

# The Community Alliance

**Renewal.Reform.Results.**  
2008 Election Policy

## Time for Renewal, Reform & Results

Candidates supported by the Community Alliance will introduce new and significant changes to the governance of our City in 2008.

We must restore trust in our Council. It is obvious that extensive governance reforms are needed. We must never allow our Council to get so out of touch with community sentiment again.

It's time for Councillors with energy and a mandate for substantial reform...

Within the first 60 days, the new Council will:

- Elect a new Mayor and allocate lead Councillor/portfolio responsibilities
- Initiate an immediate, independent review of the performance of the CEO and the CEO's management of the senior executive team
- Release the Development Agreement for the Triangle site
- Commence negotiations to alter the Triangle development plan: to radically reduce the liquor licenses and nightclub venues and level of retailing and commercial activity; and to restore existing sightlines from the Upper Esplanade
- Establish the proposed Port Phillip Forum
- Initiate an independent, expert review of Council's tendering processes
- Develop a new partnership policy placing emphasis on public ownership, funding and responsibility for public assets
- Recruit a senior policy officer to assist the Mayor and councillors
- Appoint a high level advisory panel with appropriate expertise to assist Councillors through the first 12 months of the governance and policy reform process.

This Policy represents a comprehensive approach to the governance of our City. Candidates and Councillors will be supported and encouraged to implement the CAPP platform over the 2008-2012 period.

## THE PRIORITY: Restoring Good Governance

### **Key Principles**

- Representative and participatory local government characterised by openness, accessibility and transparency.
- Ensuring that Councillors have the capacity to fulfil a genuinely representative role, and that advisory and participatory structures enable an active role of residents in the governance of Port Phillip.
- Enhancing and valuing voluntary contributions, community organisations, the strengthening of civil society, and the cultural richness of Port Phillip.
- Leadership in community participation, strategic planning and advocacy to other levels of government and accountability to the community.
- Strategic alliances with other governments and agencies, and community organisations elsewhere in Victoria and Australia, and when necessary challenging state and federal government policies.

### **Policy context**

It is essential that trust in our Council is restored.

Local government in Victoria is in difficult times. Political and economic pressures and reduced numbers of elected councillors are distancing this unique level of government from its key constituency – local residents and local industry. Corporate values are too often pitted against the democratic ethos and community concerns that are at the heart of local government.

Nowhere are these tensions more understood than in Port Phillip in recent years. There have been many progressive initiatives by Port Phillip Council: in social housing, planning, the arts, the environment and cultural diversity, to name a few. However there is no disguising the increasingly difficult relationship between the current Council and the community even among many of its natural allies and supporters. Decisions about a range of Council assets and services, and frustrations with a number of community consultation processes and outcomes, have alienated citizens across Port Phillip.

Several issues have served as flashpoints, with the St Kilda Triangle development perhaps the most spectacular example. There are wider concerns however.

The performance of the CEO and questionable tendering processes are major issues. An extraordinary number of Council contracts may not be in compliance with the Local Government Act. It is an extremely serious situation. Inquiries being conducted by the Victorian Ombudsman indicate the gravity of the issues facing the Council and the community.

An appropriate relationship between Councillors and the Council administration must be struck. There is a widespread perception that the current management has too much power, with a chronic aversion to open and accountable governance.

The 2008 elections provide an opportunity to learn from what has happened and to introduce new and significant changes to the governance of our City.

Overhauling the current situation will be a major task, and the new Mayor will be pivotal in the reform process. The scale of reform will require working closely with other Councillors, taking good quality external advice, listening to staff across the organisation and having an awareness of community concerns. The outcome must be an exemplary Council, one where the primacy of the elected members is clearly acknowledged and agreed.

The test of the reforms will be whether a truly democratic, deliberative, accountable and effective local government emerges. The Council's performance will be monitored and benchmarked by the proposed Port Phillip Forum.

