents. • Higher proportion of adults who feel valued by society. • Lower proportion of adults experiencing loneliness (Victorian Population Health Survey). • Lower proportion of adults and adolescents who smoke daily. • Lower proportion of adults and adolescents who vape daily. • Lower rate of incidents of family violence. • Higher proportion of adults feeling safe walking in their street at night. • Lower proportion of adults at risk of harm from alcohol-related disease or injury (Victorian Population Health Survey). • Lower proportion of adults and adolescents with psychological distress. • Lower proportion of adults, adolescents and children with one or more long-term health condition (Census of Population and Housing). • Lower proportion of adults worried about food insecurity (Victorian Population Health Survey). • Higher proportion of adults, adolescents and children who consume sufficient fruit and vegetables. • Lower proportion of adults, adolescents and children who consume sugar-sweetened beverages daily. • Higher proportion of adults, adolescents and children who are sufficiently physically active. • Lower proportion of adults sitting for seven or more hours on an average weekday. • Lower proportion of adults, adolescents and children who are overweight and obese. • Community satisfaction with community and cultural activities (Local Government Community Satisfaction Survey). All key outcome indicators align with the Victorian Public Health and Wellbeing Outcomes Framework and the sources therein, unless an alternative source is listed.
Relevant services we provide	• Aged and disability services • Early years • Maternal and child health • Immunisations • Youth services

	• Libraries • Community centres and hubs • Community development • Social planning and research • Public health • Sport and recreation
Advocacy priorities	• Additional mental health services – particularly for young people. • Improved access to health and human services for vulnerable groups. • Increased prevention-focused funding and resources to strengthen community safety. • Improved funding models and service management across aged and community care, youth services, and maternal and child health. • Stronger harm-reduction policy and regulation of harmful industries (gambling, alcohol, tobacco/vaping), including Electronic Gaming Machine reduction, product, pricing, marketing and outlet controls.
Key partners	• Community health services • Local health and human service organisations • Victoria Police • Sport and Recreation Victoria • State sporting associations • State Government Department of Families, Fairness and Housing • State Government Department of Heath • State Government Department of Education • Federal Government Department of Social Services • Federal Government Department of Health • Peak bodies for health and human services • Traditional Owners and Aboriginal Controlled Community Organisations • Local sports clubs and organisations • Local arts and culture organisations • Creative Victoria • Victorian Multicultural Commission • Neighbourhood Houses Victoria • North Western Melbourne Primary Health Network • Western Health Public Health Unit
Relevant plans	• Community Services and Infrastructure Plan (2020-30) • Sports Needs Analysis (2018-28) • Aquatic Strategy (2019-30)

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Actions	Role ^	Measures
Goal 1.1: Strengthen community connection		
1.1.1 Deliver health and wellbeing initiatives that enable social connection.*	Provide Partner	• Number of programs/events delivered. • Participant satisfaction/impact of programs/events.
1.1.2 Support opportunities to promote First Nations reconciliation.*	Provide Partner	• Cultural and community development programs/events delivered. • Engagement with Traditional Owners.
1.1.3 Recognise, support and celebrate the diversity of Hobsons Bay.*	Provide Partner Educate	• Number of programs/events delivered and supported. • Participant satisfaction and impact of programs/events.
1.1.4 Foster partnerships with community groups and organisations that support community connection, wellbeing and capacity building.*	Provide Partner Educate	• Organisations and partners that Council has worked with and/or supported. • Number and value of community grants awarded.
1.1.5 Work in partnership with older people, community organisations, service providers and other stakeholders to provide and support programs, services and initiatives that respond to their needs and aspirations.*	Provide Partner Advocate Educate	• Clients report that services helped them live safely and independently at home. • Deliver and embed service-improvement initiatives that lift client participation and experience and improve value for money.
1.1.6 Partner with young people, families, schools, and service providers to co-design initiatives that respond to their needs and aspirations.*	Provide Partner Advocate Educate	• Participation and reach of programs to engage young people. • List of partners that Council has worked with and/or supported.
1.1.7 Provide and support safe, inclusive and accessible services, programs, facilities and public spaces.*	Provide Partner Educate	• List of changes made to services, programs, events and/or infrastructure to make them more accessible and responsive. <u>LGPRF:</u> • LB2 – Recently purchased library collection • LB5 – Cost of library service • LB6 – Library loans per population • LB7 – Library membership • LB8 – Library visits per population

