

M A N A G E M E N T R E P O R T

DRAFT COUNCIL PLAN 2013–17

**Agenda Item 3.1
Special Council
9 May 2013**

Presenter: Dr Kathy Alexander, Chief Executive Officer

Purpose and background

1. The purpose of this report is to seek approval of the draft 2013–17 Council Plan for public notice in accordance with the requirements under section 125 of the *Local Government Act 1989* (the Act).
2. All Victorian councils are required to prepare a Council Plan in accordance with section 125 of the Act, as a statement of what the Council intends to achieve during its term in office. The Council Plan must include:
 - 2.1. the strategic objectives of the Council
 - 2.2. strategies for achieving the objectives for at least the next four years
 - 2.3. strategic indicators for monitoring the achievement of objectives
 - 2.4. a Strategic Resource Plan containing the financial and non-financial resources required to deliver the four-year plan
 - 2.5. any other matters prescribed by the regulations.
3. Council must prepare and approve the Council Plan within six months after each general election or by the next 30 June, whichever is later.
4. Under the *Public Health and Wellbeing Act 2008*, Victorian councils must develop a plan that seeks to protect, improve and promote public health and wellbeing within the municipal district within 12 months of council elections. The legislation allows councils to integrate their Public Health and Wellbeing Plan with the Council Plan. This will be the second time the Council has integrated the two plans.

Key issues

5. The Council Plan sets the foundation for the Annual Plan and Budget 2013–14, which describes the activities, initiatives, key strategic activities and financial requirements to meet the objectives in the first year of the Council Plan.
6. The draft Annual Plan and Budget is the subject of a separate report. However, it is intended the draft Council Plan and Annual Plan and Budget be made publicly available together and any submissions received on them be heard on the same date after the notice period closes. Following the consideration of public submissions on the draft plans, the Council Plan and Annual Plan and Budget will be presented to the Council for adoption on 25 June 2013.
7. The draft Council Plan has been developed with the input of the community, following the first round of public feedback on the draft elements of the plan from 15 March to 12 April 2013. A summary report of the first round of community feedback and how this influenced the Council Plan's development (Attachment 3) will be made available to the public alongside the draft plan.

Recommendation from management

8. That Council:
 - 8.1. approves the draft Council Plan 2009–13 for release for public notice (Notice) from 10 May to 7 June 2013;
 - 8.2. in accordance with sections 125(3) and 223 of the *Local Government Act 1989*, gives public notice of the proposed Council Plan in The Age and Herald Sun newspapers;

- 8.3. makes copies of the proposed Council Plan available for inspection at the following places:
 - 8.3.1. Town Hall Administration Building, ground floor at the front desk;
 - 8.3.2. City Library;
 - 8.3.3. North Melbourne Library;
 - 8.3.4. East Melbourne Library;
 - 8.3.5. The Hub at Docklands;
 - 8.3.6. Southbank Library at Boyd; and
 - 8.3.7. Council's website;
- 8.4. calls a special meeting of the Future Melbourne Committee to be held on Tuesday 18 June 2013 commencing at 5:30pm to consider any submissions received on the proposed Council Plan and Annual Plan and Budget (Special Meeting);
- 8.5. in accordance with section 223 of the *Local Government Act 1989* appoints the Future Melbourne Committee to:
 - 8.5.1. consider any written submissions which is received by the Council within 28 days after publication of the Notice;
 - 8.5.2. hear any person wishing to be heard in support of his or her submission, or a person acting on his or her behalf, at the Special Meeting; and
- 8.6. notes that submissions received in respect to the proposed 2013-14 Annual Plan and Budget will also be considered at the Special Meeting.

Attachments:

1. Supporting Attachment
2. Draft Council Plan 2013-17
3. Report on Council Plan community feedback April 2013

SUPPORTING ATTACHMENT

Legal

1. The process detailed in the report accords with the requirements of the Act.

Finance

2. There are no direct financial implications for the Council in the recommendations of this report, except budget considerations required to deliver the Council Plan, which is the subject of a separate report to this Council meeting.

Conflict of interest

3. No member of Council staff, or other person engaged under a contract, involved in, advising on or preparing this report has declared a direct or indirect interest in relation to the matter of the report.

Stakeholder consultation

4. The draft Council Plan 2013–17 was developed following consideration of the community feedback received from 15 March to 12 April on the proposed key elements of the plan (see separate summary report).

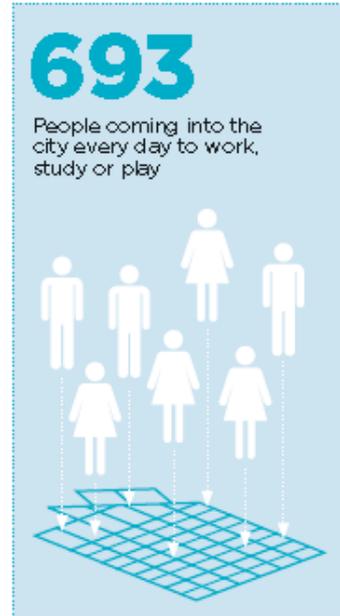
Environmental sustainability

5. No environmental sustainability issues or opportunities have been identified in relation to the recommendations of this report, other than those associated with publicising and exhibiting the draft Council Plan.
6. There will be a minimum number of printed copies of the plan made available for display at City of Melbourne locations. There will be one set of associated communications materials, including poster displays, corporate media, etcetera, used to publicise both the draft Council Plan and Annual Plan and Budget 2013–14.

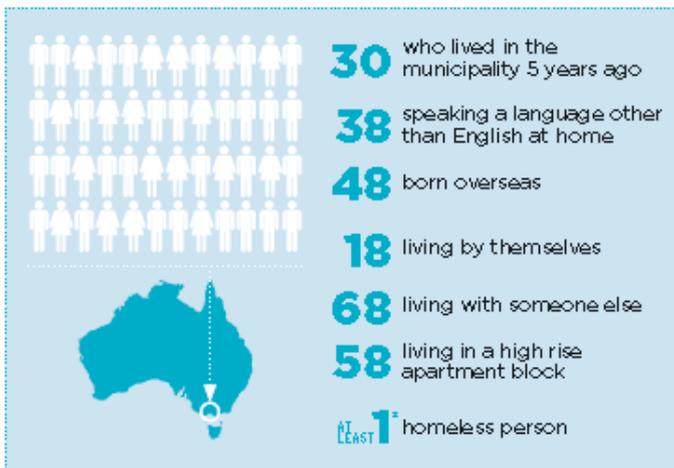
MELBOURNE
CITY COUNCIL
COUNCIL PLAN
2013-17



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IF THE MUNICIPALITY OF MELBOURNE WERE A CITY OF 100 PEOPLE, THERE WOULD BE:



Data source: from: Australian Bureau of Statistics, 2011 Census and Victorian Health Information Surveillance System (VHIS) 2008. *Includes rough sleepers, staying with family or friends, rooming/boardinghouse and other accommodation.

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Vision

A bold, inspirational and sustainable city.

Goals

The goals that support the vision and what the City of Melbourne will do to achieve them:

A city for people

We support our citizens – whatever their age, physical ability, socio-economic status or cultural background – to feel like they can be active, healthy and valued community members. We plan and design for our growing city, including safe, healthy and high-quality public spaces.

A creative city

We encourage and enable participation in artistic expression and support experimentation to inspire innovation and a sense of wonder. We celebrate our rich Aboriginal and Torres Strait Islander history and culture and protect and respond to our city's heritage.

A prosperous city

We support and foster entrepreneurs and enterprises, small and large, helping them to compete in local, national and global markets. We ensure infrastructure and programs are in place to support their success and create a high standard of living for all.

A knowledge city

We continue to develop new ways to gather and share information to support those whose innovations and developments underpin the growth of the city. We broaden understanding and respect for Melbourne's diverse knowledge sector and ensure learning can be a lifelong process.

An eco-city

We provide solid foundations for the sustainability of Melbourne's communities. We embrace the unfamiliar if it helps us achieve our ambitions. We continue to encourage our community to take positive actions and we lead by example locally, nationally and globally.

A connected city

We manage movement in and around our growing city to help people trade, meet, participate and move about safely and easily, enabling our community to access all the services and opportunities the municipality offers.

Resources are managed well

We constantly improve what we deliver and how we deliver it. We are a high-performing, learning and financially sustainable organisation that continues to deliver more value with available resources and in partnership with others to make things better and easier for everyone.

An accessible, transparent and responsive organisation

We improve opportunities for the community to participate in and engage with our activities and decision-making. We share information about our decisions and performance and let people know how their views have influenced what we do.

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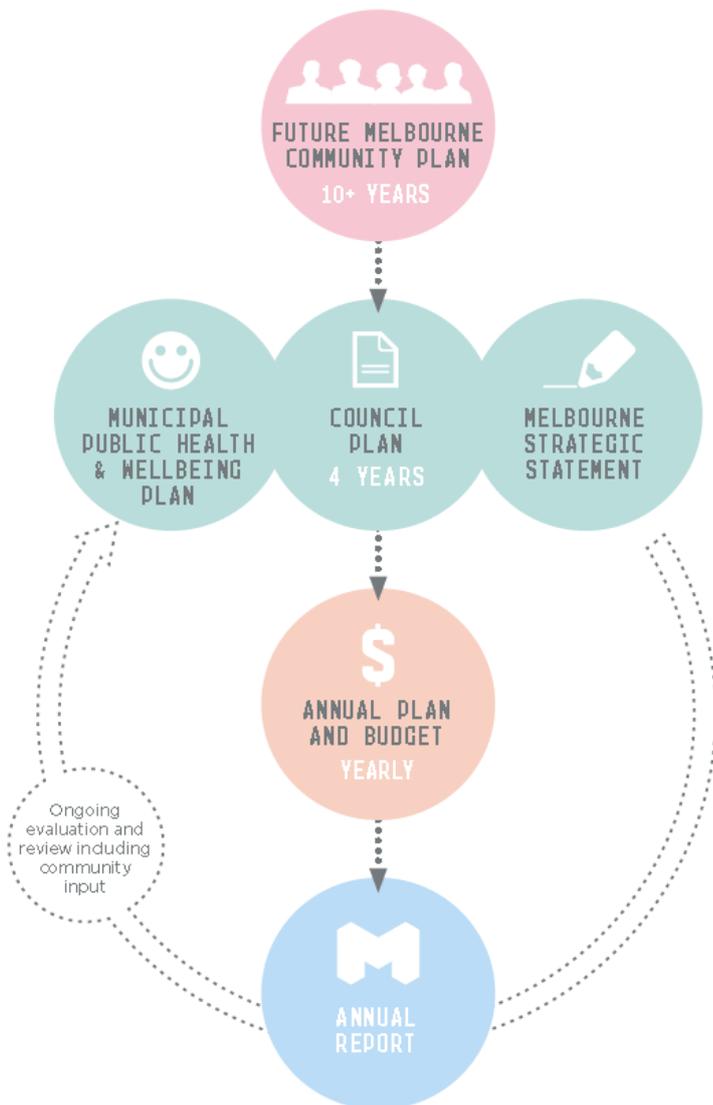


Council Plan incorporating the Health and Wellbeing Plan

Council Plan 2013–17 is a statement of what the City of Melbourne will do to help achieve the community’s vision of Melbourne as a bold, inspirational and sustainable city. The plan describes the outcomes the Council aims to achieve during its term, the priorities that will shape its program of work over the next four years and the resources required do this.

The community’s vision is enshrined in the Future Melbourne Community Plan, which provides the context to the Council Plan. Figure 1 illustrates our integrated planning framework.

Figure 1: Integrated planning framework



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Council Plan is an aspirational document that guides the work of our organisation in the medium term. It is given reality through the Annual Plan and Budget, which provides a detailed description of the Council's yearly funded activities and how those activities will contribute to achieving the outcomes in the Council Plan. Each Annual Plan and Budget represents a 'one-year slice' of the four-year Council Plan and the community has opportunities to have its say on activities the Council proposes to fund and how it will fund them each financial year.

The Council's performance against the Council Plan is recorded in the Annual Report. The Council is responsible for achieving progress on the outcomes in its Council Plan which, in turn, contributes to achieving the Future Melbourne vision by the community as a whole.

The Municipal Strategic Statement (MSS) is part of the Victorian Government's Melbourne Planning Scheme. It sets out the Council's vision, objectives and strategies for managing land use change and development in its local area.

Council Plan 2013–17 also incorporates the Municipal Public Health and Wellbeing Plan, which describes how the Council will promote the health and wellbeing of the community. Figure 2 further below illustrates our integrated approach to planning).

How this plan was developed

Council Plan 2013–17 is the result of several months of planning and deliberation that included:

- Research and thinking about the long-term challenges and opportunities facing the municipality
- Councillor planning workshops to identify the Council's overall direction, desired outcomes and priorities
- Consideration of what needs to be done over the next years to achieve the long-term goals in the Future Melbourne Community Plan
- Consideration of feedback from the community received in March and April on the draft goals, outcomes and priorities proposed by the Council.

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Municipal Public Health and Wellbeing Plan

Under the *Public Health and Wellbeing Act 2008*, Victorian councils have a statutory responsibility to develop a plan that seeks to protect, improve and promote public health and wellbeing within the municipal district.

This is the second time we have integrated our Public Health and Wellbeing Plan with Council Plan to demonstrate our commitment to creating a healthy, livable city that is a vibrant and inclusive place for people. The health and wellbeing priorities are incorporated throughout the Council Plan, emphasising that improving the quality of life of people in the municipality is the business of all.

To create a plan that identifies the unique health and wellbeing needs of our community, we have:

- Developed an Urban Health Profile, which provides data on health status and health determinants in the municipality
- Engaged the local community in identifying the health and wellbeing priorities for the municipality
- Used this information as the evidence for outlining goals and strategies that will help us achieve good health and wellbeing in the community.

Each year, the Council's Annual Plan and Budget provide further detail on actions and initiatives that, with the involvement of other organisations, will help us achieve our goals.

We now know our health and wellbeing priorities over the four years of this plan are to facilitate and encourage:

- Sufficient physical activity
- Healthy eating and access to nutritious food
- Social inclusion and opportunities to connect with others
- Community safety, including reducing family violence and the use of alcohol and other drugs
- Improved environmental health including noise reduction, tobacco control and climate change management
- Access to infrastructure for available community services, transport and affordable housing.

Development of this Municipal Public Health and Wellbeing Plan was informed by the World Health Organization's 'Healthy cities' model, and the Victorian Government's Environments for Health framework. These models demonstrate how the quality of the environment that people live in influences their physical and mental health.