## **Policy Actions**

### COUNCIL & COMMUNITY

- Sign a new Relationship Protocol between Councillors and staff that reinforces and articulates the powers and duties of Councillors, their responsibilities and connections to communities, and the appropriate role and advice of senior officers
- Allocate portfolio or lead Councillor responsibilities. This is to ensure all services and activities are monitored and informed by Councillors
- Organize a comprehensive and independent induction program for Councillors in governance, planning, finance, assets, environmental issues and community services
- Institute an annual Mayor's Speech as the keynote event and policy platform for Port Phillip. Councillors will be responsible for the Speech, with input from Council staff, the new Port Phillip Forum and the community. The Speech will outline the key issues, directions and priorities for Port Phillip over the coming year.
- Initiate a best practice review of local democracy. The aim should be to ensure that Port Phillip becomes a leader in deliberative and participatory democratic governance.
- Tap the intelligence, skills and capacity of Port Phillip residents through community teams to tackle climate change, improve public spaces, participate in local planning policy and decisions, and public works. Systematically move the Council organisation away from top-down control to a more devolved, democratic and bottom-up policy and action process
- Recruit a full-time senior policy officer working exclusively to the Mayor and Councillors, and accountable to the Mayor. The officer would be employed at no net cost to Council by finding savings in other areas. This officer would have the right to attend meetings of the senior executive of the Council, other strategic internal policy meetings, and would assist all Councillors to engage with the community on key issues and priorities. The officer would be a key assistant in the development of the Mayor's Speech. The Mayor and Councillors would recruit and select the officer through an advertised, transparent process.

- Provide the community and Council-based support needed to ensure Councillors remain in touch with their constituency, and have access to independent policy development and advice.
- Be a powerhouse of ideas and action. Councillors should lead and facilitate public debate on pressing local issues including planning, environment, housing affordability, transport, and community services. Council meetings should feature presentations from local and other experts on topical issues. Meetings of the Council should be lively and engaging, accessible in person and live online.
- Establish a Port Phillip Forum. The Forum would provide a focus for community engagement and participation, drawing from previous local models and new forms like the Get Up! and MoveOn organisations. It would be a strong and consistent voice connecting the community with Council, with membership drawn from residents and groups such as tenant's groups, traders' associations, Community Health Centres etc. An elected committee would manage the Port Phillip Forum with a mandate to be the digital and online hub for current and emerging issues in Port Phillip. In addition to conducting online consultations, it could hold public meetings, and seek to reach the more isolated communities in Port Phillip. It would facilitate expert comment from within and beyond Port Phillip on key issues, and be an important contributor to Council's next four-year Council Plan
- Hold an annual community summit timed to influence the annual Council Plan. The Port Phillip Forum would play a major role in the development of the summit. Ward meetings, in person and online, should be held every three months.

### STAFFING & CONTRACTS

- Initiate an immediate and independent Review of the performance of the CEO and the senior executive management team
- Based on the Review, publish performance standards and benchmarks for senior staff, including the CEO, during the 2008-12 term. Seek management values and style passionate about open, transparent governance; prudent financial planning and practice; and maximum citizen involvement in decision-making
- Commission an independent authoritative external Review of Council's tendering processes, the performance of Council's Audit Committee, and adoption of a new level of best practice contracting, due diligence and disclosure rules and procedures
- Identify levels of staff morale, motivation and performance levels and ensure management implements appropriate programs to improve these.
- Develop public interest tests in determining contracts and tender that include
  - adherence to relevant Awards and Enterprise Agreements
  - environmental standards and reduced greenhouse gas emissions
  - commitment to training and apprenticeships
- A new FOI protocol that will set a new standard of disclosure about Council operations and policy while safeguarding personnel and commercial-in-confidence materials
- Review current whistle-blowing policies and practice to ensure an effective safeguard against corruption and malpractice.