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Actions	Role ^	Measures
Goal 1.2: Reduce harm and build a safer community		
1.2.1 Support and deliver harm prevention initiatives to reduce harm from gambling, tobacco, vaping, alcohol and other drugs.*	Provide Partner Educate Advocate	• List of initiatives Council has delivered or supported. • Implementation and evaluation of the impact of the Gambling Harm Prevention Policy Statement and the Alcohol Harm Prevention Policy.
1.2.2 Prevent and respond to family violence by promoting gender equity and advocating for local access to services.*	Provide Partner Educate Advocate	• Number of Gender Impact Assessments developed. • Family violence service engagement and partnership initiatives delivered.
1.2.3 Provide public places and infrastructure that enhance perceptions of safety and strengthen partnerships to deliver community safety initiatives.*	Partner Advocate Educate	• Number of open space and activity centre projects that have been subject to a Crime Prevention Through Environmental Design (CPTED) review. • List of partners that Council has worked with and/or supported.
Goal 1.3: Promote physical and mental wellbeing		
1.3.1 Apply a life-course approach to identify service gaps, guide future life-stage action plans, and strengthen advocacy and partnerships to improve equitable access to health and community services.*	Provide Partner Educate Advocate	• Complete life-course service reviews and partner mapping; implement the recommendations; submit consolidated lists of system improvements, advocacy actions and partner organisations. LGPRF: • MC2 – Infant enrolments in the MCH service • MC3 – Cost of MCH service • MC4 – Participation in the MCH service • MC5 – Participation in the MCH service by Aboriginal children • MC6 – Participation in four-week key age and stage visit
1.3.2 Deliver and support equitable and inclusive programming of open space, libraries, community hubs, arts, and sport and recreation facilities to promote wellbeing.*	Provide Partner Educate	• Number of programs/events delivered or supported. • Number of community groups and organisations providing programs in Council facilities. LGPRF: • AF6 - Utilisation of aquatic facilities • AF7 - Cost of aquatic facilities
1.3.3 Upgrade community facilities such as libraries, community hubs, sport and recreation facilities when aligned to feasible strategy to	Provide	• Number of community facilities that have been upgraded to promote greater participation.

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Actions	Role ^	Measures
increase participation in physical and mental activities with a focus on attracting under-represented cohorts.*		• Increased participation and reach of active and engaging programs for physical and mental health and wellbeing.
1.3.4 Support healthy eating and access to nutritious food through education and capacity-building community initiatives.*	Provide Partner Educate Advocate	• Community partnerships delivered and supported
1.3.5 Support and deliver services and initiatives that support mental health.*	Provide Partner	• Number of programs/events, initiatives and/or services delivered and/or supported. • List of partners that Council has worked with and/or supported.

* Goal reflected in the Health, Wellbeing and Safety Plan 2025-29
^ See section 2.1.2 for role definitions
LGPRF = Local Government Planning and Reporting Framework measures

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3.3.2. Sustainable Environment

Theme 2: Sustainable Environment	
Goals	1. Respond effectively to climate change by reducing emissions and managing risk. 2. Support the community to respond to climate change. 3. Promote and deliver recycling and waste management services that divert waste from landfill. 4. Promote the conservation and enhancement of our unique natural environments.
Key outcome indicators	• Reduction in gross and net emissions. • Reduction in fossil fuel use. • Reduction in overall waste generated. • Reduction in waste sent to landfill. • Reduction in contamination in mixed recycling, food and garden and glass bins. • Community satisfaction with waste services. • Community satisfaction with environmental sustainability initiatives and services. • Community satisfaction with the appearance of public areas.
Relevant services we provide	• Environment and sustainability • Waste and recycling • Open space, parks and conservation
Advocacy priorities	• Tighter air- pollution controls and better monitoring to protect community health. • Improved financial support and policy settings for Council to effectively manage waste and recycling services across the community. • Investment in new collection and recycling facilities. • Reduction of unnecessary packaging waste including soft plastics. • Expansion of product stewardship schemes. • Increase the quality and efficiency of new homes and ensure they withstand changing weather conditions. • Funding for rehabilitation of former industrial sites. • Ensure sustainable development in strategic land use planning. • Significant external partner funding towards the construction of the Hobsons Bay Wetlands Centre as a regional attraction.
Key partners	• Environmental Protection Authority • Department of Energy, Environment and Climate Action • Parks Victoria • Melbourne Water • Recycling Victoria • Sustainability Victoria • Council Alliance for a Sustainable Built Environment • Western Alliance for Greenhouse Action