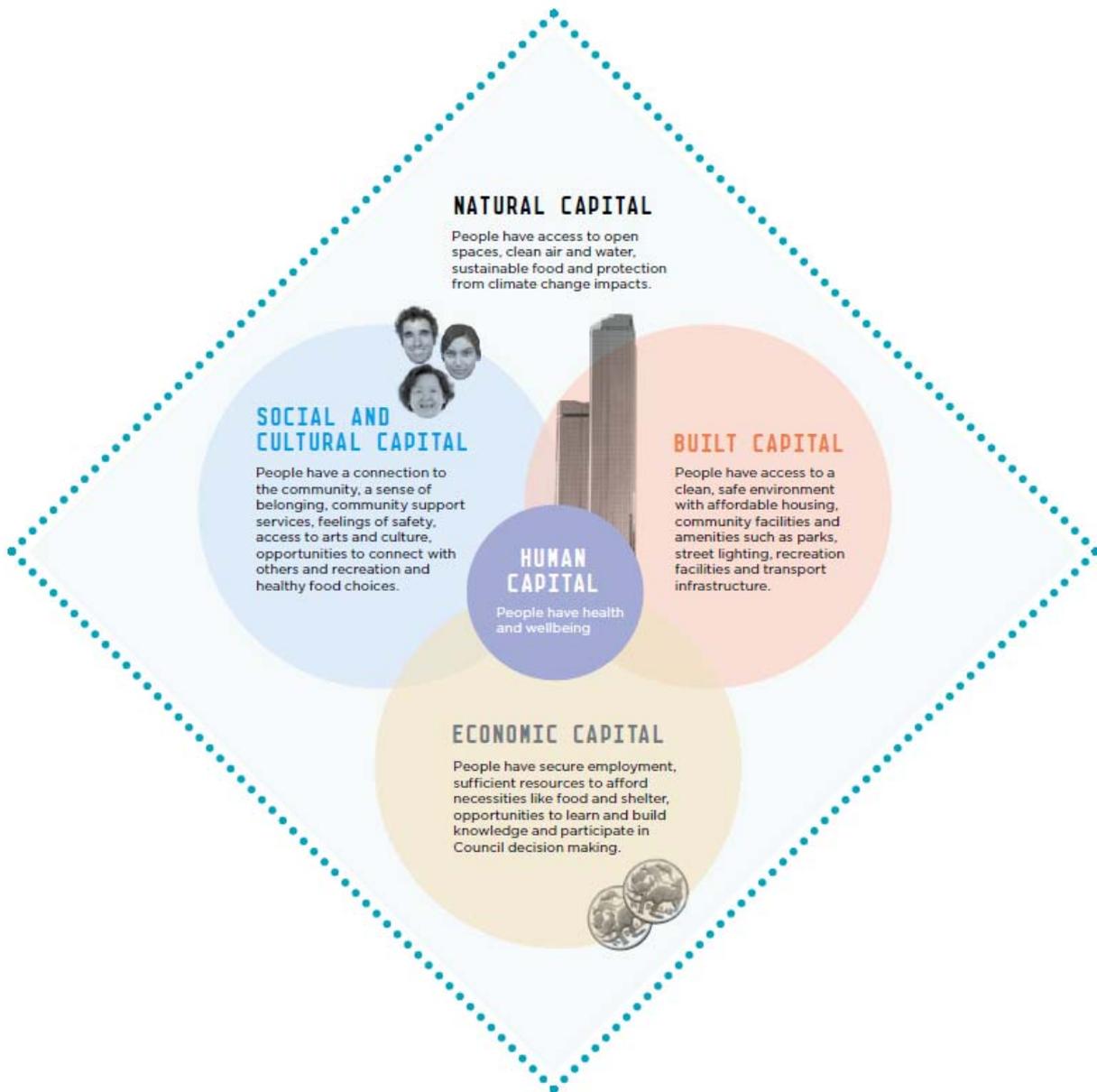
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Figure 2 shows that to support people (human capital) to engage in healthy behaviours and enjoy a good quality of life we need to consider and build on other types of capital such as social and cultural, built, economic and natural assets.

Local Government is ideally placed to use these models to develop policy and guide action, creating environments that support people’s health and wellbeing.

Figure 2: Healthy Cities Model adapted for the City of Melbourne Council Plan / Municipal Public Health and Wellbeing Plan 2013–2017



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Who we are

The Council was elected on 27 October 2012 and comprises the Lord Mayor, Deputy Lord Mayor and nine Councillors.

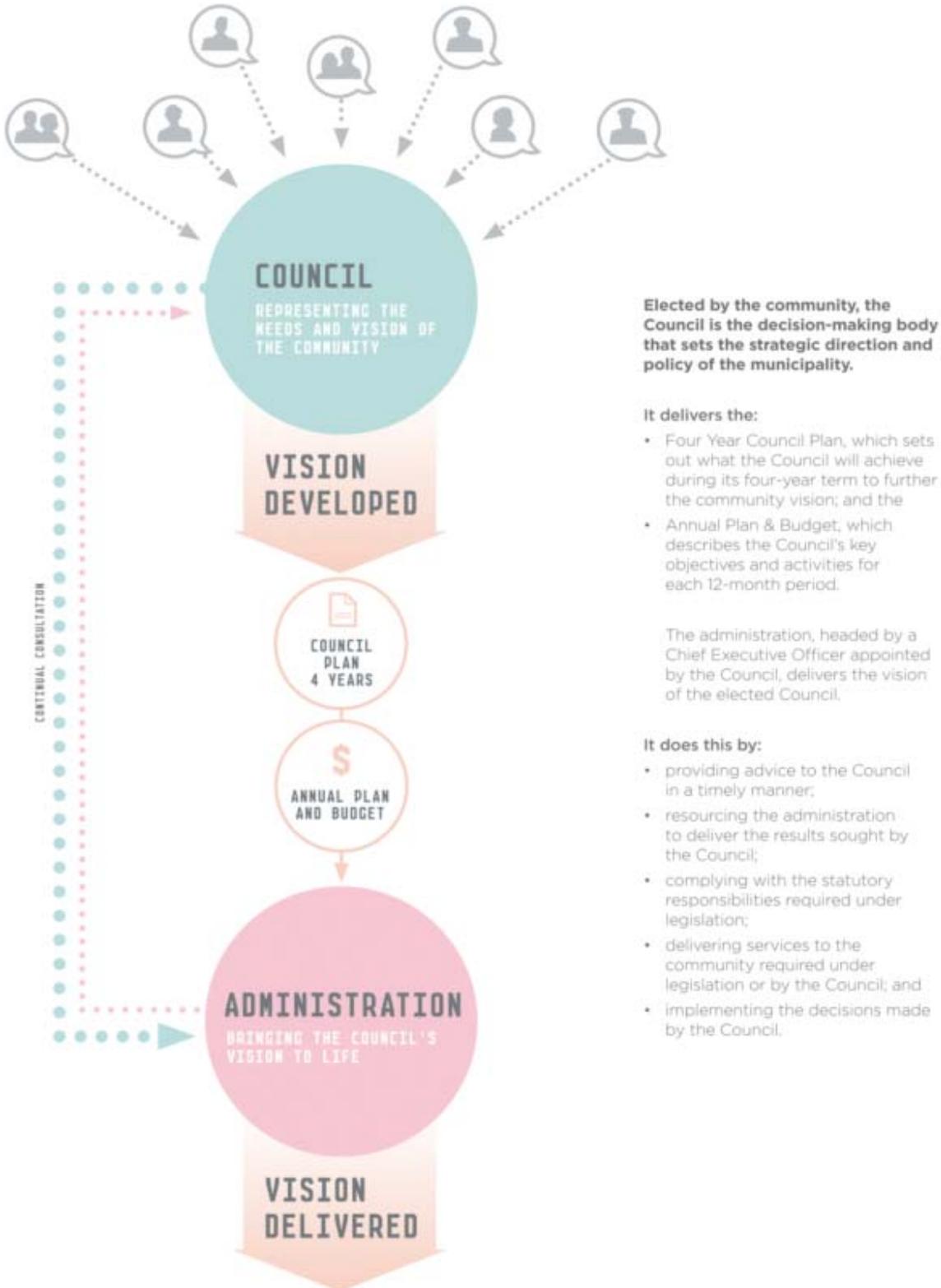


Left to right: Cr Ken Ong, Cr Beverley Pinder-Mortimer, Cr Jackie Watts, Cr Arron Wood, Lord Mayor Robert Doyle, Cr Rohan Leppert, Deputy Lord Mayor Susan Riley, Cr Stephen Mayne, Cr Richard Foster, Cr Cathy Oke, Cr Kevin Louey.

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About the organisation



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What we plan to achieve

Table 1 sets out the eight goals that support the city’s vision of being a bold, inspirational and sustainable city as well as the outcomes the City of Melbourne will seek to further those goals in the next four years.

Six of the goals were set by the community in the Future Melbourne Community Plan. Two additional goals address how the City of Melbourne manages its resources and relationships with the community.

Table 1: City of Melbourne goals and outcomes

Long-term community goals	The outcomes the City of Melbourne seeks to achieve in the next four years through this Council Plan				
1. A city for people	A well-planned municipality for a growing and diverse population.	People who are informed and supported to be healthy.	People who participate and feel connected.	Safe, high-quality and well-used public spaces and places.	
2. A creative city	Artists are supported to present and work locally.	Artistic enterprises choose to base themselves in the municipality.	People participate in creative expression and attend arts and cultural activities.	A growing reputation as the centre for vibrant artistic and cultural life.	The municipality’s cultural and natural heritage is protected for the appreciation of future generations.
3. A prosperous city	A sustainable and resilient municipal economy.	A globally connected municipal economy.			
4. A knowledge city	International students to have a positive experience.	Infrastructure that supports knowledge and learning.	People to participate in knowledge-related activities.	Businesses that are better informed about the knowledge sector.	
5. An eco-city	Our greenhouse gas emissions are reduced.	Less municipal waste-to-landfill with less negative impact on amenity from collecting waste.	Sustainable water management.	Increased biodiversity and tree canopy cover in the municipality.	Climate change impacts on the municipality are managed.

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<p>6. A connected city</p>	<p>People and goods can move efficiently within the municipality.</p>	<p>More people walking, cycling or using public transport to travel to and from the municipality.</p>			
<p>Organisational goals</p>	<p>The outcomes the City of Melbourne seeks to achieve in the next four years through this Council Plan</p>				
<p>1. Resources are managed well</p>	<p>Financial sustainability as an organisation.</p>	<p>Customers who are satisfied with the service they receive.</p>	<p>The attraction, retention and development of the workforce we need.</p>		
<p>2. An accessible, transparent and responsive organisation</p>	<p>Increased public disclosure and access to information to become one of the most transparent councils in Australia.</p>	<p>A more involved community.</p>	<p>A better-informed community.</p>		

The following pages describe in more detail what the City of Melbourne will do to achieve these outcomes, including:

- Our priority areas of work
- How we intend to measure progress¹
- The strategies, plans, services and types of activities that support the outcomes we want to achieve.

¹ The Council is responsible for achieving the outcomes in its Council Plan. The Council, together with the community as a whole, is responsible for achieving the Future Melbourne vision and community goals.

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Goal 1: A city for people

Melbourne will be accessible, inclusive, safe and engaging. Our streets, buildings and open spaces will be alive with activity. People of all ages and abilities will feel secure and empowered, freely participate in their community and lead healthy lives.

	What we'll aim for:	We'll track progress in terms of:
Long-term community goal	A city for people	<ul style="list-style-type: none"> The percentage increase in residents, visitors and workers.
The Council's four-year outcomes	<ul style="list-style-type: none"> A well-planned municipality for a growing and diverse population. People who are informed and supported to be healthy. People who participate and feel connected. Safe, high-quality and well-used public spaces and places. 	<ul style="list-style-type: none"> The proportion of the resident population that lives within a 15 to 20 minute walk (800 m to 1 km radius) of community facilities, per year. The proportion of the resident population that lives within a 300 metre walk to open space. The proportion of people using selected City of Melbourne services who reported: a) the information; and b) the support they received from those services helps them to lead a healthier lifestyle. The proportion of service users who feel more a part of their community through participation in selected City of Melbourne programs per year. The proportion of city users satisfied with: a) the quality; and b) the safety of City of Melbourne public spaces and places, annually.
	What we'll do:	
The Council's four-year priorities	<ol style="list-style-type: none"> Begin implementing Melbourne's Urban Renewal Areas plan. Provide community infrastructure commensurate with the municipality's growing population and in anticipation of rapid growth in urban renewal areas. Advocate to and cooperate with the Victorian Government in planning for new government schools. Facilitate private and public development of a diverse and more affordable housing stock to accommodate population growth. 	<p><i>We will demonstrate progress on our priorities against a variety of performance measures, based on timeliness, quality, cost, customer satisfaction and sustainability.</i></p>

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5. Protect the community from passive smoking by expanding smoke-free areas.
6. Develop an electronic gaming machine policy for the municipality.
7. Increase community participation in physical activity through our sport and recreation services.
8. Support the community to access nutritious and sustainable food through our Food Policy.
9. Address gender and equity issues in all new Council strategies and plans.
10. Strengthen partnerships to prevent crime and improve community safety.
11. Apply crime-prevention-through-environmental-design principles to increase safety in public spaces.
12. Support the prevention of violence against society's most vulnerable people with a focus on women and children.
13. Provide programs and events for people to participate in community activities and civic life and connect with each other.
14. Celebrate cultural and language diversity through a range of cultural activities.
15. Provide youth, aged and family-focused services for a growing community.
16. Facilitate the sufficient availability of quality childcare services in local areas and plan for future demand.
17. Support the social and economic development of Aboriginal and Torres Strait Islander people.
18. Contribute to developing sustainable pathways out of homelessness.
19. Improve the municipality's social and physical accessibility for all ages.
20. Expand and improve public spaces through our Open Space Strategy with a particular focus on areas designated for rapid growth.

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	Strategies, plans, services and ongoing activities that support this goal:
Strategies / Plans	<ul style="list-style-type: none">▪ Active Melbourne Strategy▪ Age Friendly Melbourne – Age Friendly City Strategy▪ Arden-Macaulay Structure Plan▪ City North Structure Plan▪ Children's Plan▪ Strategy for a Safer City▪ Community Infrastructure Implementation Framework▪ Community Funding Policy▪ Docklands Community and Place Plan▪ Docklands Public Realm Plan▪ Docklands Waterways Strategic Plan▪ Domestic Animal Management Plan▪ Electronic Gaming Machine Policy▪ Emergency Management Plan▪ Empowering Young People Policy▪ Preventing Violence Against Women Strategy▪ Food City – the City of Melbourne's Food Policy▪ Graffiti Management Plan▪ Housing Strategy▪ Inner Melbourne Action Plan▪ Lifelong Melbourne Plan▪ Melbourne Library Service Strategic Plan▪ Melbourne Planning Scheme▪ Open Space Strategy▪ Our Melbourne, Disability Action Plan▪ Pathways - City of Melbourne Homelessness Strategy▪ Policy for the 24 Hour City▪ Places for People▪ Preventing Violence Against Women Strategy▪ Public Toilet Plan▪ Reconciliation Action Plan▪ Southbank Structure Plan▪ Urban Design Strategy

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City of Melbourne
service areas

- Planning for population growth
- Building, development and planning
- Community
- Parks and gardens
- Public health and safety
- Recreation and leisure
- Street cleaning and waste management
- Sustainable environmental management
- Urban policy and design

The City of
Melbourne:

- Runs four libraries with two more on the way
- Runs five children's centres that provide 228 early years education-and-care places
- Provides maternal and child health services for more than 4000 children and families
- Provides services to 700–800 older people and people with a disability
- Inspects 3586 food and 497 health businesses in the municipality
- Ensures the safe disposal of needles and syringes
- Operates five recreational facilities and approximately 40 sports facilities
- Manages 148 (or 550 hectares of) parks, gardens and squares, and park and tree assets worth \$200 million
- Administers the Melbourne Planning Scheme

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Goal 2: A creative city

Melbourne will be a place that inspires experimentation, innovation and creativity and fosters leaders of ideas and courage. It will build upon long-standing heritage and embrace Aboriginal and Torres Strait Islander history and culture.

	What we'll aim for:	We'll track progress in terms of:
Long-term community goal	A creative city	<ul style="list-style-type: none"> The size of the creative sector: people employed in the creative industries as a proportion of total employment in the municipality.
The Council's four-year outcomes	<ul style="list-style-type: none"> Artists are supported to present and work locally. Artistic enterprises choose to base themselves in the municipality. People participate in creative expression and attend arts and cultural activities. A growing reputation as the centre for vibrant artistic and cultural life. The municipality's cultural and natural heritage is protected for the appreciation of future generations. 	<ul style="list-style-type: none"> The proportional increase in the number of artists and creative enterprises seeking support from the City of Melbourne to work or base themselves in the municipality. The proportion of people participating in selected arts and cultural activities provided by the City of Melbourne who report engaging in these for the first time. The proportion of survey respondents who agree Melbourne is an artistic and cultural city. The percentage increase in the number of exceptional trees in the Exceptional Tree Register. The percentage increase in the number of buildings and places with statutory heritage protection.
	What we'll do:	
The Council's four-year priorities	<ol style="list-style-type: none"> Develop sustainable cultural physical infrastructure and programming. Increase access to and participation in creative expression and arts and cultural experiences, including music. Strengthen our national and international artistic and cultural connections. Support emerging artists. Contribute to artistic, cultural and heritage outcomes for Aboriginal and Torres Strait Islander people. Implement the Heritage Strategy. Build on the municipality's cultural 	<p><i>We will demonstrate progress on our priorities against a variety of performance measures, based on timeliness, quality, cost, customer satisfaction and sustainability.</i></p>

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	heritage in creative and dynamic ways, ensuring appreciation by future generations.	
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	Strategies, plans, services and ongoing activities that support this goal:
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Strategies / Plans	<ul style="list-style-type: none"> ▪ Arts Strategy ▪ Indigenous Heritage Action Plan ▪ Heritage Strategy ▪ Melbourne Planning Scheme ▪ Public Art Framework ▪ Cultural Infrastructure Frameworks ▪ Housing Strategy
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The City of Melbourne's service areas	<ul style="list-style-type: none"> ▪ Arts and cultural policy, planning, infrastructure, asset management and programming ▪ Building, development and planning ▪ Urban policy and design ▪ International and national connections ▪ Arts participation and activation ▪ Ideas, innovation and creativity
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The City of Melbourne:	<ul style="list-style-type: none"> ▪ Delivers arts programs and events for residents, workers, students and visitors of all ages, backgrounds and abilities ▪ Supports artists to develop and present work across a diversity of art forms and practices ▪ Manages and programs five major cultural venues across the municipality ▪ Manages and programs the Grand Organ and Federation Bells ▪ Provides 120 affordable spaces for artists ▪ Manages 822 creative spaces ▪ Provides triennial funding for 39 arts organisations and more than 100 artists supported annually ▪ Cares for more than 7000 arts and heritage and 180 public art works ▪ Provides statutory protection for cultural heritage in the city
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Goal 3: A prosperous city

Melbourne will have a global focus with first-rate infrastructure and services, a highly skilled workforce and affordable business accommodation. It will share knowledge, mentor emerging businesses, collaborate and attract global investment and visitors.