## FINANCES

- Ensure good faith bargaining underpins the industrial relationship with staff
- Appoint local citizens to panels responsible for developing service specifications and performance monitoring
- Ensure spending priorities and cost controls keep Council expenditure within CPI limits
- Reduce consultancies from \$3.6M pa currently to below \$3M by reducing public relations, legal and other costs
- Further assist low-income property owners disproportionately disadvantaged by rate obligations
- Adopt and implement MAV benchmarks for financing the renewal and planning of municipal assets
- Fund long-term municipal assets through an inter-generational financing strategy that recognises the costs and benefits accruing over time. A new financial plan is needed to renew and manage Council's civic assets and major landholdings
- Use specific purpose special levies to fund particular infrastructure improvements where warranted and appropriate.

## REFORM STEPS

- Principal responsibility for initiating and controlling the reform process rests with the Mayor and the Council. Together they will need to lead and develop staff support and seek community endorsement for the reform of existing structures and relationships.
- The Mayor and Councillors should establish a high-level advisory panel with legal, financial and governance expertise as a sounding board through the first 12 months of the reform process. Campaign supporters of and contributors to the Councillors should be excluded from this panel.

## THE CONTROVERSIES:

### The Triangle, the Skate Park and the South Melbourne Town Hall

#### **Policy context**

Few things have aroused as much passion in the Port Phillip community as these three conflicts. What they have in common is the use and abuse of public land (e.g. parks and open space) and public assets (buildings, civic centres and facilities).

Council must be a steward and custodian for the public good, and accept the obligations that flow from that.

A central issue is the extent to which the community is prepared to pay for the renewal and maintenance of the infrastructure it owns and the extent to which private interests can and should fill the breach.

The recent collapse in financial markets is salutary – it indicates the inherent risk in outsourcing core public responsibilities, and custodianship of public assets, to the market and commercial players.

The way these three controversies have been handled gives rise to serious doubts about the Council's current model of public-private partnerships on public land. There can be a role for the commercial sector on public land. A crucial step however is setting clear public benefit tests to guide the Council and the community.

During this term a new financial plan is needed to renew and manage Council's civic assets and major landholdings. A new approach that elevates the public good will be paramount.

#### THE ST KILDA TRIANGLE

Years of careful planning for the site culminated in the St Kilda foreshore Urban Design Framework (UDF) adopted in 2002.

The current Babcock and Brown/CITTA (BBC) plan for the Triangle site does not conform with the UDF and other planning instruments for the site and converts a unique piece of public land into a major shopping centre and nightclub precinct. It severely compromises the panoramic viewing platform of the Upper Esplanade.

A great opportunity has been lost but with a new, reformed Council we have the opportunity to create a truly visionary and innovative space of enduring beauty, cultural life and pleasure. Our aim is to explore policy and legal options and to campaign for the best civic and cultural uses of the Triangle site.

Our vision is to:

- conserve and care of the natural environment as a pre-eminent principle
- prohibit further commercial alienation of public open space
- prefer low-key leisure activities and community-based uses rather than high volume commercial uses

- create quiet contemplative spaces to view the foreshore and the Bay
- restore the Palais Theatre's central role in Melbourne's arts and entertainment life
- support the on-going music and entertainment role previously played by the Palace on the Triangle site
- restore views to iconic profile of the Palais from pier, beach and Upper Esplanade
- restore the iconic panoramic views of the Bay and St Kilda Foreshore from the Upper Esplanade.
- invest significant public funds for the public uses and landscapes envisaged in the urban design framework
- create a transparent, accountable public authority with community representation for the planning and maintenance of the area, controlled and managed by Council
- beyond the Triangle site, retain third-party and resident rights in the planning process for St Kilda's Edge precinct

Achieving this will require:

- Immediate publication of the Triangle Development Agreement between Council, the State Government and BBC
- Immediate appointment of an independent chair to the St Kilda's Edge Committee (SKE)
- Immediate negotiations to revise the Development Agreement and Development Plan to ensure conformity with the Urban Design Framework for the site, and the proposals put forward by unChain St Kilda and the Esplanade Alliance in January 2007
- An alternative financial model for the site that includes public investment and recognition from state and federal government as to the important potential of the site in the cultural and recreation life of Melbourne.
- Consideration of a Council commitment of some Port Phillip open space funds, dependent on contributions from other levels of government
- An independent audit of the sustainability and transport aspects of the current Plan, and adoption of best practice sustainable design and transport for the site
- Release of all minutes and contracts of the SKE
- A new mandate and set of operating procedures for the SKE
- All statutory planning decisions to be referred to Council
- Public input into the design of all new buildings and elements on the site
- Withdrawing the Triangle as a site in, and more accurate definition of, the St Kilda Activity Centre under M2030.

## THE SKATE PARK

- Support a skate park facility in the St Kilda locality for local youth
- Actively involve young people in the design, construction and management of the facility
- Withdraw Council's planning application for the Skate Park in Albert Park Reserve. Re-assess the Albert Park Reserve site in comparison with other possible sites in St Kilda
- Establish a temporary skate park at the Triangle site early in 2009 while these processes unfold in accordance with due and transparent process
- Consult objectors and skate users to try and find common ground
- Develop key principles and a SWOT exercise about the placement of the facility, to help inform these discussions

- Make a final decision dependent on an improved statutory planning process and stakeholder consensus about the outcome.

### SOUTH MELBOURNE TOWN HALL

- Partner with the current tenant to improve public access to and use of the main auditorium, especially for community events
- Ensure that the financial relationship between the current tenant and Council is open, transparent and independently audited
- Undertake the re-visioning of the South Melbourne Town Hall precinct as proposed by the SMTH Panel
- Develop the Town Hall as a hub for arts and cultural services administration in the municipality
- Explore opportunities to showcase sustainable design and heritage retrofit as additional space becomes available
- Locate appropriate Council offices at the Town Hall, and eliminate Council's use of private rental accommodation
- Seek National Trust and other heritage listings for the South Melbourne Town Hall

## THE IMPERATIVE: A Sustainable Port Phillip

### Key Principles

- Recognition of climate change as the greatest threat facing the global environment must inform city development and planning, including management of the coastline, vegetation and biodiversity, and buildings and infrastructure.
- Architecturally excellent residential, commercial and infrastructural planning and development consistent with social access and affordability and environmental sustainability, and retention of significant social and built heritage.
- Extension and more efficient delivery of public transport for residents and visitors to ease congestion, improve environmental sustainability and all-round liveability.
- Comprehensive municipal programs for reducing, reusing and recycling commercial and residential waste. Innovative water retention and recycling programs and exemplary management to address water level and flow issues.

### Policy context

#### CLIMATE CHANGE

Over the past decade, greenhouse gas emissions by the Port Phillip community have risen by more than 34 percent. The Council's emissions have actually reduced by about 14 percent over the past decade.

However all the quantified efforts of residents and businesses of Port Phillip to mitigate dangerous levels of emissions resulted in a reduction of just .13 percent in the past year.

By contrast water use continues to decline, with the level of water use by the Port Phillip community falling by 27 percent since 2000/1.

There remains a great opportunity and need for Council, businesses and households to improve water capture, conservation and recycling. And now behaviour change and efficiencies regarding water must be applied to energy consumption.

A comprehensive series of steps are needed.

Port Phillip, given the intensity of its housing stock, has a unique opportunity to lead Australia in facilitating urban environmental change. Approximately half the people of Port Phillip live in strata title accommodation. Body corporate committees and facility managers of blocks of flats, units, and apartments can be assisted to insulate and retrofit much of the municipal housing stock and to participate in composting, grey water recycling and rainwater collection, solar energy hot water and other schemes.