	• Department of Transport and Planning • Victorian Planning Authority
Relevant plans	• Waste and Recycling Strategy (2025) • Biodiversity Strategy (2024-34) • Hobsons Bay Response to Climate Change Action Plan (2022) • Urban Forest Strategy (2020)

Actions	Role	Measures
Goal 2.1: Respond effectively to climate change by reducing Council emissions and managing risk		
2.1.1 Reduce Council's gross greenhouse gas emissions related to energy use across its buildings and facilities portfolio.	Provide	• Emissions from energy use within buildings.
2.1.2 Maintain carbon neutral accreditation.	Provide	• Council remains carbon neutral for own-source emissions.
Goal 2.2: Support the community to respond to climate change		
2.2.1 Provide education, advice and support to the community to reduce emissions and respond to a changing climate.*	Provide Educate	• Number of programs/events delivered. • Reach of communication and education materials.
2.2.2 Promote energy-efficient and sustainable residential, commercial and industrial development.	Educate	• Number of environmental sustainable design referrals on planning permit applications.
2.2.3 Increase the tree canopy to increase natural shade and reduce the urban heat island effect.	Provide	• Number of new trees planted within the municipality by suburb. • Survival rate of trees planted.
Goal 2.3: Promote and deliver recycling and waste management services that divert waste from landfill		
2.3.1 Develop and implement the new Waste and Recycling Strategy (2025) incorporating confirmation of service levels, community education, and enforcement.	Provide	• Waste and Recycling Strategy developed and adopted. LGPRF: • WC2 – Kerbside collection bins missed • WC3 – Cost of kerbside garbage bin collection service • WC4 – Cost of kerbside recyclables bin collection service
2.3.2 Provide education and support to residents and businesses to support effective	Provide Educate Partner	• Number and results of contamination audits. • Education and awareness initiatives delivered.

use of kerbside collection bins and reduction of waste to landfill.		LGPRF: • WC1 - Kerbside collection waste diverted from landfill.
2.3.3 Manage waste and recycling contractual arrangements to maximise environmental outcomes.	Provide	• Amount spent from waste reserve. • Tonnes of waste diverted from landfill.
2.3.4 Pursue use of sustainable materials within infrastructure projects to facilitate greater uptake of recycling of waste products.	Provide	• Percentage of construction projects within the capital works program using recycled products. • Percentage of recycled products used in major asset renewal programs of road resurfacing and footpath renewal.
Goal 2.4: Promote the conservation of our unique natural environments		
2.4.1 In partnership with relevant groups and organisations, promote and protect the city's unique local environments including coastal areas, wetlands and grasslands.*	Provide Partner Educate	• Number of initiatives delivered from the biodiversity strategy. • Number of upgrade initiatives delivered from key conservation reserve master plans.
2.4.2 Strengthen and embed land-contamination management practices.	Provide	• Number of public sites where decontamination works were undertaken. • Percentage of sites that received compliance sign off when contaminated land was requiring appropriate management.

* Goal reflected in the Health, Wellbeing and Safety Plan 2025-29
^ See section 2.1.2 for role definitions
LGPRF = Local Government Planning and Reporting Framework measures