	What we'll aim for:	We'll track progress in terms of:
Long-term community goal	A prosperous city	<ul style="list-style-type: none"> Business growth: total number of businesses in the municipality.
The Council's four-year outcomes	<ul style="list-style-type: none"> A sustainable and resilient municipal economy. A globally connected municipal economy. 	<ul style="list-style-type: none"> Business sentiment about the City of Melbourne's contribution to the resilience of the municipality's economy, per year. The proportional change in trade connections made through business matching and information sessions with in-bound business delegations, per year.
	What we'll do:	
The Council's four-year priorities	<ol style="list-style-type: none"> Support innovative and emerging sectors. Support businesses through marketing, events and tourism activities, including a special program for Docklands. Build on city-to-city connections and identify opportunities in BPC member cities within the ASEAN region for the municipality's businesses.² Improve the retail and hospitality experience in laneways and shopping strips through good design, cultural and artistic activities and infrastructure. Make information about the municipality available to businesses and investors. Support the development of a vibrant social enterprise sector. Support the development of and access to a Melbourne waterfront, and support 	<p><i>We will demonstrate progress on our priorities against a variety of performance measures, based on timeliness, quality, cost, customer satisfaction and sustainability.</i></p>

² BPC refers to the Business Partner Cities network comprising the member cities Bangkok, Ho Chi Minh, Hong Kong, Jakarta, Kuala Lumpur, Manila, Melbourne, Mumbai, Seoul, Shanghai, Singapore and Tianjin. ASEAN refers to the Association of Southeast Asian Nations comprising the member states Brunei Darussalam, Cambodia, Indonesia, Laos, Malaysia, Myanmar, Philippines, Singapore, Thailand and Vietnam.

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	What we'll aim for:	We'll track progress in terms of:
	the local port status of Victoria Harbour.	

	Strategies, plans, services and ongoing activities that support this goal:	
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Strategies / Plans	<ul style="list-style-type: none"> ▪ City of Melbourne Tourism Plan ▪ Destination Marketing Strategy ▪ City of Melbourne Precinct Program ▪ Melbourne Hospitality Strategy ▪ Melbourne Retail Strategy ▪ Melbourne Marketing Strategy ▪ Premier Events Strategic Plans 	
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City of Melbourne service areas	<ul style="list-style-type: none"> ▪ Business ▪ International connections ▪ City promotion and tourism ▪ Events ▪ Local laws compliance ▪ Building, development and planning ▪ Urban policy and design 	
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The City of Melbourne:	<ul style="list-style-type: none"> ▪ Helps small businesses through business grants ▪ Supports the retail, hospitality, music and other key industries ▪ Manages the Town Hall venue management contract ▪ Facilitates international trade and investment links, including via the Melbourne office in Tianjin ▪ Receives about 2 million visitor contacts through its visitor facilities per year ▪ Sponsors business events and relationships with the Melbourne Convention and Exhibition Centre and the Melbourne Convention Bureau ▪ Manages destination marketing campaigns ▪ Manages online communication strategies and processes ▪ Manages media relations with the industry and public ▪ Manages premier events including Moomba, Melbourne Spring Fashion Week, New Year's Eve, Melbourne Music Week, Christmas in the City and Melbourne Celebrations ▪ Issues over 900 permits per year for public use of open space ▪ Supports about 100 community events a year 	
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Goal 4: A knowledge city

Melbourne will be a place where ideas and talent thrive, based on a well-resourced education and research sector and knowledge networks. It will have a dynamic online culture to amplify our knowledge capability.

	What we'll aim for:	We'll track progress in terms of:
Long-term community goal	A knowledge city	<ul style="list-style-type: none"> Skilled and talented professionals: workers employed in highly skilled occupations in the municipality as a proportion of the total workforce.
The Council's four-year outcomes	<ul style="list-style-type: none"> International students to have a positive experience. Infrastructure that supports knowledge and learning. People to participate in knowledge-related activities. Businesses that are better informed about the knowledge sector. 	<ul style="list-style-type: none"> The proportion of student service users who feel their participation in selected City of Melbourne programs increased their positive experience of Melbourne, per year. The proportional change in the number of city users or organisations who used City of Melbourne spaces for learning, per year. The proportional change in the number of city users or organisations who used City of Melbourne spaces to meet, per year. The proportion of Knowledge Week participants who feel more informed about the municipality's knowledge sector, per year.
	What we'll do:	
The Council's four-year priorities	<ol style="list-style-type: none"> Develop programs, relationships and initiatives to support the wellbeing of international students. Provide high-quality municipal data and information to the knowledge sector and public. Support the development of knowledge precincts and innovation hubs as part of the City North Structure Plan. Continue to provide comprehensive high-quality libraries and support neighbourhood learning programs. Develop a strategy for Wi-Fi hotspots in the municipality. Encourage knowledge sector engagement and promote the municipality's knowledge sector. 	<p><i>We will demonstrate progress on our priorities against a variety of performance measures, based on timeliness, quality, cost, customer satisfaction and sustainability.</i></p>

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	7. Develop strategies in partnership with the knowledge sector to attract experts to the municipality.	
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	Strategies, plans, services and ongoing activities that support this goal:	
Strategies / Plans	<ul style="list-style-type: none"> ▪ City North Structure Plan ▪ Knowledge City Strategy ▪ Open Data Policy ▪ Smart City Strategy ▪ International Student Strategy 	
City of Melbourne service areas	<ul style="list-style-type: none"> ▪ Community ▪ Visitor and resident information ▪ International connections ▪ Research ▪ Information technology ▪ Building, development and planning ▪ Urban policy and design 	
The City of Melbourne:	<ul style="list-style-type: none"> ▪ Supports the city's knowledge sector, including through the annual Melbourne Knowledge Week series of events ▪ Manages extensive data covering the city's 100,000 residents, 420,000 workers, 280,000 visitors, 16,000 businesses and land use and development activities ▪ Develops high-quality research about the city ▪ Operates four libraries averaging a total of 3,500 visits a day ▪ Runs a welcome desk for international students in partnership with the Victorian Government and universities 	

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Goal 5: An eco-city

Melbourne will reduce our ecological footprint to fit within the boundaries of one planet. As an eco-city, Melbourne will work to ensure our people and organisations can adapt to a changing climate and act to build a sustainable future.

	What we'll aim for:	We'll track progress in terms of:
Long-term community goal	An eco-city	<ul style="list-style-type: none"> Municipal emissions: tonnes of greenhouse pollution (CO₂ - e) per resident and per worker in the municipality.
The Council's four-year outcomes	<ul style="list-style-type: none"> Our greenhouse gas emissions are reduced. Less municipal waste-to-landfill with less negative impact on amenity from collecting waste. Sustainable water management. Increased biodiversity and tree canopy cover in the municipality. Climate change impacts on the municipality are managed. 	<ul style="list-style-type: none"> The proportional change in greenhouse gas emissions generated by City of Melbourne activities, per year. The proportional change in total tonnes of waste to landfill. The volume of complaints per capita about waste removal the City of Melbourne receives, per year. The proportional change in the capacity of infrastructure to capture and reuse storm-water, per year. The percentage of tree canopy cover of the municipality, annually. The proportional change in the number of residents who are aware of climate change-related risks and the actions they should be taking, annually.
	What we'll do:	
The Council's four-year priorities	<ol style="list-style-type: none"> Update and continue to implement our Zero Net Emissions Strategy. Provide services to enable residents and businesses to transition to zero net emissions through energy efficiency and renewable energy sources. Develop low-carbon and renewable-energy infrastructure through structure plans and planning approvals. Embed municipal-wide waste management practices to increase recycling, reduce waste generation and lessen amenity impacts. Improve sustainable water management by updating and implementing our Total 	<p><i>We will demonstrate progress on our priorities against a variety of performance measures, based on timeliness, quality, cost, customer satisfaction and sustainability.</i></p>

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	<p>Watermark Strategy.</p> <ol style="list-style-type: none"> 6. Develop integrated water management infrastructure through structure plans and planning approvals. 7. Improve resilience to environmental impacts by implementing our Urban Forest and Open Space strategies, and also develop a Biodiversity Strategy. 8. Update and continue to implement our Climate Change Adaptation Strategy and Action Plan. 9. Embed a stronger focus on sustainability and climate change adaptation in our systems, governance, tools and knowledge and in our interactions with the community. 	
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	Strategies, plans, services and ongoing activities that support this goal:
Strategies / Plans	<ul style="list-style-type: none"> ▪ Biodiversity Strategy ▪ Carbon Neutral Strategy ▪ Climate Change Adaptation Strategy ▪ Growing Green ▪ Open Space Strategy ▪ Sustainable Public Lighting Action Plan ▪ Total Watermark - City as a Catchment ▪ Urban Forest Strategy ▪ Waste Management Strategy ▪ Zero Net Emissions Strategy ▪ 1200 Buildings Program ▪ Southbank Structure Plan ▪ Arden-Macaulay Structure Plan ▪ City North Structure Plan
City of Melbourne service areas	<ul style="list-style-type: none"> ▪ Sustainable environmental management ▪ Parks and gardens ▪ Street cleaning and waste management ▪ Property and assets ▪ Public health and safety ▪ Roads, transport and infrastructure

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	<ul style="list-style-type: none">▪ Building, development and planning▪ Urban policy and design
The City of Melbourne:	<ul style="list-style-type: none">▪ Strives for zero net emissions for City of Melbourne operations▪ Educates and helps residents to save energy and water in their homes▪ Helps commercial building owners and tenants to increase their energy efficiency▪ Collects about 25,000 tonnes a year of residential waste, including 6000 tonnes of recycling▪ Manages 77,000 trees and 6000 quality assurance tree inspections per year▪ Manages 280 kilometres of drainage pipes▪ Enables the reuse of up to 292 million litres of stormwater a year

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Goal 6: A connected city

In Melbourne, all people will be able to move freely to communicate and trade without sacrificing essential social or ecological values. Melbourne’s connections will give people access to a rich seam of opportunities.

	What we’ll aim for:	We’ll track progress in terms of:
Long-term community goal	A connected city	<ul style="list-style-type: none"> Shift to sustainable travel: proportion of trips of all purposes to and within the municipality using bus, train, tram, bicycle or walking as the main mode on weekdays and weekends.
The Council’s four-year outcomes	<ul style="list-style-type: none"> People and goods can move efficiently within the municipality. More people walking, cycling or using public transport to travel to and from the municipality. 	<ul style="list-style-type: none"> The number of street connections that allow pedestrian movement in the municipality. The proportional change in the number of city users reporting walking or cycling as the main mode of travelling a) to; and b) within the municipality.
	What we’ll do:	
The Council’s four-year priorities	<ol style="list-style-type: none"> Expand and prioritise a connected, safe and easy to access pedestrian network. Make the municipality more bicycle friendly through our Bicycle Plan 2012–16 and endorse a new bicycle plan by March 2016. Implement the Transport Strategy 2012 for flexible and adaptable private transport, effective and integrated public transport and efficient urban freight, so as to: <ul style="list-style-type: none"> Integrate transport and land use planning Support ‘go anywhere, anytime’ public transport for inner Melbourne Optimise the transport effectiveness of inner Melbourne’s roads Develop high-mobility pedestrian and public transport streets in the central city Make Melbourne a true cycling city Foster innovative, low-impact freight and delivery in central Melbourne. Facilitate access by water transport in 	<p><i>We will demonstrate progress on our priorities against a variety of performance measures, based on timeliness, quality, cost, customer satisfaction and sustainability.</i></p>

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the municipality.

Strategies, plans, services and ongoing activities that support this goal:

Strategies / Plans

- Bicycle Plan
- CBD and Docklands Parking Plan
- Melbourne Transport Strategy
- Road Safety Strategy
- Walking Strategy

City of Melbourne service areas

- Roads, transport and infrastructure
- Parking management
- Street cleaning and waste management
- Local laws compliance
- Urban policy and design
- Building, development and planning

The City of Melbourne:

- Manages more than 1.3 million trips in and around the city each day (380,000 pedestrian trips, 50,000 cycling trips, 450,000 car trips and 430,000 public transport trips)
- Manages a network of more than 300 kilometres of roads in the city
- Manages about 120 kilometres of bike paths
- Patrols 30,000 parking spaces
- Collects about 8000 tonnes of street sweepings per year
- Supervises 24 school crossings

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Goal 7: Resources are managed well

An organisation that manages its resources well will use what it has available efficiently and effectively to achieve its goals and ensure the community will continue to grow and prosper locally, nationally and internationally.

	What we'll aim for:	We'll track progress in terms of:
Organisational goal	Resources are managed well	<i>As below</i>
The Council's four-year outcomes	<ul style="list-style-type: none"> ▪ Financial sustainability as an organisation. ▪ Customers who are satisfied with the service they receive. ▪ The attraction, retention and development of the workforce we need. 	<ul style="list-style-type: none"> ▪ Long-term underlying surplus. ▪ Rateable property assessments per full-time employee ▪ Customer satisfaction with how City of Melbourne staff deliver services. ▪ Staff retention rate / workforce turnover.
	What we'll do:	
The Council's four-year priorities	<ol style="list-style-type: none"> 1. Develop and endorse a 10-year Financial Strategy. 2. Maximise the return on our existing or potential commercial assets. 3. Improve customer experience while increasing organisational productivity. 4. Improve information management and systems by implementing our IT Strategy. 5. Implement a workforce planning model. 	<i>We will demonstrate progress on our priorities against a variety of performance measures, based on timeliness, quality, cost, customer satisfaction and sustainability.</i>

	Strategies, plans, services and ongoing activities that support this goal:
Strategies / Plans	<ul style="list-style-type: none"> ▪ Customer Focus Strategy ▪ City of Melbourne Management and Leadership Framework ▪ Information Management and Technology Strategy ▪ Risk Management Strategy ▪ Smart City Strategy ▪ 10-year Financial Strategy ▪ Workplace Diversity Strategy

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<p>City of Melbourne service areas</p>	<ul style="list-style-type: none"> ▪ Finance ▪ Information technology ▪ Customer relations ▪ Human resources ▪ Learning and development ▪ Property and assets ▪ Building, development and planning ▪ Lean Thinking ▪ Corporate planning and performance
<p>The City of Melbourne:</p>	<ul style="list-style-type: none"> ▪ Manages budget revenue (\$378.5 million) and assets of more than \$3.2 billion ▪ Manages subsidiary companies, including the wholly-owned CityWide Services and Queen Victoria Market ▪ Employs 1267 (full time equivalent) staff ▪ Manages 37 networked office sites ▪ Manages about 291,000 customer phone enquiries and 12,500 email enquiries and 41,000 in person enquiries a year • Applies 'Lean Thinking' to drive better, faster, cheaper, easier results for customers ▪ Develops staff capability and leadership ▪ Manages about 114,000 property records

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Goal 8: An accessible, transparent and responsive organisation

An accessible, transparent and responsive organisation is willing to share what it has done and why it was done it with people who need to know. It acts in a professional, timely manner and ensures the community can feel a sense of pride in its operations.