Our approach is built around six policy foundations:

- Better information to households and businesses on the need to act to reduce greenhouse emissions
- Open, transparent reporting of Council, community and business environmental and climate change efforts, and the gaps in policy and action

- Practical steps to assist residents and businesses to implement environmental change at home and in transport
- Incentives that accelerate a shift from car use to public transport, cycling, walking and alternative transport modes
- A sustainable Council leading the way through its operations, services and strategic and statutory planning for the municipality
- Advocacy to governments and businesses to support local changes with policy and funding incentives.

## **Policy Actions**

- Conduct a major information campaign for households and businesses on climate change and global warning and the implications for Australia and Port Phillip in particular. Easy access to web-based tools, resources, measures and reporting
- Initiate a program, Carbon Change Port Phillip, to bundle together existing incentives, knowledge and skills into a retrofit service at scale for householders and businesses. Carbon Change Port Phillip would offer assistance on a street-by-street, locality by locality basis:
  - A high quality residential environmental audit
  - Based on the audit results, design and building advice to retrofit
  - An attractive financial package of State and Commonwealth Government incentives for householders to take the next steps
  - Installation in households of appropriate environmental products and services to a minimum standard (this could include a range from insulation, glazing, lighting, heating, water, and other solutions)
  - Training and education for householders in the use, maintenance, performance of these products, and other environmental steps
  - Support and training for designers, builders and trades to develop the required solutions and to make them work
  - A green certificate that adds intrinsic value to a householder's property
- Dedicate resources to assist bodies corporate and landlords to participate in Carbon Change Port Phillip including incentives for energy and water efficiency
- Seek federal and state government, utility company and NGO partners and models (such as the Melbourne Sustainability Fund) for Carbon Change PP. Low income and social housing could be the first priority.

## **SUSTAINABLE COMMUNITIES AND BUSINESSES**

- Establish local residential and business groups to encourage solar energy generation and green energy purchasing collectives to establish mini-grids and kick start co-generation activities
- Advocate for better feed-in tariffs to provide strong incentives for households and businesses to convert to renewable energy
- Research and identify the major commercial and residential greenhouse gas emitters in Port Phillip
- Initiate Sustainable Business and Sustainable Household Awards that acknowledge local businesses, residents and landlords that raise their environmental standards and introduce new levels of environmental innovation and leadership
- Maintain and extend community garden programs
- Encourage the formation of 'guerilla gardening' groups to vegetate and maintain derelict open spaces
- Support and expand the activities of community based organizations such as the Port Phillip Eco Centre, Veg Out and Earthcare

- Improve consultations on streetscapes including tree removal and replacement
- Use drought resistant planting and grey water capture for open spaces.

### A SUSTAINABLE COUNCIL

- Initiate community forums on the findings of the 2007 report of climate change impacts on Port Phillip.
- Scope the implications of these findings on Port Phillip's infrastructure needs and planning framework
- Conduct and publish an energy, greenhouse gas and water audit of all Council buildings and services to determine the potential for and costs of conversion to green power, solar energy generation and water recycling. Based on the audit findings, convert all Council buildings and services, including street lighting, to green power
- Convert to low emission public lighting in line with best practice and convert all park and street lighting to green energy by 2012
- Expand the low emissions purchasing policy when replacing Council vehicles, and where appropriate convert existing vehicles to LPG
- Publish an annual State of the Port Phillip Environment Report establishing benchmarks and achievements across the household, business and Council sectors
- Release details of climate change initiatives, programs, current/future spending and outcomes year on year in Council Budgets and the proposed State of the Port Phillip Environment Report.