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3.3.3. Liveable City

Theme 3: Liveable City	
Goals	1. Provide equitable and inclusive infrastructure. 2. Deliver and advocate for an accessible transport network. 3. Increase access to jobs, education and housing. 4. Foster community through events and arts. 5. Address drainage, flooding and stormwater concerns.
Key outcome indicators	• Increased community satisfaction with recreational facilities. • Increased community satisfaction with the appearance of public areas. • Increased community satisfaction with local streets and footpaths. • Increased community satisfaction with business development. • Reduction in the level of unemployment and underemployment. • Increased community satisfaction with community and cultural activities. • Reduction in the number of reported floods.
Relevant services we provide	• Economic development and tourism • Arts and culture • Strategic land use planning • Statutory planning • Planning and building compliance • Asset management and maintenance • Capital works • Traffic and transport • Engineering services
Advocacy priorities	• Improved public transport services across the city. • Funding to manage increased risk of stormwater flooding and impacts of rising sea levels across the municipality. • Improved state government maintenance of their assets (including roads and the city gateway) to meet community expectations. • Balanced approach to meeting housing targets while considering neighbourhood character and community needs. • Connection of active transport corridors with those in neighbouring municipalities and major destinations. • Advocate for partnership funding (state/federal/private) to revitalise major tourism attractions through site acquisition, renewal and new infrastructure. • Advocate for sustained funding to expand arts and culture infrastructure and programs to drive visitation, strengthen place identity and build local creative industries.

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Key partners	• Housing Victoria • Department of Families, Fairness and Housing • Public Transport Victoria • Department of Transport and Planning • Department of Education • Department of Jobs, Skills, Industry and Regions • Western Melbourne Tourism Board • West of Melbourne Economic Development Alliance • Creative Victoria • Local arts and culture organisations • Traders associations
Relevant plans	• Community Services and Infrastructure Plan 2020-30 • Economic Development Strategy 2023-28 • Integrated Transport Plan 2017-30 • Open Space Strategy 2018-28 • Public Toilet Strategy 2023-33

Actions	Roles	Measures
Goal 3.1: Provide equitable and inclusive community infrastructure		
3.1.1. Review under-utilised Council properties, buildings and land to identify possible disposal, investment or activation opportunities to meet community need.	Provide	• Review completed. • Percentage of properties and buildings under full utilisation.
3.1.2 Renew and upgrade key activity centres to deliver accessible, safe and welcoming streetscapes that reflect suburb identities.	Provide	• Number of activity centre/streetscapes subject to upgrade or major renewal works.
3.1.3 Provide accessible and well-maintained community facilities that meet community expectations and needs.*	Provide Partner	• Number of community facilities that have been subject to accessibility improvements via upgrades. • Change in asset renewal gap for building assets.
3.1.4 Enhance the existing provision of open space across the municipality through renewal and upgrade to meet community expectations in accordance with the Open Space Strategy.	Provide	• Number of parks that have been subject to upgrade or major renewal works. • Change in asset renewal gap for open space assets.

3.1.5 Respond to the impacts of the predicted rise in sea level including erosion of the coastline and loss of usable recreation space.	Provide Partner	• Completion of Adapt West - Shaping our Shores work to guide future adaptation work along the coastline. • Number of projects delivered that resolve high-risk erosion issues on the coastline.
Goal 3.2: Increase access to jobs, education and housing		
3.2.1 Deliver a kindergarten upgrade program to meet increased demand.	Provide Partner	• Implementation of the approved Kindergarten Infrastructure and Service Plan. • Proportion of kindergarten programs at capacity.
3.2.2 Activate retail and service precincts, with a focus on supporting local business, attracting investment, and creating vibrant community hubs across the city.	Provide Partner	• Number of initiatives provided or supported. • Participant and stakeholder satisfaction with initiatives.
3.2.3 Attract commercial and industrial investment that supports sustainable local employment.	Provide Partner Advocate	• Number of promotional activities undertaken. • Amount of appropriately located new commercial and industrial investments.
3.2.4 Develop and implement the Plan for Hobsons Bay to guide land use planning for future housing growth, employment, land protection, environmental resilience and heritage outcomes.	Provide	• Plan for Hobsons Bay developed and adopted.
3.2.5 Develop and implement a housing strategy to reflect supply forecasts and review the Neighbourhood Character Study.*	Provide	• Housing strategy developed and adopted. • Neighbourhood Character Study completed.
3.2.6 Deliver and support education and training initiatives that increase employment pathways, education and skill development.	Provide Partner	• Number of employment and training initiatives delivered or supported.
3.2.7 Develop and implement the Hobsons Bay Tourism Strategy.	Provide Partner	• Hobsons Bay Tourism Strategy developed and adopted. • Number of actions from the tourism strategy completed or underway.
Goal 3.3: Deliver and advocate for a safe and accessible transport network		
3.3.1 Review and implement the Integrated Transport Strategy and deliver infrastructure to improve movement and accessibility outcomes across the municipality.*	Provide	• Integrated Transport Strategy reviewed and adopted. • Number of actions from the Integrated Transport Strategy completed or underway. <u>LGPRF:</u> • R1 - Sealed local roads below the intervention level