	What we'll aim for:	We'll track progress in terms of:
Organisational goal	An accessible, transparent and responsive organisation	<i>As below</i>
The Council's four-year outcomes	<ul style="list-style-type: none"> ▪ Increased public disclosure and access to information to become one of the most transparent councils in Australia. ▪ A more involved community. ▪ A better informed community 	<ul style="list-style-type: none"> ▪ A decrease in: a) the number; and b) the proportion of Future Melbourne Committee and Council agenda items dealt with in confidential session, per year. ▪ An increase in the level of online publication of data and information about the Council's decision-making. ▪ An increase in the number of visits to web pages where the Council registers and decisions made under delegation under the <i>Planning and Environment Act 1987</i> are published, per year. ▪ An increase: in a) community awareness; of b) participation in; and c) satisfaction with the Council's community engagement processes.
	What we'll do:	
The Council's four-year priorities	<ol style="list-style-type: none"> 1. Improve transparency by increasing accessibility to information, advice or consultation we consider when making decisions. 2. Continue to increase and improve opportunities for our community to participate and engage with us. 3. Make our information and data accessible to our community and stakeholders where possible. 	<i>We will demonstrate progress on our priorities against a variety of performance measures, based on timeliness, quality, cost, customer satisfaction and sustainability.</i>
	Strategies, plans, services and ongoing activities that support this goal:	

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Strategies / Plans	<ul style="list-style-type: none">▪ Information Management and Technology Strategy▪ Open Data Policy▪ Smart City Strategy
City of Melbourne service areas	<ul style="list-style-type: none">▪ Legal, governance and corporate▪ Finance▪ Community▪ Communications, media and publications▪ Information technology
The City of Melbourne:	<ul style="list-style-type: none">▪ Convenes 26 committee and 12 Council meetings per year▪ Maintains 16 websites▪ Hosts more than 250,000 monthly web visitors to our What's On website▪ Manages a publication distribution network of an estimated 566,000 readership▪ Responds to freedom of information requests▪ Operates an externally accessible GIS system that generates 2500 enquiries daily

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How we will resource our plan

Strategic Resource Plan

The Strategic Resource Plan identifies the financial and non-financial resources required over the four-year period of 2014–17. The purpose of the Strategic Resource Plan is to ensure adequate resources are available to maintain services at levels established by the Council and to implement the Council Plan priorities.

Development of the plan

The four-year Council Financial Plan was prepared in accordance with the requirements of the *Local Government Act 1989*. The Act requires the Council to prepare and approve a four-year Council Plan, including a Strategic Resource Plan. The Strategic Resource Plan includes a four-year financial estimate that comprises the standard statements of the Income Statement, Cash Flow Statement, Balance Sheet and Capital Works Statement.

The Strategic Resource Plan is revised annually as part of the Annual Plan and Budget process and projects out on a four-year basis the financial resources estimated to be available to deliver the Council Plan and ongoing services to the community.

Economic environment and key financial assumptions

The Strategic Resource Plan is prepared and revised annually based on the latest economic and financial information available at the time of its preparation. As economic and financial variables change over time, the plan is adjusted accordingly to take account of these movements.

The key financial assumptions underpinning the Strategic Resource Plan are detailed in Table 2.

Table 2: Financial assumptions of Strategic Resource Plan

	2013-14	2014-15	2015-16	2016-17
Rate Increase	3.75%	3.00%	3.00%	3.00%
CPI	2.5-3%	2.5-3%	2.5-3%	2.5-3%
Total revenue increase	0.40%	4.10%	3.89%	4.40%
Total cost increase	-0.20%	4.30%	3.85%	4.40%
Investment returns	3.95%	4.00%	4.00%	4.00%

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The Strategic Resource Plan was developed through a rigorous process, and is based on the following key information:

- Audited financial statements as at 30 June 2012
- Proposed 2013-14 Annual Plan and Budget
- Assumptions about changes in future income and expenditure associated with meeting current levels of services
- Economic and financial indicators based on external sources.

The financial projections included in the Strategic Resource Plan were developed using a contemporary approach to financial statements which links the income statement, cash flow statement and balance sheet.

Key objectives of the Financial Plan

The key objectives that underpin the Financial Plan include:

- Long-term financial sustainability – Since 2000 the City of Melbourne has held an AAA Standard & Poor's credit rating. Over the four-year plan, it is expected to sustain its solid financial position through a commitment to prudent financial management and maintaining long-term underlying surpluses
- Asset management – Infrastructure assets will exceed \$3.2 billion and represent the single biggest asset group in the Council's control. Recognising the need to ensure adequate financial provision is made to maintain assets at appropriate service levels in a growing municipality, the Financial Plan includes provision for an increase in the Capital Works Program
- Rating strategy – Over the four-year period of the Strategic Resource Plan starting in 2013–14, a modest increase in rates is planned, reflecting expected general cost increases and growth in service demand across the municipality. The rate increases are expected to be well below most other metropolitan councils. The Council expects development to continue across the municipality which will contribute to an increasing rate revenue base
- Improve accessibility to and encourage greater use of public transport
- Monitor the investment portfolio and update strategies to ensure target returns are achieved over the long term.

The Council recognises the need for long-term financial planning and has committed to the development of a 10-year Financial Plan. The Financial Plan will incorporate the objectives outlined and ensure continued long-term financial sustainability of the Council while providing sufficient funding for future services and infrastructure to the community.

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Four-year Council Financial Plan

In preparing the Strategic Resource Plan, the Council was also mindful of the need to comply with the following principles of sound financial management as contained in the Act:

- Prudently manage financial risks relating to debt, assets and liabilities
- Provide reasonable stability in the level of rate burden
- Consider the financial effects of Council decisions on future generations
- Provide full, accurate and timely disclosure of financial information.

Table 3 summarises the key financial indicators of the Strategic Resource Plan.

Table 3: Key financial indicators of the Strategic Resource Plan

Key Financial Indicators	Budget	Strategic Resource Plan		
	2013-14	2014-15	2015-16	2016-17
Underlying Surplus/(deficit)	1,112	1,057	976	1,036
Total Revenue	379,092	394,465	409,422	427,410
Total Operating Expenditure	364,287	379,945	394,581	412,093
Gross Capital Expenditure	85,975	71,863	73,581	76,842
Cash Inflow/(Outflow)	(14,163)	32	(386)	771
Cash Assets	75,037	75,069	74,683	75,455
Asset Renewal Ratio ¹	0.88	0.87	0.87	0.86

The following sections includes the Council's forecast financial performance and financial position and cash flow for 2013–14 to 2016–17.

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Standard statements

Income Statement	BUDGET 2013-14 (\$000's)	Plan 2014-15 (\$000's)	Plan 2015-16 (\$000's)	Plan 2016-17 (\$000's)
Revenue				
Net Rates	215,068	226,045	238,359	250,940
Grants & Subsidies				
Operating	10,428	10,741	11,063	11,395
Capital Contributions	13,847	13,463	13,866	14,282
Parking Fines	40,418	40,546	42,157	43,799
City Baths	3,134	3,228	3,309	3,391
Hire Fees	541	557	574	591
Health Fees	2,844	2,932	3,005	3,080
Planning & Building Fees	4,529	4,613	4,728	4,846
Permits	1,765	1,818	1,872	1,929
Parking Fees	47,364	48,762	48,802	49,011
Other Fees & Project income	9,196	9,672	9,956	10,249
Property Rentals	6,925	7,133	7,347	7,567
Total Fees and Charges	116,716	119,259	121,749	124,463
Intercompany Revenue	16,372	16,943	17,829	18,465
Finance Income	3,505	3,236	3,210	2,890
Sales & Recoveries	3,156	4,778	3,347	4,976
Total Revenue	379,092	394,465	409,422	427,410
Expenditure				
Employee Costs	128,197	134,607	140,664	146,994
Materials and Services				
Contracts and InterCo Contracts	102,860	107,474	111,649	117,781
Plant & Equipment	4,354	4,485	4,619	4,758
Professional Services	14,638	15,077	15,529	15,995
Admin Expenses	17,711	18,217	18,738	19,274
Utility costs	8,163	8,689	9,218	9,748
Supplies	2,262	2,330	2,400	2,472
Internal Charges (net)	(3,054)	(3,146)	(3,240)	(3,337)
Total Materials & Services	146,934	153,126	158,913	166,691
Finance and Insurance Costs	10,188	10,494	10,808	11,133
Grants & Contributions	12,656	13,036	13,427	13,830
Government Taxes & Levies	835	860	886	912
Depreciation	55,332	57,344	59,142	61,524
Maintenance	10,145	10,479	10,741	11,009
Total Operating Expenditure	364,287	379,945	394,581	412,093
Net Profit/(Loss) on asset sales	154	0	0	0
Surplus/(deficit) for year	14,959	14,520	14,841	15,318
Less External Contribution to Capital	(13,847)	(13,463)	(13,866)	(14,282)
Underlying surplus/(deficit)	1,112	1,057	976	1,036

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Standard balance sheet

	Orig Budget	Plan	Plan	Plan
	2013-14 (\$000's)	2014-15 (\$000's)	2015-16 (\$000's)	2016-17 (\$000's)
Assets				
Current Assets				
Cash Assets	77,037	77,069	76,683	77,454
Receivables	24,037	22,761	22,070	25,338
Other Assets	3,900	3,900	3,900	3,900
Total Current Assets	104,974	103,730	102,654	106,692
Non Current Assets				
Receivables	0	0	0	0
Investments	31,632	31,632	31,632	31,632
Investment Property	89,446	89,446	89,446	89,446
Property Infrastructure, Plant & Equip	3,237,959	3,375,631	3,500,306	3,636,908
Total Non Current Assets	3,359,037	3,496,709	3,621,384	3,757,986
Total Assets	3,464,011	3,600,439	3,724,038	3,864,678
Liabilities				
Current Liabilities				
Payables	62,495	59,745	56,842	59,394
Employee Entitlements	23,819	25,010	26,135	27,311
Provisions	400	400	400	400
Total Current Liabilities	86,714	85,155	83,378	87,106
Non Current Liabilities				
Employee Entitlements	6,307	6,623	6,921	7,232
Total Non Current Liabilities	6,307	6,623	6,921	7,232
Total Liabilities	93,022	91,778	90,299	94,338
Net Assets	3,370,989	3,508,661	3,633,739	3,770,340
Equity				
Accumulated Surplus	1,784,163	1,798,683	1,813,524	1,828,842
Asset Revaluation Reserve	1,579,685	1,702,838	1,813,074	1,934,358
Reserves	7,141	7,141	7,141	7,141
Total Equity	3,370,989	3,508,661	3,633,739	3,770,340

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Standard statement of cash flows

	Orig Budget 2013-14 (\$000's)	Plan 2014-15 (\$000's)	Plan 2015-16 (\$000's)	Plan 2016-17 (\$000's)
CASH INFLOWS/(OUTFLOWS) FROM OPERATING ACTIVITIES				
Receipts				
Rates, Fees and Charges	316,143	329,775	343,496	354,320
Grants and Other Contributions	24,275	24,204	24,929	25,677
Interest received	3,505	3,236	3,210	2,890
Other (Including Sales and Recoveries)	38,936	38,525	38,478	41,256
Payments				
Employee Cost	(126,403)	(133,101)	(139,241)	(145,507)
Materials and Services	(171,432)	(180,251)	(186,869)	(189,891)
Financial Cost	(10,188)	(10,494)	(10,808)	(11,133)
Net Cash Provided by Operating Activities	74,837	71,895	73,195	77,613
CASH INFLOWS/(OUTFLOWS) FROM INVESTING ACTIVITIES				
Proceeds from sale of Property Plant & Equip	726	0	0	0
(Payments) Receipts for Property, Infrastructure, Plant and Equipment	(89,725)	(71,863)	(73,581)	(76,842)
Net Cash Used in Investing Activities	(88,999)	(71,863)	(73,581)	(76,842)
CASH INFLOWS/(OUTFLOWS) FROM FINANCING ACTIVITIES				
Repayment of borrowings				
Proceeds from borrowings				
Net Cash Used in Financing Activities	0	0	0	0
Net increase/(decrease) in cash held	(14,163)	32	(386)	771
Cash at beginning of the financial year	91,200	77,037	77,069	76,683
Cash at end of the financial year	77,037	77,069	76,683	77,454

Capital works statement, 2013–17

	Budget 2013–14 \$000s	Budget 2014–15	Budget 2015–16	Budget 2016–17
Capital works				
New works / upgrade ³	37,421	8391	8607	9504
Renewal / refurbishment	48,554	50,010	51,511	53,056
Total capital works	85,975	58,401	60,118	62,560

³ The figures for new works / upgrade from 2014-15 onwards do not include external capital contributions and changes in the underlying surplus which vary year on year.

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Human resources

The City of Melbourne's staff are vital to the daily delivery of excellent service to the community and to achieving our long-term vision for a bold, inspirational and sustainable city. The way we work and serve the Melbourne community is guided by a culture that values integrity, courage, accountability, respect and excellence.

Our workforce is dedicated to making a real difference to the city and its people.

The key assumptions that underpin our approach to Human Resources are:

- Melbourne's population is growing and with it grows demand for our services – from child immunisation and libraries to rubbish collection and town planning.
- With service growth comes pressure to hire more staff to manage the workload.
- We apply lean thinking to manage these challenges, focusing on understanding and improving the quality and productivity of our processes for service delivery before increasing the size of the workforce.

Human resources goals

Key human resource priority areas include:

Attraction & recruitment – attracting the best available talent to deliver services of value to our customers

High Performance – developing a high-performing organisation where every employee is contributing to the organisational goals

Retention – providing a safe and healthy workplace, with fair and sustainable employee conditions

Development – developing our individual, team and leadership capability to provide the best service for our customers and community.

Achievement of these long-term goals will be enabled through:

- City of Melbourne Management and Leadership Framework
- Workplace Diversity Strategy
- Workforce Planning Strategy and Model
- Proactive Employee Relations
- Providing a Safe System of Work

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- A Proactive Injury Management program
- Health and wellbeing initiatives
- Recruitment Services Strategy
- Building a high-performance workforce
- Value-add payroll services.

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Explanation of terms used in this plan

Four-year outcomes	What the Council seeks to achieve during its term of office. (These are the strategic objectives of the Council as prescribed by the <i>Local Government Act 1989</i> section 125(a).)
Four-year priorities	The areas of work the Council intends to focus on for the next four years to achieve its desired outcomes. These are the Council's strategies for achieving its objectives within the terms of the <i>Local Government Act 1989</i> section 125(b).
Future Melbourne Community Plan	The community's long-term plan developed in 2008 with input from over 15,000 individuals, businesses, organisations and community groups through a series of public conversations which culminated in a vision for the city through to 2020. Future Melbourne provides the long-term context and direction for the Council's planning and work program.
Long-term community goal	One of six goals set out in the Future Melbourne Community Plan relating to the community's aspirations for a city for people, a creative city, a prosperous city, a knowledge city, and eco-city and a connected city.
Organisational goal	A high-level goal that describes the Council's ambitions and sits alongside the community's aspirations (as reflected in the long-term community goals).
Strategic Resource Plan	The section of the Council Plan that describes the resources required, financial and non-financial, to achieve the Council's four-year outcomes. This refers to the strategic resource plan as prescribed by the <i>Local Government Act 1989</i> section 126.
Strategies (and plans)	Significant areas of work in the organisation focused on a range of issues that are critical to achieving the outcomes outlined in the Council Plan.
Service areas	The organisation's main work areas by function.