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		• R3 – Cost of sealed local road reconstruction • R4 – Cost of sealed local road resealing • R5 – Satisfaction with sealed local roads • C3 – Population density per length of road
3.3.2 Develop and implement a Parking Management Action Plan.	Provide	• Parking Management Action Plan developed and adopted. • Number of actions from the Parking Management Action Plan completed or underway.
Goal 3.4: Foster community through events and arts		
3.4.1 Develop and implement a Heritage Strategy to protect, manage and celebrate our diverse heritage.	Provide	• Heritage Strategy developed and adopted. • Number of actions from the Heritage Strategy completed or underway.
3.4.2 Develop and implement the Hobsons Bay Creative City Arts and Culture Strategy, incorporating the Public Art Strategy.	Provide	• Strategy developed and adopted. • Partnerships and arts development initiatives identified and delivered.
3.4.3 Provide and support an events and festivals program that showcases the unique features of Hobsons Bay and responds to and celebrates community.	Provide Partner	• Participation and reach of festivals and events in the municipality. • Community satisfaction with community and cultural activities.
3.4.4 Activate and invest in existing under-utilised spaces and infrastructure to support arts.	Provide Partner	• List of initiatives or upgrades delivered.
Goal 3.5: Address drainage, flooding and stormwater management concerns		
3.5.1 Develop and implement a Drainage Strategy that considers the impacts of climate change.	Provide	• Drainage Strategy developed and adopted. • Number of actions from the Drainage Strategy completed or underway.
3.5.2 Review and increase the standards for drainage maintenance.	Provide	• Drainage maintenance program and standards reviewed. • Maintenance program delivered in line with newly endorsed standards.

* Goal reflected in the Health, Wellbeing and Safety Plan 2025-29
^ See section 2.1.2 for role definitions
LGPRF = Local Government Planning and Reporting Framework measures

3.3.4. Accountable Council

Theme 4: Accountable Council	
Goals	1. Improve financial performance of Council. 2. Increase staff satisfaction and safety. 3. Strengthen governance practices and systems. 4. Increase effective communications and community engagement. 5. Develop strategic partnerships to deliver on community needs.
Key outcome indicators	• Increased staff satisfaction. • Increased community satisfaction with how Council informs the community. • Increased community satisfaction with Council consultation and engagement. • Increased community satisfaction with Council's overall performance. • Increased community satisfaction with value for money delivered by Council. • Increased community satisfaction with Council direction. • Increased community satisfaction with customer service. • Increased community satisfaction with emergency and disaster management. • Increased community satisfaction with decisions made in the interest of the community. • Improved financial performance. • Improved partnership development and maturity.
Relevant services we provide	• Governance and council support • Corporate services • Finance and revenue management • Communications and community engagement • Emergency management • Locals laws and compliance
Advocacy priorities	• Fair funding arrangements and cessation of unfunded mandates from state and federal governments, including cost shifting of services and responsibilities. • Increased federal and state infrastructure funding to address the growing asset renewal gap. • Review of rate-capping policies, or alternative revenue mechanisms and funding sources.
Key partners	• Victoria Police • Fire Rescue Victoria • Country Fire Authority (CFA) • Victorian State Emergency Services (SES) • Ambulance Service • Emergency Management Victoria • Federal government departments and agencies

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	• Victorian state government departments and agencies • Neighbouring councils and regional council alliances • Municipal Association of Victoria (MAV) • Local Government Victoria • Regional Development Victoria • Federal and state parliamentarians (local members) • Staff • Staff unions and professional associations
Relevant plans	• Community and Local law 2025 • Governance Rules 2025 • Rating Strategy 2024/25 • Listening & Support Integrated Action Plan 2025 • Gender Equality Action Plan 2025-29 • Community Engagement Policy 2023

Actions	Role	Measures
Goal 4.1: Strengthen governance practices and systems		
4.1.1 Improve the transparency of Council decisions.	Provide	• Compliance with transparency policy. LGPRF: • G1 – Council resolutions made at meetings closed to the public. • G3 – Councillor attendance at Council meetings. • G4 – Cost of elected representation. • G5 – Satisfaction with Council decisions.
4.1.2 Implement an integrated corporate, strategic planning and reporting framework.	Provide	• Annual progress reporting against Council Plan published. • Quarterly organisational performance reporting published.
4.1.3 Conduct a review of Council policies and deliver a rolling program of updates.	Provide	• Review of Council policies completed and timetable for review of policies developed.
4.1.4 Embed best-practice governance and compliance across all Council regulatory, governance and corporate services.	Provide	• Best practice frameworks developed and implemented and evaluated. • Number of staff completing compliance training programs. LGPRF: • SP2 – Planning applications decided within required timeframes • SP3 – Cost of statutory planning service • SP4 – Council planning decisions upheld at VCAT

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		• AM1 - Time taken to action animal management requests • AM2 - Animals reclaimed • AM7 - Animal management prosecutions successful • AM6 - Cost of animal management service • FS1 – Time taken to action food complaints • FS2 – Food safety assessments • FS3 – Cost of food safety service • FS4 - Critical and major non-compliance outcome notifications • FS5 – Food safety samples • SP1 – Time taken to decide planning applications • SP3 – Cost of statutory planning service • SP4 – Council planning decisions upheld at VCAT
4.1.5 Enhance emergency management preparedness and community resilience through updated planning and emergency services coordination.*	Provide Partner Educate Advocate	• Emergency Management Plan reviewed and updated annually. • Business continuity plans updated and tested annually.
4.1.6 Strengthen the delivery of the Gender Equality Action Plan by embedding the Gender Impact Assessment process and providing gender equity training for staff.*	Provide Educate	• Gender Equality Action Plan implementation milestones achieved. • Annual Gender Equality Action Plan reporting compliance. • Number of Gender Impact Assessments completed across all relevant projects. • Percentage of staff completing gender equality training. • Gender equality policy compliance monitoring results.
4.1.7 Strengthen Council's commitment to child safety by embedding the Child Safe Standards across policies, services, and facilities, and building staff capability.	Provide	• Percentage of staff completing mandatory child safety training. • Child Safe Standards compliance audit results child safety incident reporting and response timeframes.
Goal 4.2: Increase staff satisfaction and safety		
4.2.1 Implement the actions from the Integrated Action Plan (2025) relating to valuing people, sound governance and trust and integrity.	Provide	• Number of actions from the Integrated Action Plan completed against planned timelines. • Staff feedback on plan implementation effectiveness.
4.2.2 Establish an Employee Value Proposition to retain and attract high-performing talent.	Provide	• Employee Value Proposition framework developed and launched. • Organisational values refreshed and embedded. • Staff retention rate. <u>LGPRF:</u> • C7 – Percentage of staff turnover

Goal 4.3: Improve the financial performance of Council		
4.3.1 Deliver a comprehensive program of service reviews to improve efficiency and public value and clearly communicate the outcomes.	Provide	• Service catalogue review undertaken. • Number of service reviews completed. • Financial implications of service review findings.
4.3.2 Deliver digital transformation initiatives and monitor for continual improvement to increase efficiency.	Provide	• Number of digital transformation initiatives implemented.
4.3.3 Reduce the asset renewal gap.	Provide	• Change in asset renewal gap. LGPRF: • L1 - Current assets compared to current liabilities • Q5 - Asset renewal compared to depreciation • C2 – Infrastructure per head of population
4.3.4 Develop strategies to diversify income streams.	Provide	• Strategies identified. • Percentage increase in non-rates revenue. • Revenue diversification as percentage of total revenue. LGPRF: • E2 - Expenses per property assessment • E4 - Rates compared to adjusted underlying revenue • L2 – Unrestricted cash compared to current liabilities • O2 – Loans and borrowings compared to rates • O3 – Loans and borrowings repayments compared to rates • O4 – Non-current liabilities compared to own source revenue • OP1 – Adjusted underlying surplus • C1 – Expenses per head of population • C4 – Own source revenue per head of population • C5 – Recurrent grants per head of population • C6 – Relative socio-economic disadvantage • S2 – Rates compared to property values
Goal 4.4: Increase effective communications and community engagement		