2013–2017 Council Plan

Incorporating the Health & Wellbeing Plan



COUNCIL PLAN 2013–17 ROUND ONE COMMUNITY FEEDBACK

Executive summary

1. Melbourne City Council is required under the *Local Government Act 1989* to develop a Council Plan every four years. Council Plan 2013–17 will outline the goals and outcomes the Council seeks to achieve in the next four years and how it will achieve them.
2. The first phase of public engagement on the draft Council Plan ran from 15 March to 12 April. The public was invited to provide feedback on the core elements of the proposed plan before the development of a final draft plan.
3. The process attracted 93 respondents following a month-long communications and consultation campaign. The campaign included direct email invitations to several hundred individual stakeholders to participate in a survey, and promotion of the Council Plan through City of Melbourne communications networks, a media release as well as social media channels.
4. As the Council Plan integrates the Municipal Public Health and Wellbeing Plan, the exercise was targeted at both health stakeholders and the general community at large.
5. Most of those who responded via the survey were generally supportive of the draft elements of the Council Plan. Feedback to the survey revealed a number of themes, discussed below.
6. After considering the feedback, the Council has produced a draft Council Plan for final public comments, before the Council finalises the plan at the end of June 2013. The draft plan takes into account the issues raised by the community (for more detail, see the **attached table** of individual feedback comments and the Council's response to these.)
7. In incorporating the community's feedback into the draft plan, the Council was careful to consider the degree to which a) the issues raised fell within an area of the Council's control or influence; and b) specific details should be captured in the Council Plan or left to its implementation, bearing in mind the high-level nature of the plan.

Background

8. The Council Plan 2013–17 draft document was made available for community input and feedback from 15 March to 12 April 2013. A survey was made available (online and in hard copy format) for stakeholders and the community to provide comment.

COUNCIL PLAN 2013–17 ROUND ONE COMMUNITY FEEDBACK

9. The following communication activities were undertaken to publicise the draft Council Plan document and to support the public feedback process:
10. The City of Melbourne corporate website was updated with the online survey along with copies of the draft Council Plan document and associated background research on 15 March.
11. An email invitation to the survey was sent to individual stakeholders. These included several hundred representatives from:
 - Child care centres
 - Libraries
 - Advisory groups
 - Children and family services
 - Disability advocacy groups
 - Sports clubs/networks
 - Ageing support/networks
 - Youth services
 - Metro access officers North & West
 - Educational institutions
 - Social support
 - Residents/precinct associations
 - Aboriginal and Torres Strait Islander communities
 - Government departments
 - Student support/accommodation
 - Student services
 - Business and/or networks
 - Public health and wellbeing sector
 - Emergency services
 - Living/learning centres
 - Schools
 - Research sector
 - TAFE and private education providers
 - Other advocacy networks
12. Hard copies of the draft document and reply-paid survey forms were displayed at community venues across the municipality including:
 - libraries
 - the multicultural hub
 - family services/maternal and child health centres
 - seniors neighbourhood centres
 - recreation centres
 - child-care centres
 - other community (learning/neighbourhood/health) centres within the municipality but not part of the City of Melbourne.
13. Social media including the City of Melbourne Facebook account and @CityofMelbourne Twitter account were used to inform the public about the Council Plan survey.
14. A corporate ad about the Council Plan and survey was placed with the Melbourne Times, City Weekly and Stonnington Leader.
15. An article on the Council Plan also appeared in the April 2013 edition of the Melbourne News.

COUNCIL PLAN 2013–17 ROUND ONE COMMUNITY FEEDBACK

Survey

16. The survey sought feedback on the following issues:

- Firstly, under each goal of the Council Plan, respondents were invited to select up to three priorities as the ones they believed were the most important for achieving the outcomes under the goal.
- The second section asked whether people thought the issues they believed were important to the municipality were covered in the Council Plan document, based on a set of response options ranging from “a few” to “all.”
- People also had the opportunity to provide free-text responses to the questions “Which issues do you believe are missing and why?” and “Are there further comments or suggestions you would like to make about the Council Plan?”

Consultation Results

Demographics

17. Overall, 93 individuals and organisations responded to the survey. A number of respondents provided further demographic information. From the demographic responses received:

- 25 identified themselves as resident in the City of Melbourne
- 24 identified themselves as a worker in the City of Melbourne
- 8 identified themselves as somebody who visits the City of Melbourne
- 19 identified themselves as a staff member of the City of Melbourne
- 1 identified themselves as a business owner in the City of Melbourne
- 4 identified themselves as “other”
- No respondents identified themselves as a student (although one person responded as a worker/visitor/student).

18. In terms of the age categories individuals fell into, of those who chose to respond:

- most (49) belonged to the 25 to 44 year age group
- 24 belonged to the 45 to 64 year age group
- 10 belonged to the 65 and over age group.

19. Of the individuals who responded, 52 were female and 30 were male.

Feedback themes

20. The survey data provides useful feedback but, given the limited number of respondents, no statistically significant conclusions can be drawn. This is particularly

COUNCIL PLAN 2013–17 ROUND ONE COMMUNITY FEEDBACK

the case with regard to the first section where people were asked to choose up to three priorities under each of the goals as being the most important for the municipality. The level of response varied from goal to goal, further diminishing the statistical validity.

21. However, the individual feedback comments to the other questions revealed some general themes:

- A. Of the 85 total respondents who answered the question “Looking at the plan overall, of the issues you believe are important to the municipality, how many are captured in the Council Plan document?” over half responded that most issues were covered in the plan. Eight gave no response.

Response to how many issues covered in the plan	Number respondents out of 85 who responded to the question
“All”	2 (approximately 2 per cent)
“Most”	45 (approximately 53 per cent)
“About half”	11 (approximately 13 per cent)
“A few”	15 (approximately 17 per cent)
“Don’t know”	12 (approximately 14 per cent)

- B. When it came to the free-text questions (regarding “issues missing from the plan” and “further comments or suggestions”), respondents raised a range of issues which can be grouped into the themes below.

- Schools/childcare
- Accessibility/inclusion
- Health and well-being
- Public safety and violence
- Sporting/recreation facilities/clubs
- Environmental sustainability/climate change/green infrastructure
- Transport/bikes/pedestrians/cars/safety
- Urban growth
- Waterfront
- Regional Victoria links
- Language/objectives/specifics of the plan
- Measures/measurability
- Other

22. See the **attached table** for a breakdown of the individual feedback comments (grouped under relevant Council Plan goal areas) and the Council’s response to these.

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GOAL 1: A CITY FOR PEOPLE

FEEDBACK	COUNCIL PLAN REFERENCE	RESPONSE TO FEEDBACK
THEME: SCHOOLS/CHILDCARE		
<p>1. As a mother of young family in Southbank, we need a public school here! Thanks.</p>	<p>Goal 1 Outcome: A well-planned municipality for a growing population. Goal 1 Priority: Provide community infrastructure commensurate with the municipality's growing population.</p>	<p>New priority added: "advocate to and cooperate with the State Government in planning for new government schools."</p>
<p>2. More funding to public schools and public day-care.</p>	<p>Goal 1 Priority: Provide community infrastructure commensurate with the municipality's growing population. Goal 1 Priority: Provide child, youth, aged and family-focused services for a growing community.</p>	<p>New priority added: "Facilitate the sufficient availability of quality childcare services in local areas and plan for future demand." See also response under #1 above.</p>
<p>3. Kensington has a significant projected population growth as a result of the objectives of the Arden-Macaulay Structure Plan. Growth in this area and other areas within the municipality which are designated for urban renewal will occur more rapidly and, as such, the provision of community infrastructure needs to be planned and resourced in advance. In particular, Council should be aiming to ensure that future school-age residents of the city are able to attend a local school. Recommendation: Provide community infrastructure that is relevant to local residents' needs and commensurate with the municipality's growing population and ensure this community infrastructure is established in advance of the rapid growth anticipated in urban renewal areas. Recommendation: Add a new priority that acknowledges the need for planning decisions and the work of the Council to enable the development of schools in areas of need and where need is anticipated due to rapid projected population growth.</p>	<p>Goal 1 Outcome: A well-planned municipality for a growing population. Goal 1 Priority: Provide community infrastructure commensurate with the municipality's growing population.</p>	<p>Priority amended to: "provide community infrastructure commensurate with the municipality's growing population and in anticipation of rapid growth in urban renewal areas." New item added under City of Melbourne's service areas: "planning for population growth." See also response under #1 above.</p>
<p>Four-year priority; provide child, youth, aged and family-focused services for a growing community: Kensington has a large and growing population of children and young families and the Association supports this priority as being very significant. However the current and projected growth in demand, which is not adequately met by the availability of childcare places, is a particularly significant issue that should be addressed by this Council as a priority. The</p>	<p>Goal 1 Outcome: A well-planned municipality for a growing population. Goal 1 Priority: Provide community infrastructure commensurate with the municipality's growing population. Goal 1 Priority: Provide child, youth, aged and family-focused services for a growing community.</p>	<p>See response under #2 above. Re child care information, we have a current list of child care providers. However few private providers will give detailed information as the City of</p>

FEEDBACK	COUNCIL PLAN REFERENCE	RESPONSE TO FEEDBACK
<p>need for an increase in the availability of childcare in the local area is becoming even more critical given Council's plan for large population growth in the Arden-Macaulay Structure Plan area. Recommendation: Add as a new priority, "Facilitate the sufficient availability of quality childcare services in local areas and provide childcare services where this demand is not being met and plan for the future availability of childcare services in urban renewal areas and other areas designated for rapid growth." Childcare services should be provided locally and, as such, the availability of childcare services should be considered at a neighbourhood level rather than by looking at the municipality as a whole. Recommendation: Add as a new priority, "Make information on the neighbourhood-by-neighbourhood availability of childcare services available to local residents."</p>		<p>Melbourne is a competitor in the market.</p>
<p>We need more schools, both primary and secondary. Children should not have to travel hours each day. The schools should be staffed with enthusiastic, well-trained teachers and support staff so parents are not so desperate to get their children into what they perceive as "the best schools".</p>	<p>Goal 1 Priority: Provide community infrastructure commensurate with the municipality's growing population. Goal 1 Priority: Provide child, youth, aged and family-focused services for a growing community.</p>	<p>See response under #1 above.</p>
<p>THEME: ACCESSIBILITY/INCLUSION (INCLUDING FOR PEOPLE WITH SPECIAL NEEDS)</p>		
<p>4. Social inclusion is missing in relation to People City (cities should be accessible to all).</p>	<p>Goal 1 Outcome: People who participate and feel connected. Goal 1 Priority: Provide programs and events for people to participate in community activities and civic life and connect with each other. Depending on the community group, the following Goal 1 priorities are also relevant: Increase community participation in physical activity through our sport and recreation services; Celebrate cultural and language diversity through a range of cultural activities; Provide child, youth, aged and family-focused services for a growing population; Support the social and economic development of Indigenous communities;</p>	<p>Although no specific changes were adopted, the Council Plan is integrated with the Municipal Public Health and Wellbeing Plan (MPHWP) and has been examined to ensure health and wellbeing priorities have been included. The intention is that the MPHWP priorities not appear to stand alone, but be evident in the Council Plan priorities.</p>

FEEDBACK	COUNCIL PLAN REFERENCE	RESPONSE TO FEEDBACK
	<p>Contribute to developing sustainability pathways out of homelessness;</p> <p>Improve the municipality's social and physical accessibility for all ages.</p>	
<p>5. City of Melbourne could tap into the knowledge and skill assets that sit in the aged and retired population that is growing in the City of Melbourne to support both goals; a prosperous city and a knowledge city. Creating opportunities for older adults to participate supports creates many benefits; cost effective, transparency, civic participation, mental wellbeing and cultural shifts regarding the value of older adults within the community.</p>	<p>Goal 1 Priority: Provide programs and events for people to participate in community activities and civic life and connect with each other.</p> <p>Goal 1 Priority: Improve the municipality's social and physical accessibility for all ages.</p> <p>Goal 1 Strategies include: Age Friendly Melbourne, Lifelong Melbourne Plan</p>	<p>The contribution of and opportunities for older adults to participate in the community are inherent in the plan and are covered at an operational and strategy level. No specific changes adopted.</p>
<p>6. Much good work has been done recently in developing various proposals to improve the city's accessibility. I would recommend that you add to this brilliant work by considering the importance of accessible information. This means providing information (be it street signs, writing on the Council website, verbal information given by City of Melbourne Ambassadors, anything) and a format and style understandable to people with different linguistic, communicative or cognitive abilities.</p>	<p>Goal 1 Priority: Improve the municipality's social and physical accessibility for all ages.</p> <p>Goal 1 Strategies include: Age Friendly Melbourne, Lifelong Melbourne Plan</p>	<p>Considered to be inherent in the plan and covered at the operational level. No specific changes adopted.</p>
<p>7. I would like to see more mention of social justice principles (ie in Prosperous City) to think about those who are disadvantaged. It would be good to reflect on those who are least fortunate as a way for measuring our success as a society as a whole. And the City for People goal seems to have a lot of mention of infrastructure rather than social capital.</p>	<p>Goal 1 Priority: Facilitate private and public development of a diverse and more affordable housing stock to accommodate population growth.</p> <p>Goal 1 Priority. Provide child, youth, aged and family-focused services for a growing community.</p> <p>Goal 1 Priority. Support the social and economic development of Aboriginal and Torres Strait Islander people.</p> <p>Goal 1 Priority: Contribute to developing sustainable pathways out of homelessness.</p> <p>Goal 3 (Prosperous) Priority: Support the development of a vibrant social enterprise sector.</p>	<p>Considered to be inherent in the plan and covered by priorities. Also, the goals are intended to be read as a suite. No specific changes adopted.</p>
<p>8. Community focus – the inner fabric needs attention, not just the traffic through the city.</p>	<p>Goal 1 Priority: Provide programs and events for people to participate in community activities and civic life and connect with each other.</p>	<p>No specific changes adopted.</p>

FEEDBACK	COUNCIL PLAN REFERENCE	RESPONSE TO FEEDBACK
<p>9. Kensington, like other suburbs in Melbourne, is a diverse community. So the community facilities that would be utilised by some residents may not be of use to others. Recommendation: Amend the aim of the first outcome to: "A well-planned municipality for a growing, <u>diverse population</u>". Recommendation: Amend the progress indicator for the first outcome to: "The proportion of the resident population that lives within a 15-to-20 minute walk (800m to 1km radius) of community facilities <u>that they consider to be beneficial to them, per year</u>".</p>	<p>Goal 1 Outcome: a well-planned municipality for a growing population.</p> <p>Goal 1 Outcome Measure: The proportion of the resident population that lives within a 15-to-20 minute walk (800m to 1km radius) of community facilities per year.</p>	<p>Outcome amended to: "a well-planned municipality for a growing and diverse population."</p> <p>No change to outcome measure – poses challenges for implementation.</p>
<p>10. Help older citizens increase their mobility.</p>	<p>Goal 1 Priority: Improve the municipality's social and physical accessibility for all ages.</p> <p>Goal 1 Strategies include: Age Friendly Melbourne, Lifelong Melbourne Plan</p>	<p>Accessibility and opportunities for older adults are inherent in the plan and are covered at an operational and strategy level. No specific changes adopted.</p>
THEME: HEALTH AND WELL-BEING		
<p>11. A more aggressive statement about passive smoking in public places. Smoke "corridors" exist throughout the day in parts of the city (particularly around the north and south entrances to Melbourne Central or outside higher-ed private colleges), making walking around the city very uncomfortable and unpleasant. Piles of butts and rubbish are left as well.</p>	<p>Goal 1 Priority: Protect the community from passive smoking by expanding smoke-free areas.</p>	<p>No specific changes adopted. Local Law will allow Council to consider the examples given (entrances to Melbourne Central and outside private colleges). More detail on which areas will be expanded could be added at operational/program level.</p>
<p>12. 1. Mental health: a connected city should be broader than a physical connection. Social connection is a human need that supports mental wellbeing. Melbourne has high rates of homelessness, low-income earners, risky alcohol use, people living alone, international students, newly arrived communities, chronic disease and a number of public housing estates. Family violence incidents have increased, demonstrating this issue is not being addressed effectively. The municipality has also seen growth in the older adult population who are at greater risk of chronic disease, mobility issues and social isolation. The mental health of the community should be a priority for the City of Melbourne in terms of economic productivity and social and ethical wellbeing of the community.</p> <p>2. Gambling; the introduction of electronic gaming machine policy would be valuable however this does not address the other forms of gambling that are prominent in the City of Melbourne such as sports</p>	<p>Re. Mental health</p> <p>Goal 1 Priorities: Provide programs and events for people to participate in community activities and civic life and connect with each other;</p> <p>Support the prevention of violence against women and children;</p> <p>Celebrate cultural and language diversity through a range of cultural activities.</p> <p>Support the social and economic development of Indigenous communities;</p> <p>Contribute to developing sustainable pathways out of homelessness.</p> <p>Goal 4 (Knowledge city) Outcome: International students to have a positive experience.</p>	<p>No specific changes adopted.</p> <p>Gambling City of Melbourne (CoM) receives permit applications and grants permits for promotional signage – but our jurisdiction extends only to the number, size, shape, height and positioning of the signs. CoM has no control over the content of the sign. This applies to billboards, signs at sporting venues and on or near public transport shelters. They are considered to be privately owned structures in public spaces and the owners can sell advertising space as they see fit. The</p>

FEEDBACK	COUNCIL PLAN REFERENCE	RESPONSE TO FEEDBACK
<p>betting and other forms of gambling at Crown casino. Online sports betting are becoming a systemic part of culture and advertising regulations are required to reduce the amount of promotion within Melbourne’s public spaces such as billboards, sporting venues and public transport spaces. This is an area for action.</p> <p>3. A creative city could be better linked with public health and wellbeing goals around physical activity for example by encourage people to walk utilising artistic and creative expression to increase people taking the stairs instead of the escalator at train stations, making the streets more fun so people choose to get on the tram later or get off one or two stops earlier etc. Creative spaces that support adult play, reducing stress levels and increasing both physical and mental activity.</p> <p>4. Food security was addressed under a City for People however not included under an Eco-City where there are direct links regarding sustainability of food. The City of Melbourne have a number of parks, gardens and spaces that could be maximised to aid in reducing food security issues and also respect indigenous food sources by planting trees and plants that are edible.</p>	<p>Re. Gambling Goal 1 Priority: Develop an electronic gaming machine policy for the municipality.</p> <p>Re. Creative city Goal 1 Priority: Increase community participation in physical activity through our sport and recreation services. Goal 2 (Creative city) Priority: Increase access to and participation in creative expression and arts and cultural experiences, including music.</p> <p>Re. Food security Goal 1 Priority: Support the community to access nutritious and sustainable food through the food policy.</p>	<p>Australian Advertising Standards Bureau handles complaints about this type of advertising.</p> <p>Creativity and public health The goals are intended to be read as an interconnected suite. As part of the plan’s implementation, it is envisaged that branches and managers work cross-organisationally to achieve goals.</p> <p>Food security The goals are intended to be read as an interconnected suite. As part of the plan’s implementation, it is envisaged that branches and managers work cross-organisationally to achieve goals.</p>
<p>13. Goal 1 is unacceptably vague about the health issues you are planning to address and the strategy mechanisms through which the outcomes will be achieved. This relates to Goal 5, which positions international student health as a knowledge issue rather than a people issue and this is flat-out wrong. It sees them as consumers rather than citizens and it ignores the central role that personal relationships and our city culture play in their (current lack of) wellbeing.</p>	<p>Goal 4 (Knowledge city) Priority: Develop programs, relationships and initiatives to support the wellbeing of international students.</p> <p>Goal 1 Priority: Provide programs and events for people to participate in community activities and civic life and connect with each other.</p> <p>Goal 1 Priority: Celebrate cultural and language diversity through a range of cultural activities.</p>	<p>No specific changes adopted. There has been an attempt to spread health and wellbeing priorities across all goals.</p> <p>The goals are intended to be read as an interconnected suite. As part of the plan’s implementation, it is envisaged that branches and managers work cross-organisationally to achieve goals.</p>
<p>14. As the plan has also integrated the Health Plan I was expecting to see well-being and the underlying determinants of health better articulated and addressed. Key issues that affect not only individuals’ well-being but families and communities include: food security, gender equity (LG is best placed to do gender equity rather than Preventing Violence Against Women), housing, education, employment, income, sustainable environments, equitable access to services, safe environments, community connectedness and space</p>	<p>Goal 1 Outcome: People who are informed and supported to be healthy.</p> <p>Goal 1 Outcome: People who participate and feel connected.</p> <p>Goal 1 Outcome: Safe, high-quality and well-used public spaces and places.</p> <p>Goal 1 Priority: Increase community participation in physical activity through our sport and recreation services.</p> <p>Goal 1 Priority: Strengthen partnerships to prevent crime and</p>	<p>New priority added: “address gender and other equity issues in all new Council strategies and plans.”</p> <p>Note that the City of Melbourne’s priorities need to reflect what we, as a Local Government organisation, can actually achieve. Goal 3 Prosperous city is about supporting businesses, which in</p>

FEEDBACK	COUNCIL PLAN REFERENCE	RESPONSE TO FEEDBACK
to recreate. I think well-being is lost in this document.	improve community safety.	turn provide employment.
<p>15. It would be good to reflect on those who are least fortunate as a way for measuring our success as a society as a whole. And the City for People goal seems to have a lot of mention of infrastructure rather than social capital.</p>	<p>Goal 1 Priority Support the social and economic development of Indigenous communities.</p> <p>Goal 1 Priority: Contribute to developing sustainable pathways out of homelessness.</p> <p>Goal 3 (Prosperous city) Priority 6. Support the development of a vibrant social enterprise sector.</p> <p>Re social capital, the following is also relevant:</p> <p>Goal 1 Outcome: People who participate and feel connected.</p> <p>Goal 1 Priorities: Provide programs and events for people to participate in community activities and civic life and connect with each other. Increase community participation in physical activity through our sport and recreation services; Celebrate cultural and language diversity through a range of cultural activities; Provide child, youth, aged and family-focused services for a growing population; Improve the municipality's social and physical accessibility for all ages; Facilitate private and public development of more affordable housing stock to accommodate population growth.</p>	<p>Promotion of social capital is considered inherent in the plan and covered by specific priorities.</p> <p>Note priority re Indigenous communities amended to "Support the social and economic development of Aboriginal and Torres Strait Islander people."</p>
<p>16. Council is legislated to provide a Municipal Public Health And Wellbeing Plan however visibility of this plan is limited, greater integration of health and wellbeing throughout the Council Plan is required. The Council Plan has had limited opportunities for community participation in setting the plan which challenges the goal of an accessible, transparent and responsive organisation.</p>		<p>No specific changes adopted. The Council Plan is an integrated plan and has been examined to ensure that MPHWP priorities have been included. The intention is that the MPHWP priorities not appear to stand alone, but be evident in the Council Plan priorities.</p> <p>The MPHWP included external consultation via online survey.</p>
<p>17. I strongly support the Food Policy but ask Council to better enable opportunities for people to participate in the growing of nutritious food, not just eating it. Please identify spaces in the city that can be</p>	<p>Goal 1 Outcome: A well-planned municipality for a growing population.</p> <p>Goal 1 Priority: Support the community to access nutritious and</p>	<p>No specific changes adopted. Opportunities for people to participate in growing nutritious food/urban farming will</p>

FEEDBACK	COUNCIL PLAN REFERENCE	RESPONSE TO FEEDBACK
converted to urban farms. Please provide learning and infrastructure resources to urban farmers-in-training. Thanks	sustainable food through the food policy.	be taken up at an operational/program level.
18. More about community health. More about families and support for them. More about social inclusion, indigenous and all immigrants regardless of country of origin.	<p>Goal 1 Outcome: People are informed and supported to be healthy.</p> <p>Goal 1 Priority: Provide child, youth, aged and family-focused services for a growing community.</p> <p>Goal 1 Priority: Support the social and economic development of Indigenous communities.</p> <p>Goal 1 Priority: Celebrate cultural and language diversity through a range of cultural activities.</p> <p>Goal 1 Priority: Provide programs and events for people to participate in community activities and civic life and connect with each other.</p>	<p>Considered to be inherent in the plan and covered by priorities. No specific changes adopted.</p> <p>Note priority re Indigenous communities amended to "Support the social and economic development of Aboriginal and Torres Strait Islander people."</p>
THEME: PUBLIC SAFETY AND VIOLENCE		
19. Safety, because Melbourne Streets have to be more safer than it is now.	<p>Goal 1 Priority: Strengthen partnerships to prevent crime and improve community safety.</p> <p>Goal 1 Priority: Apply environmental design principles to increase safety in public spaces.</p>	Note environmental design priority amended to "Apply crime-prevention-through-environmental-design principles to increase safety in public spaces."
20. Focus on transport and public safety	<p>Goal 1 Priority: Strengthen partnerships to prevent crime and improve community safety.</p> <p>Goal 1 Priority: Apply environmental design principles to increase safety in public spaces.</p> <p>Goal 6 (Connected city) priorities</p>	City for People goal addresses public safety issues. Connected City goal addresses transport issues. No specific changes adopted.
21. Support the prevention of violence against women and children. This should be either all people or a concentration of people who are most vulnerable to being victims of violence – men are victims of violence as well you know.	<p>Goal 1 Priority: Strengthen partnerships to prevent crime and improve community safety</p> <p>Goal 1 Priority: Support the prevention of violence against women and children.</p>	Priority re violence amended to: "support the prevention of violence against society's most vulnerable people with a focus on women and children."
22. Safe, high- quality and well-used public spaces and places. I go to the City Baths and some six months ago I injured my foot quite severely on the very dangerous steel steps that go into the pool. Apparently staff are working on putting new steps into the pool. The fact that the steps are steel and have steel bumps and a steel bar at the end of them is dangerous enough however only the top bar is		This feedback has been noted by the relevant branch at the City of Melbourne.

FEEDBACK	COUNCIL PLAN REFERENCE	RESPONSE TO FEEDBACK
<p>suitable to put your foot on. The other steps below go back and so are only half the size of the top step and you just cannot put your foot properly on these bottom steps. A fitness trainer also mentioned that he had injured himself on those steps and I am sure there must be many others. I would ask that you look at this as a matter of urgency. Another issue is the cleanliness of the City Baths. Twice I have asked staff to get rid of dirty Band-Aids and dirt around the spa. A professional cleaner that was spoken to by a staff member in my presence mentioned that the spa and sauna area should be closed down because of the dirt and filth that she as a professional cleaner is qualified to see. I have in the past two weeks developed an ear infection and will be going to the doctor tomorrow as I am becoming increasingly unwell and I believe it is possible that I have got an ear infection as a result of being in the spa or the sauna. I have been back at the gym for some five weeks now. It took some three months to recover from the injury to my foot as a result of the stairs into the pool and obviously don't go into the pool and now will not be going into the spa or sauna for obvious reasons. I trust you will treat this as a matter of urgency.</p>		
<p>23. Please go and do a complete inspection of the City Baths as a matter of urgency as many people are complaining.</p>		<p>This feedback has been noted by the relevant branch at the City of Melbourne.</p>
<p>24. Improving the facilities for all sporting and recreational areas, so all areas have access to safe and clean sporting facilities, which are currently lacking and hampering efforts to grow sports in the region.</p>	<p>Goal 1 Outcome: Safe, high-quality and well-used public spaces and places.</p>	<p>Considered inherent in the plan. No specific changes adopted.</p>
<p>25. I do think that violence against women, affordable housing, affordable food, cultural diversity and indigenous communities are an important area for the City to attend to.</p>	<p>Goal 1 Priority: Support the prevention of violence against women and children.</p>	<p>Priority re violence amended to: "support the prevention of violence against society's most vulnerable people with a focus on women and children." Added to list of supporting strategies under Goal 1: Preventing Violence Against Women Strategy.</p>
<p>THEME: SPORTING/RECREATION FACILITIES/COMMUNITY BASED CLUBS</p>		
<p>26. I believe that the Council needs to develop community based clubs, groups and associations particularly for young people in the limited spaces available within and immediate surrounds of the CBD. At</p>	<p>Goal 1 Outcome: Safe, high-quality and well-used public spaces and places. Goal 1 Priority: Increase community participation in physical</p>	<p>No specific changes adopted.</p>

FEEDBACK	COUNCIL PLAN REFERENCE	RESPONSE TO FEEDBACK
<p>present as far as I can see the public spaces do not support clubs of some sports and the populace has to travel some distance/time to these types of areas which may well be out of the C.O.M. The development of these Community based Clubs, Groups and Associations particularly for young people provide organised activities, structured programs which are governed/overseen by state or national bodies, are financially sustainable, they support participants to be healthy and to feel connected with their community, provide safety to the members and surrounding communities as well as address health issues (no smoking at junior events etc.) The Council can then reduce or redirect its recreational programs to where there are gaps in the community based Clubs, Groups and Associations and provide a support, educational, personal development role to all these groups which will be self-funding and/or applicable for various local, state or federal grants, thus making the council recreational service more sustainable. These issues are covered in goal 1, 2, 3, 4, 7 and 8.</p>	<p>activity through our sport and recreation services. Goal 1 Priority: Provide programs and events for people to participate in community activities and civic life and connect with each other. Goal 1 Priority: Provide child, youth, aged and family-focused services for a growing community.</p>	
<p>27. Improving the facilities for all sporting and recreational areas, so all areas have access to safe and clean sporting facilities which are currently lacking and hampering efforts to grow sports in the region.</p>	<p>Goal 1 Outcome: Safe, high-quality and well-used public spaces and places. Goal 1 Priority: Increase community participation in physical activity through our sport and recreation services.</p>	<p>No specific changes adopted.</p>
<p>28. Access to good quality sports facilities needs to be implemented in the correct way. Synthetic pitches with lighting are a fantastic way for sports clubs to have access to top quality facilities year round – however, multi-use grounds (ie soccer pitches with a cricket pitch in the middle) are quite dangerous for players in studded boots (the cricket pitch is very slippery). I love having the synthetic pitches at JJ Holland Park and Clifton Park to train on and would love to have more pitches available to the community for use (when we train there are always members of the general public wanting to come on to the pitch). As I mentioned the issue with JJ Holland is the cricket pitch in the middle is very dangerous to use with studded boots.</p>	<p>Goal 1 Priority: Increase community participation in physical activity through our sport and recreation services.</p>	<p>No specific changes adopted.</p>
<p>THEME: URBAN GROWTH</p>		
<p>29. The destruction of the community caused by serviced apartments that are allowed to proliferate by the council</p>	<p>Goal 1 Outcome: A well-planned municipality for a growing population</p>	<p>New item added under City of Melbourne’s service areas: “planning for population growth.”</p>

FEEDBACK	COUNCIL PLAN REFERENCE	RESPONSE TO FEEDBACK
<p>30. Lobby State Government to change planning laws so that Council has far more say on developments over 25,000 sq metres. The Council and Planning Minister need to work more closely together. State Government is so short sighted in its approach and the future of the city needs to be considered as it cannot always be driven by profit.</p>	<p>Goal 1 Outcome: A well-planned municipality for a growing population.</p>	<p>See response under #29 above.</p> <p>Note this relates to a State Government responsibility. However, the City of Melbourne can play an advocacy role.</p>
<p>31. Develop North Melbourne as a secondary CBD. Develop a long-term strategy for all Council properties.</p>	<p>Goal 1 Outcome: A well-planned municipality for a growing population.</p> <p>Goal 1 Priority: Begin implementing Melbourne's Urban Renewal Areas plan.</p>	<p>See response under #29 above.</p>
<p>32. Protecting the existing open space in Kensington and ensuring that it increases as the local population grows. The strong support from the Kensington community on this issue was demonstrated when in 2008 over 500 local residents turned out to protest the road tunnel proposed to be staged in Holland Park. Statistics identified in the Open Space Strategy should be tracked as a way to indicate Council's progress on these plans.</p> <p>Recommendation: Add as a new progress indicator for Goal 1, "The proportion of the resident population that is able to easily walk to open space with 300 metres of them, being approximately a 10 minute walk".</p> <p>Recommendation: Add as a new progress indicator, "Open space relative to population density; both per-worker and per-worker/resident, at both a neighbourhood and a municipal level."</p> <p>Recommendation: Add as a new priority, Ensure public open space is increased in urban renewal areas and other areas designated for rapid growth.</p>	<p>Goal 1 Outcome: A well-planned municipality for a growing population.</p> <p>Goal 1 Outcome: Safe, high-quality and well-used public spaces and places.</p> <p>Goal 1 Priority: Begin implementing Melbourne's Urban Renewal Areas plan.</p> <p>Goal 1 Priority: Expand and improve public spaces through our Open Space Strategy.</p> <p>Goal 1 Outcome Measure: The proportion of the resident population that lives within a 15-to-20 minute walk (800m to 1km radius) of community facilities per year.</p>	<p>Priority (open space) amended to: "expand and improve public spaces through our Open Space Strategy with a particular focus on areas designated for rapid growth."</p> <p>New outcome measure added: "the proportion of the resident population that lives within 300 metres of open space."</p> <p>See also response under #29 above.</p>
<p>33. Facilitate private and public development of a diverse and more affordable housing stock to accommodate population growth. This will be an important goal for Councils going forward across the next few decades as Melbourne's population growth continues. As a four-year priority, planning for the rapid growth project in the Arden-Macaulay Structure Plan area and other urban renewal areas should be a particular priority. Recommendation: Facilitate private and public development of a diverse and more affordable housing stock</p>	<p>Goal 1 Outcome: A well-planned municipality for a growing population.</p> <p>Goal 1 Priority: Begin implementing Melbourne's Urban Renewal Areas plan.</p> <p>Goal 1 Priority: Facilitate private and public development of a diverse and more affordable housing stock to accommodate population growth.</p>	<p>Outcome amended to: "a well-planned municipality for a growing and diverse population."</p> <p>See also response under #29 above.</p>