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4.4.1 Develop and implement a communications strategy and associated policies with a focus on methods, language, frequency, transparency and closing the loop.	Provide	• Communications strategy developed, adopted and embedded across Council. • Community satisfaction with Council communication. • Percentage of priority populations receiving Council communications.
4.4.2 Review and adopt the community engagement strategy and embed across Council.*	Provide	• Community Engagement Strategy reviewed and adopted. • Number of actions from Community Engagement Strategy completed or under way. • Number of internal process improvements. <u>LGPRF:</u> • G2 – Satisfaction with community consultation and engagement
Goal 4.5: Develop strategic partnerships to deliver on community needs		
4.5.1 Deliver intergovernmental relations and stakeholder engagement alliances to respond to advocacy priorities.	Provide Partner	• Number of partnerships and alliances formed. • Number of joint advocacy initiatives. • Media coverage and community awareness of advocacy priorities.
4.5.2 Establish a partnerships framework and map existing and new collaborations to achieve the Community Vision 2040.*	Provide Partner	• Partnerships framework developed. • Mapping exercise undertaken. • Number of new collaborations.

* Goal reflected in the Health, Wellbeing and Safety Plan 2025-29
^ See section 2.1.2 for Role definitions
LGPRF = Local Government Planning and Reporting Framework measures

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4. Related documents

4.1. Municipal Public Health and Wellbeing Plan 2025-29

The *Public Health and Wellbeing Act 2008* sets out Council's responsibility to protect and improve health and wellbeing outcomes for the community. All councils are required to prepare and report on a Municipal Public Health and Wellbeing Plan. In response to strong input from the community, we have also included a focus on safety – hence the Hobsons Bay City Council Health, Wellbeing and Safety Plan 2025-29.

When developing the Health, Wellbeing and Safety Plan, we also focused on our obligations to the following:

- Responding to the Victorian state government health and wellbeing priorities.
- Addressing the health impacts of climate change.
- Responding to the rising incidence of family violence and considering preventative measures.
- Meeting the needs of our most vulnerable community members by integrating Council's social policy framework, A Fair Hobsons Bay for All 2024-28, including the Disability Action Plan.
- Meeting the standards and requirements of the *Gender Equality Act 2020.*

4.2. Asset Plan 2025-35

Section 92 of the *Local Government Act 2020* requires councils to develop an Asset Plan. An Asset Plan provides an overview of the infrastructure owned or controlled by Council, allowing from strategic financial decisions to be made over the next 10 years.

The purpose of Asset Plan is to:

- show how Council will manage its assets responsibly in a cost-effective way to meet the service delivery needs of the Hobsons Bay community now and in the future
- ensure there is integration between asset management planning outcomes and the Council Plan, Resource Plan and Financial Plan
- forecast capital and maintenance expenditure requirements for Council's assets over the next 10 years
- provide an improvement action plan for implementation over the next four-year Council plan term
- ensure that Council complies with its legislative obligations.

4.3. Financial Plan 2025-35

Section 91 of the *Local Government Act 2020* requires councils to develop a Financial Plan. A Financial Plan outlines the resources required to deliver the Council Plan and other strategic documents. Covering a minimum period of 10 years, the Council Plan must also explain the assumptions and decisions that Council makes when estimating the resources they'll require.

The development and implementation of the Financial Plan 2025-35 supports Council's commitment to a well-planned and governed organisation that works towards the realisation of the Community Vision 2040. The Financial Plan also outlines the financial considerations and strategic outcomes needed for the organisation to deliver the Council Plan 2025-29.

5. Appendices

5.1. List of community representatives

5.2. Integrated Planning and Reporting Framework

5.3. Community Profile 2025

5.4. Community Engagement Summary Report (August 2025)

<Appendices to be attached to final>

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Further information

For further information regarding this plan please contact the **Community and Council Plan development team** at **cp@hobsonsbay.vic.gov.au**.

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