FEEDBACK	COUNCIL PLAN REFERENCE	RESPONSE TO FEEDBACK
to accommodate population growth, particularly in urban renewal areas and other areas designated for rapid growth.		
34. THEME: WATERFRONT		
<p>35. Nothing much on how to make Melburnians love Melbourne's waterfront as other cities embrace and love theirs. The local Port model of the Yarra would see the development of the river move forward with Melbourne's vision. Melbourne needs strategies on how to activate the water rather than currently where progress is regularly being slowed down.</p>	<p>Goal 1 Outcome: A well-planned municipality for a growing population.</p> <p>Goal 1 Outcome: Safe, high-quality and well-used public spaces and places.</p> <p>Goal 3 (Prosperous city) Priority: Support the development of and access to a Melbourne waterfront and support the local port status of Victoria Harbour.</p>	<p>New priority added under Goal 6 Connected city: "facilitate access by water transport in the municipality."</p>
36. THEME: OTHER		
<p>37. No mention of employment opportunities No mention of the role that Council-funded agencies, ie neighbourhood houses have in the delivery of the outcomes.</p>	<p>Goal 3 (Prosperous city) outcomes and priorities.</p>	<p>Prosperous City goal outlines how we will support businesses which, in turn, provide employment opportunities. No specific changes adopted.</p>
<p>38. In general we felt there was very little mentioned about civic engagement and volunteering and the role that this can play in the delivery of Council's vision.</p>	<p>Goal 1 Priority: Provide programs and events for people to participate in community activities and civic life and connect with each other.</p>	<p>No specific changes adopted. However, this feedback is noted and the City of Melbourne will explore ways to make volunteering opportunities at CoM more prominent, e.g. through the corporate website and other communication channels.</p>

GOAL 2: A CREATIVE CITY

FEEDBACK	COUNCIL PLAN REFERENCE	RESPONSE TO FEEDBACK
THEME: OTHER		
<p>1. I think the arts and cultural plan is an important area but does not address the expense on artists to live in the city – with most artists living and practicing in areas of cheaper rent and venue hire.</p>	<p>Goal 2 Outcome: artists and artistic enterprises choosing to work or base themselves in the municipality. Goal 2 Measure: proportional increase in the number of artists and creative enterprises seeking support from the City of Melbourne to work or base themselves in the municipality. Goal 1 (People city) Priority: Facilitate private and public development of a diverse and more affordable housing stock to accommodate population growth.</p>	<p>New outcome added: “artists being supported to present and work locally.” New priority added: “support emerging artists.” Housing strategy added to list of supporting strategies under Goal 2 reflecting the Council’s commitment to helping facilitate more affordable housing in the city.</p>
<p>2. No reference to specialised art types or supporting local artists – the focus is on international and large-scale events. There appears to be no role for an incubator of local art or avant-garde work.</p>	<p>Goal 2 Outcome: artists and artistic enterprises choosing to work or base themselves in the municipality. Goal 2 Priorities: Our support for local artists is implicit in these references. Re incubator, the plan states the CoM is manages 822 creative spaces. Re avant-garde work, the plan references our Arts Strategy, arts and cultural policy and responsibility for a diversity of art forms and practices.</p>	<p>See response above.</p>

GOAL 3: A PROSPEROUS CITY

	FEEDBACK	COUNCIL PLAN REFERENCE	RESPONSE TO FEEDBACK
1.	Continue plans to make the City of Melbourne a hub and a portal to regional Victoria through connections to business, food & wine, culture, the arts and tourism. All roads lead to Melbourne, therefore Melbourne leads to the whole state – and should take the lead.	Goal 3 Outcomes: A sustainable and resilient municipal economy; A globally connected municipal economy. Goal 3 Priority: support businesses through marketing, events and tourism activities including a special program for Docklands.	No specific changes adopted.
2.	Create more jobs.	Goal 3 Outcomes, priorities, strategies, service areas and responsibility areas.	The Prosperous City goal outlines how the Council will support businesses, which in turn provide employment opportunities. No specific changes adopted
3.	Other ways to make the city prosperous need to be considered aside from business i.e. supporting employment and the role training plays in enabling residents to be job ready.	See Council Plan references to feedback #2 above. Goal 4 (Knowledge city) Outcomes: Infrastructure that supports knowledge and learning; People to participate in knowledge-related activities. Goal 4 (Knowledge city) Priorities: Support the development of knowledge precincts and innovation hubs; Continue to provide comprehensive libraries and neighbourhood learning programs.	See response above. No specific changes adopted.

GOAL 4: A KNOWLEDGE CITY

	FEEDBACK	COUNCIL PLAN REFERENCE	RESPONSE TO FEEDBACK
	THEME: OTHER		
1.	The emphasis on the knowledge city needs to recognise there are other sectors in tertiary education not just university and TAFE. The Learn Local (Adult Community and Further Education) sector is very effective. The precinct associations seem to be a waste of money if they can choose to engage with some business but not others (such as social enterprises and charities) given the plan's objectives.	Goal 4 Outcome: People to participate in knowledge-related activities. Goal 4 Priority: continue to provide comprehensive high-quality libraries and support neighbourhood learning programs. Goal 4 Priority: Encourage knowledge sector engagement and promote the municipality's knowledge sector:	Considered inherent in the plan. No specific changes adopted.

FEEDBACK	COUNCIL PLAN REFERENCE	RESPONSE TO FEEDBACK
<p>Goal 4 Priority: Develop strategies in partnership with the knowledge sector to attract experts to the municipality.</p>		
<p>2.</p> <p>a. The main focus of this section is about university study. This should be broadened to include the variety of education levels required to support student needs. The learning pathway journey from entry-level education to further study and higher education is vital for many students.</p> <p>b. In point 4 "neighbourhood learning programs" are noted. Is this referring to Neighbourhood Houses? If so please change the terminology to "Neighbourhood Houses and Learning Centres and Learn Local Registered Training Organisations".</p> <p>c. Suggest adding an eighth point under Council's four-year priorities: Encourage people to return to study and participate in life-long learning to facilitate their re-entry into education and training and personal development.</p> <p>d. In the strategies/plans section, consider listing the policies on Community Service Funding Agreements and/or Neighbourhood House/Learning Centre Policy.</p>	<p>a. See Council Plan references to feedback above.</p> <p>b. and c. Goal 4 Priority: Continue to provide comprehensive high-quality libraries and support neighbourhood learning programs.</p> <p>d. No specific reference.</p>	<p>Considered inherent in the plan. No specific changes adopted.</p> <p>Re neighbourhood learning programs, the priority is designed to be broad and include all types of learning in various community settings. Neighbourhood learning programs refers to the programs not the providers.</p> <p>Community Funding Policy (March 2013 – June 2017) has replaced the Community Service Funding Agreements and has been added to list of strategies/plans.</p>

GOAL 5: AN ECO-CITY

FEEDBACK	COUNCIL PLAN REFERENCE	RESPONSE TO FEEDBACK
<p>THEME: ENVIRONMENTAL SUSTAINABILITY / CLIMATE CHANGE / GREEN INFRASTRUCTURE</p>		
<p>1. Greater emphasis on our environment and the impact of carbon emissions from local business. A detailed plan for improving our cycling network to reduce car travel into and out of our city.</p>	<p>Environmental emphasis: Goal 5 including supporting strategies and services is devoted to the environment. Goal 5 Priorities: Provide services to enable residents and businesses to transition to zero net emissions through energy efficiency and renewable energy sources; Embed a stronger focus on sustainability and climate change adaptation in our systems, governance, tools and knowledge and</p>	<p>No specific changes adopted.</p>

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COMMUNITY FEEDBACK COMMENTS**

FEEDBACK	COUNCIL PLAN REFERENCE	RESPONSE TO FEEDBACK
	<p>in our interactions with the community.. Goal 6 Priority: make the municipality more bicycle friendly through our Bicycle Plan 2012–16 and endorse a new bicycle plan by March 2016.</p>	
<p>2. Clear sustainability targets are missing relating to all our business</p>	<p>All 57 Council Plan four-year priority measures: we will demonstrate progress on our priorities against a variety of performance measures based on timeliness, quality, cost, customer satisfaction and sustainability. (At a bare minimum these performance measures will appear in our Annual Report.)</p>	<p>The Council Plan includes increasing and decreasing trends but not targets, which may apply at a more operational level.</p>
<p>3. Incorporate green infrastructure as one policy goal (ie urban forests plus green-roofs plus green-walls plus canopy planting) and give developers a reason for including GI – or provide a grant, or meet the costs with a resident/owner/developer, or make it mandatory for inclusion on large urban projects.</p>	<p>Goal 5 Outcome: Increased biodiversity and tree canopy cover in the municipality. Goal 5 Priority: Improve resilience to environmental impacts through implementation of the Urban Forest and Open Space strategies and development of a biodiversity strategy. Goal 5 Strategies and service areas.</p>	<p>No specific changes adopted.</p>
<p>4. I'd like to see the focus on biodiversity expanding to urban ecology, as biodiversity is not broad enough.</p>	<p>See Council Plan references to Feedback #3 above.</p>	<p>No specific changes adopted.</p>
<p>5. Develop policy based on facts not public opinion. Do more about climate change impacts with more plants throughout the city.</p>	<p>See Council Plan references to Feedback # 3 above. Goal 5 Outcome: Climate change impacts on the municipality to be managed. Goal 5 Priority: Update and continue to implement our Climate Change Adaptation strategy and action plan. Goal 5 Priority: Embed a stronger focus on sustainability and climate change adaptation in our systems, governance, tools and knowledge and in our interactions with the community.</p>	<p>Note the draft plan has been informed by evidence-based discussion and research.</p>
<p>THEME: OTHER</p>		
<p>6. This reads like the work plan of the council staff. There needs to be more strategies for engaging and educating residents about all things green including waste and environmental issues. Increase actions that include local people as partners.</p>	<p>Goal 5 Priority: provide services to enable residents and businesses to transition to zero net emissions through energy efficiency and renewable energy sources. Goal 5 Priority: embed a stronger focus on sustainability and climate change adaption in our systems, governance, tools and knowledge and in our interactions with the community. Goal 5 Responsibilities: assisting and educating residents to save energy and water in their homes.</p>	<p>No specific changes adopted.</p>

GOAL 6: A CONNECTED CITY

FEEDBACK	COUNCIL PLAN REFERENCE	RESPONSE TO FEEDBACK
<p>THEME: TRANSPORT / BIKES / PEDESTRIANS / CARS / FERRIES / PASSENGER SAFETY</p>		
<p>1. There is no mention of the Yarra ferry service? This could be a vital link in Melbourne's public transport model.</p>	<p>Goal 3 (Prosperous city) Priority: Support the development of and access to a Melbourne waterfront and support the local port status of Victoria Harbour. Year one action under Goal 6: Facilitate the introduction of water transport/ferry services to Docklands.</p>	<p>New priority added: "facilitate access by water transport in the municipality."</p>
<p>2. Greater emphasis on our environment & the impact of carbon emissions from local business. A detailed plan for improving our cycling network to reduce car travel into and out of our city.</p>	<p>Goal 5 (Eco-city) Priority: Provide services to enable businesses and residences to transition to zero net emissions through energy efficiency and renewable energy sources.</p> <p>Goal 6 Priority: Make the municipality more bicycle friendly through our Bicycle Plan 2012-16 and endorse a new bicycle plan by March 2016.</p> <p>Goal 6 Priority: Improve pedestrian, cycling, public transport and freight movement in the municipality through our Transport Strategy 2012.</p>	<p>Priority on Transport Strategy amended to: "Implement the Transport Strategy 2012 for flexible and adaptable private transport, effective and integrated public transport and efficient urban freight, so as to:</p> <ul style="list-style-type: none"> • Integrate transport and land use planning; • Support 'go anywhere, anytime' public transport for inner Melbourne; • Optimise the transport effectiveness of inner Melbourne's roads; • Develop high-mobility pedestrian and public transport streets in the central city; • Make Melbourne a true cycling city; and • Foster innovative, low-impact freight and delivery in central Melbourne."
<p>3. Improvisation on safety of passengers using public transport</p>	<p>Goal 6 Priority: Expand and prioritise a connected, safe and easy to access pedestrian network.</p> <p>Year one actions under Goal 6: Undertake safety education for road users concentrating on known hotspots; Work with stakeholders to provide improvements for pedestrian access to public transport; Finalise improvements to King Street traffic signals with VicRoads to improve east/west tram movements and pedestrian safety. Work with State Government to deliver level access tram stops in Melbourne (etc)</p>	<p>See response under #2 above. Note that the safety of people using public transport will be a focus of implementation.</p>

FEEDBACK	COUNCIL PLAN REFERENCE	RESPONSE TO FEEDBACK
	Complete a strategy to address increased crowds around major railway stations.	
4. Focus on transport and public safety	See references for feedback #3 above	Note that safety will be a focus of implementation.
5. There needs to a strategy for cars. Current mobility is all about pedestrians, public transport and bikes. Residents in Melbourne have cars and we use them but are now being considered as second class. Why isn't there a plan for residents that have to drive around the city and those that might have to drive across the city and don't have the option to drie around the area on the freeways. Also the connection between Southbank and the CBD is becoming more congested and this will only increase as the mega towers are built. Where is the plan to better connect pedestrians, cyclists and car to the CBD?	<p>Goal 1 (People city) Outcome: A well-planned municipality for a growing population.</p> <p>Goal 6 Outcome: People and goods can move efficiently within the municipality.</p>	<p>Priority 3 amended to: "implement the Transport Strategy 2012 for flexible and adaptable private transport, effective and integrated public transport and efficient urban freight, so as to:</p> <ul style="list-style-type: none"> • Integrate transport and land use planning; • Support 'go anywhere, anytime' public transport for inner Melbourne; • Optimise the transport effectiveness of inner Melbourne's roads; • Develop high-mobility pedestrian and public transport streets in the central city; • Make Melbourne a true cycling city; and • Foster innovative, low-impact freight and delivery in central Melbourne."
6. A well connected city about integration and expansion of the precinct in a sustainable way. While it is important to ensure that the city is well connected, the City of Melbourne also needs to implement a more financially sustainable bicycle infrastructure plan (storage and pathway) in order to ensure that people are not going to be alienated from living in the precinct due to high council rates as the result of ballooning maintenance and operational cost (which at the moment is edging)towards to upper limit)	Goal 6 Priority: Make the municipality more bicycle friendly through our bicycle Plan 2012–16 and endorse a new bicycle plan by March 2016	Considered to be inherent in the plan. No specific changes adopted.
THEME: OTHER		
7. I have heard too many times that 'Melbourne has turned its back to the river'. And it is about time the City embraces the Yarra River, and recognise that Melbourne IS a river city, which includes a body of water i.e. Victoria Harbour with enormous potential. The 15th River Symposium was held in Melbourne in 2012, a gathering of international experts and advocates of the importance of sustainable river systems. Yet, it was a pity to see the lack of interest and participation from state and local government, especially the City of Melbourne, host of this three-day conference. Melbourne	Goal 3 (Prosperous city) Priority: Support the development of and access to a Melbourne waterfront, and support the local port status of Victoria Harbor.	New priority added: "facilitate access by water transport in the municipality."

FEEDBACK	COUNCIL PLAN REFERENCE	RESPONSE TO FEEDBACK
<p>waterways is THE PLACE that may connect many important fields in the city: environment, architecture, city planning, transport, but also arts, culture, cultural tourism, and education. All that is listed in the overall Council Plan document has failed to mention the missing link between land and the waters. Melbourne waterways is often a shunned subject because it can both join and sometimes divide people. 'The world's most liveable city' will sooner start to lose its mark, if it does not work on developing the Yarra River (and Docklands waterways) or waterfronts as sustainable cultural spaces. There are lessons to be learnt from so many 'river cities' in Europe. Activation of the waterways enhances visitor/ rates payers experience, and helps create a sense of place and engenders community spirit. The Council Plan to create 'a city for people' that is creative, prosperous, knowledgeable, eco-friendly and connected should start focusing on their little backyard of waters TODAY... before we miss the boat.</p>		
<p>8. • Current thinking is for Cities to still be 'urban villages' — accessible, safe, mixed use with parks and gardens, etc. however, this goal seems to be primarily focused on people being able to physically move around the city. The word connected also has connotations of people being connected. • Does council have a lobbying role to play in preserving the municipalities' green spaces over the construction of road and rail tunnels?</p>	<p>Goal 1 (People city) Outcome: Safe, high-quality and well-used public spaces and places. Goal 1 (People city) Priority: Expand and improve public spaces through our Open Space Strategy.</p>	<p>Considered inherent in the plan. No specific changes adopted.</p>

GOAL 7: RESOURCES ARE MANAGED WELL

FEEDBACK	COUNCIL PLAN REFERENCE	RESPONSE TO FEEDBACK
<p>1. Please ensure that ambitious projects - like new libraries, for example - are adequately resourced. There's no point in proclaiming great ambitions if they are not capable of serving the needs of the people for which they were designed because the initial building design received a lot of attention, but staffing and ongoing resources such as infrastructure did not. That's a good example of where "sustainability" is not always adequately addressed.</p>	<p>Goal 7 Outcome: Financial sustainability as an organisation Goal 7 Priority: Develop and endorse a 10-year financial strategy.</p>	<p>No specific changes adopted.</p>

2.	We understand that this is Council's plan however feel there is a disproportionate focus on council staff workload and output in the plan as opposed to council working in partnership with others to achieve goals.	Introductory blurb in opening pages of the plan on "Resources are Managed Well" mentions delivering more value with our available resources "in partnership with others".	No specific changes adopted.
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GOAL 8: AN ACCESSIBLE, TRANSPARENT AND RESPONSIVE ORGANISATION

	FEEDBACK	COUNCIL PLAN REFERENCE	RESPONSE TO FEEDBACK
1.	I believe the Council is doing well and should continue to look for public participation and actual suggestions.		No specific changes adopted.

LANGUAGE, TONE, FORM, MEASUREMENT

	FEEDBACK	COUNCIL PLAN REFERENCE	RESPONSE TO FEEDBACK
	THEME: LANGUAGE/MOTHERHOOD OBJECTIVES/SPECIFICS OF PLAN		
1.	Detail and specificity.		<p>Note that as a high-level guiding document the Council Plan leaves the specific detail to the Annual Plan & Budget.</p> <p>However, where there is scope to add more clarity around some of the outcomes and priorities, this has been incorporated through the specific changes noted under each of the goal sections above.</p>
2.	<p>The lack of KPIs for priorities make most of the plan meaningless, given that the majority of the outcomes are so generic as to be able to mean anything.</p> <p>Too many Motherhood objectives - no real commitment - anyone could have written it. Seems like a wish list</p>	<p>Third column of each goal section states: "We will demonstrate progress on our priorities against a variety of performance measures, based on timeliness, quality, cost, customer satisfaction and sustainability."</p>	<p>The LGA 1989 requires that the Council Plan include indicators that show how the Council will monitor progress at the four-year outcome (not priority) level.</p> <p>Priority measures will be included as part of quarterly reporting and annual reporting.</p>
3.	We found the generic nature of the outcomes in this document		See response under #1 and #2 above.

FEEDBACK	COUNCIL PLAN REFERENCE	RESPONSE TO FEEDBACK
<p>difficult to engage with and would appreciate more detail and specificity being included. This would also enable us to provide more useful feedback. The lack of progress indicators for the Council's priorities dilutes the value of the "What we'll do" section.</p>		
<p>4. Overall I was unconvinced by the report, which made it impossible to evaluate. It sounded in many parts like empty jargon. For example, what is "commensurate" in the following statement: Provide community infrastructure commensurate with the municipality's growing population"? Are we to assume that the measure of 'commensurability' has been established beyond debate in terms of population versus community infrastructure and the council just moves ahead implementing a previously established plan in relation to it? And what exactly makes up community infrastructure? Just an example of the way I couldn't dig into the meaning of many of the statements.</p>	<p>Goal 1 (People city) Priority: Provide community infrastructure commensurate with the municipality's growing population.</p>	<p>Priority amended to: "provide community infrastructure commensurate with the municipality's growing population and in anticipation of rapid growth in urban renewal areas."</p> <p>See also response under #1 above.</p>
<p>THEME: ENSURE MEASURES ARE REALISTIC, MEASURABLE, MEANINGFUL/ENSURE EACH GOAL HAS A MEASURABLE AND EFFECTIVE STRATEGY</p>		
<p>5. I think its problematic picking up goals from a previous Council and tweaking them to be relevant to today's needs. We could do with a fresh set of new ones that prioritise sustainability across the board, focusing on real issues such as housing, transport, food and resources and develop measurable performance targets that drive us towards excellence.</p>		<p>The (six outward-facing) goals derive from the Future Melbourne Community Plan 2020 and can be considered to have longevity across Councils.</p> <p>See also comment #6 above.</p>
<p>6. Need to recognise potential conflict between plans and objectives - e.g. economic development, sustainability and heritage protection, and make explicit how these can be resolved in a transparent way.</p>		<p>The draft plan does not explicitly address potential conflict between goals/priorities.</p> <p>As part of the plan's implementation, it is envisaged that branches and managers work cross-organisationally to ensure a consistent approach to achieve the outcomes and to resolve conflicts that arise.</p>
<p>7. While the development of four-year goals and priorities is very significant, our Association has been around for 16 years now and we think it would be valuable to track the performance across multiple terms of Council. We recommend that Council consider incorporating into the Plan progress indicators for long-term Goals</p>	<p>Goal s 1 to 6 in the plan include long-term indicators based on the Future Melbourne community plan goals.</p>	<p>The Future Melbourne community goals were created as part of the 2020 vision and have a long-term life-span.</p> <p>The City of Melbourne is considering how</p>

	FEEDBACK	COUNCIL PLAN REFERENCE	RESPONSE TO FEEDBACK
	that would then be included in the next four-year plan also, in order to provide longitudinal performance data.		best to incorporate long-term trend data on the Future Melbourne goals as part of future reporting, to show the city's progress over time and to better illustrate the overall impact the Council's activities have on the city as a whole.
8.	It isn't a plan, it is a carefully armoured piece of strategic communications and this counts against your goal of involving community members.		<p>The Future Melbourne community plan to 2020 provides the foundation of this Council Plan and involved the input of approximately 15,000 participants.</p> <p>The community feedback provided in March to April 2013 and reflected in this report is being used to inform the development of the final Council Plan.</p>
	THEME: OTHER		
9.	References to visitor information and servicing are scattered throughout the document. Technically CoM's visitor services network touchpoints with over 1M visitors per year, in addition to those customers who come through the frontline unit (p20). Could be better distinguished / acknowledged. Unsure that exceptional trees fits under the creative city header? Reference to the Convention Centre, should be the Melbourne Convention and Exhibition Centre.	<p>As examples of the types of things the City of Melbourne is responsible for:</p> <p>Under Goal 3, one of the service examples is: "approximately 2 million visitor contacts through its visitor facilities per year";</p> <p>Under Goal 7, one of the service examples is: "managing approximately 291,000 customer phone enquiries and 12,500 email enquiries and 41,000 in-person enquiries a year."</p> <p>Goal 2 (Creative city) measure: "the percentage increase in the number of exceptional trees in the Exceptional Tree Register", which is used to measure the outcome "The protection of the municipality's cultural and natural heritage for the appreciation of future generations." Note the other measure is "The percentage increase in the number of buildings and places with statutory heritage protection."</p>	<p>Number of visitor service touch-points may already be covered by existing reference under Goal 3.</p> <p>The progress indicator on exceptional trees is a way to measure the protection of natural heritage. The protection of natural and cultural heritage is a specific outcome under Creative city, and is supported by two priorities.</p> <p>Reference to the "Convention Centre" amended to "the Melbourne Convention and Exhibition Centre."</p>
10.	No issues really missing, but felt I couldn't be as expressive with the requirements of the existing issues.		
11.	Better integration of our work, policies and processes across the 6 goals.		<p>The draft plan does not explicitly address potential conflict between goals/priorities.</p> <p>As part of the plan's implementation, it is</p>

FEEDBACK	COUNCIL PLAN REFERENCE	RESPONSE TO FEEDBACK
		envisaged that branches and managers work cross-organisationally to ensure a consistent approach to achieve the outcomes and to resolve conflicts that arise.

STAFF COMMENTS

FEEDBACK	COUNCIL PLAN REFERENCE	RESPONSE TO FEEDBACK
<p>1. I found the City for People question really difficult and there were too many important things to do justice to it. I do think that violence against women, affordable housing, affordable food, cultural diversity and indigenous communities are an important area for the city to attend to. The flash and glamour of Melbourne often overshadows these issues. I would like the city to show a more humane face.</p>	<p>Goal 1 (People city) Priorities: Facilitate private and public development of a diverse and more affordable housing stock to accommodate population growth.; Support the community to access nutritious and sustainable food through the food policy; Support the social and economic development of Aboriginal and Torres Strait Islander people; Celebrate cultural and language diversity through a range of cultural activities; Support the prevention of violence against women and children.</p>	<p>These issues are addressed in the priorities. Priority re violence amended to “support the prevention of violence against society’s most vulnerable people with a focus on women and children.”</p>
<p>2. Children’s centres are places where families often make their first connection in the community. They provide knowledge, support to vulnerable, isolated families, they are places where children and their families feel safe and can be involved.</p>	<p>Goal 1 (People city) Priorities: Provide programs and events for people to participate in community activities and civic life and connect with each other; Provide child, youth, aged and family-focused services for a growing community.</p>	<p>New priority added: “Facilitate the sufficient availability of quality childcare services in local areas and plan for future demand.”</p>
<p>3. The plan is very broad, so difficult to comment on specifics and the practical outcomes from it. As a capital city, it’s important to embrace all walks of life including the homeless, those with mental health issues, the uneducated, the prosperous, the smokers, the non-smokers, regardless of their origin i.e. indigenous or international students. The goals should be those that can be applied across ALL people. A capital city that embraces all walks of life with an emphasis on health, well-being, artistic and self-expression and safety.</p>	<p>Goal 1 (People city) Priorities: Celebrate cultural and language diversity through a range of cultural activities; Support the social and economic development of Aboriginal and Torres Strait Islander people; Contribute to developing sustainable pathways out of homelessness.</p>	<p>The Council Plan integrates the Municipal Public Health and Wellbeing Plan (MPHWP) and has been examined to ensure health and wellbeing priorities have been included. The intention is that the MPHWP priorities not appear to stand alone, but be evident in the Council Plan priorities.</p>

FEEDBACK	COUNCIL PLAN REFERENCE	RESPONSE TO FEEDBACK
<p>4. The plan mentions social enterprises but I believe it should be more explicit in committing the Council to purchasing fair trade products and services wherever possible. Social sustainability is often the overlooked aspect of sustainability (the definition of which includes balancing environmental, financial AND SOCIAL priorities). The City of Melbourne has embraced environmental sustainability and I would like to see it display the same kind of passion for fair trade and SOCIAL sustainability. Only then will it be able to truly say it pursues sustainability.</p>	<p>Goal 3 (Prosperous city) Outcome: a sustainable and resilient municipal economy; and Priority: support the development of a vibrant social enterprise sector.</p>	<p>No specific changes adopted.</p>
<p>5. Roofs are becoming important real estate in the city and they are currently underutilised. The plan does not include any reference to green roofs or any other potential uses that roofs can have. I think that an opportunities assessment could be undertaken through the Council Plan of the rooftops across the municipality to determine all of the options available for people to use their roof. It seems relevant for the Council Plan as it could have a multiplicity of benefits across Council priorities. The opportunities assessment could cover: potential for roofs and perhaps walls to reduce urban heat through cool and green roofs/walls, produce renewable energy by placement of solar PV or wind turbines, reduce stormwater runoff by retention on roofs, enhance biodiversity potential through increased vegetation, improve aesthetics of this fifth facade to all those in high-rise buildings, grow food, provide new space for commercial, retail and events businesses, provide increased property values and rent potential for building owners and create more useable green spaces in the city for residents.</p>	<p>No specific mention of roofs. However the following references are relevant:</p> <p>Re. Greening: Goal 5 (Eco-city) Outcome: Increased biodiversity and tree canopy cover in the municipality. Goal 5 Priority: Improve resilience to environmental impacts through implementation of the Urban Forest and Open Space strategies and development of a biodiversity strategy.</p> <p>Re. Infrastructure: Goal 5 Outcomes: Our greenhouse gas emissions to be reduced; Sustainable water management. Goal 5 Priorities: various priorities relate to water, renewable energy etcetera.</p> <p>Re. Business, property values: Goal 3 (Prosperous city) Outcome: a sustainable and resilient municipal economy.</p>	<p>No specific changes adopted.</p>
<p>6. Waste strategy is missing, yet is a goal. Graffiti is a strategy but the service is missing. Waste services are missing from responsibilities.</p>	<p>Goal 5 Strategies: Waste Management Strategy. Goal 1 Services: Street cleaning and waste management. Goal 5 Responsibilities: collecting approximately 25,000 tonnes per year of residential waste, including 6000 tonnes of recycling.</p>	<p>Note that street cleaning and waste management (service area) is considered to include graffiti removal. No specific changes adopted.</p>
<p>7. Manage Council's staff levels to avoid a blow-out of cost in some areas and stop the "mushroom" effect allowed to happen by management.</p>	<p>Goal 7 Priority 5: Implement a workforce planning model.</p>	<p>No specific changes adopted.</p>

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COMMUNITY FEEDBACK COMMENTS**

	FEEDBACK	COUNCIL PLAN REFERENCE	RESPONSE TO FEEDBACK
8.	How can we achieve all this being told we need to save money and cut costs??? The message is not very clear to the staff who have to deliver the services recommended in the plan.		No specific changes adopted.
9.	Ensure that measures are realistic		Each of the current draft measures/indicators have been developed to ensure they are realistic, meaningful and able to be reported annually.
10.	Incorporate waste into sustainability objectives. They shouldn't be discussed as separate strategies. Consider whether the CoM should be providing a waste service. Our resources may be more effectively used in a focus on waste education and enforcement and not as a service provider; even if it is through a contractor. Develop a strategy which is about not having to, but wanting to, provide a comprehensive waste service.	<p>Goal 5 (Eco-city) Outcome: less municipal waste-to-landfill with less detrimental impact on amenity from collecting waste.</p> <p>Goal 5 Priority: Embed municipal-wide waste management practices to increase recycling, reduce waste generation and lessen amenity impacts.</p>	No specific changes adopted.
11.	The Places for People Study should be incorporated into Goal 1: A City for People.	<p>Year-one action under Goal 1 priority 17: Undertake Places for People analysis.</p> <p>No specific reference in Council Plan.</p>	Places for People has been added to the list of supporting strategies and plans under Goal 1.
12.	Use of the word "Aboriginal" over Indigenous as per community consultation outcome for Reconciliation Action Plan. See Page 2, A Creative City: change Indigenous to Aboriginal; Page 6, Change Support the social and economic development of Victorian Aboriginal and Torres Strait Islander people (need to identify the geographic coverage); Page 8, Contributed to artistic, cultural and heritage outcomes of Victorian Aboriginal and Torres Strait Islander people.	<p>Introductory blurb in opening pages of the plan on "Creative city" refers to "Indigenous history and culture..."</p> <p>Goal 1 (People city) Priority: Support the social and economic development of indigenous communities.</p> <p>Goal 2 (Creative city) priority: Contribute to artistic, cultural and heritage outcomes for the Indigenous community.</p>	References to "Indigenous" have been replaced by "Aboriginal and Torres Strait Islander."