### SUSTAINABLE PLANNING

- Introduce PlanGreen: a sustainable planning measure that sets new minimum standards on thermal energy efficient design, construction, and materials, for all new housing in the municipality including the provision of solar and photo-voltaic power options and water capture and recycling. Work with ASBEC and the Green Buildings Council to develop PlanGreen
- Ensure, as part of PlanGreen, that all major residential, commercial and industrial developments benchmark, quantify and evaluate energy/resource/environmental impacts, and demonstrate sustainable design, materials, and operational effects.
- Ensure residential renovations and improvements adopt PlanGreen environmental, thermal, and energy-sensitive designs, materials, appliances/utilities and standards in their applications
- Initiate a Sustainable Design and Building Award for Port Phillip that provides incentives for renovators, architects, builders, developers, tenants and owners to lift standards and achievements, and to incorporate new and successful benchmarks into the Port Phillip Planning Scheme
- Introduce Green Track: preferential fast-tracking of applications conforming with Council's sustainable planning measure, PlanGreen
- Use these steps to build an evidence base and advocate to state and federal governments for significantly improved environmental standards in building and planning codes
- Preserve existing foreshore and related height controls and extend low-rise and medium-rise controls to those parts of the municipality experiencing intensive development pressures
- Lobby for the introduction of legislation similar to the 2007 Sustainable Communities Act in the UK that reverses the onus and puts obligations on central

government to assist local governments and communities to achieve environmental change and improvements.

## WASTE AND RESOURCES

- Partner with and advise households and businesses to reduce energy and water usage, and waste production. Prioritise apartment housing and bodies corporate in such a program
- Radically improve the scope, scale and sophistication of the electronic waste and recycling program and partner with not-for-profit organisations such as GreenPC/Infoxchange
- Initiate a green waste composting program for Port Phillip's food and hospitality industry
- Investigate clever ways to recycle and exchange discarded household furniture, computer and electronic waste, and other items.

## SUSTAINABLE PUBLIC TRANSPORT

Council must encourage residents to minimise car usage. Port Phillip benefits immensely from a nineteenth century legacy of a rich public transport infrastructure – it is imperative that we use it better.

- With other inner Melbourne municipalities, implement an effective inner urban passenger strategy to help minimise the use of private motor vehicles and promote public and alternative transport modes, such as the Paris public-bicycles scheme
- Commit a substantial portion of Council's car parking and parking fine revenue to the development of improved public transport and alternative transport modes (e.g. cycling, and walking) for residents and visitors, including weekend 'park and ride' schemes to popular Port Phillip destinations
- Advocate for more frequent peak hour tram, bus and train services throughout Port Phillip, including:
  - Connecting the Park Street tram route with the St Kilda road spine
  - Creating an Upper Esplanade, Carlisle Street, Brighton Road and Fitzroy Street tram loop
  - Enhancing the 606 and other bus services
  - An effective express tram system for St Kilda Road through priority traffic lighting
  - Frequent and reliable bus networks in Elwood and East St Kilda
  - Rejuvenating Balaclava and Ripponlea stations
- Advocate and lobby for vastly improved weekend public transport services to Port Phillip during summer months. Elements to be proposed would include improved local tram track networks and links in South Melbourne and St Kilda; efficient, frequent and reliable north-south public transport links in the municipality, e.g. Fisherman's Bend to Elwood; improved evening and early morning services in entertainment districts in Port Melbourne, South Melbourne and St Kilda

## SUSTAINABLE PEDESTRIAN, CYCLING AND OTHER TRANSPORT MODES

- Develop and promote community and neighbourhood walking groups.
- Ensure all footpaths are brought up to an adequate safety standard over the next four years
- Provide secure bicycle racks in retail centres and at public transport stops. Require bike racks to be provided in all new apartment buildings.

- Separate cyclists from motorists by creating Copenhagen bicycle lanes in St Kilda Road and other major thoroughfares
- Develop car-pooling and car sharing programs across all neighbourhoods
- Support peak hour ferry services to and from the CBD
- Advocate for a relative shift of State and Commonwealth road funding to public transport over the next four years.
- Prioritise resident parking needs over visitor parking needs. Monitor compliance. Review parking infringement notices and benchmark with other municipalities
- Ensure parking permit costs are more sensitive and proportionate to specific vehicle-type emission and fuel energy consumption ratings
- Implement the business and retail car parking and transport access strategy.

### SUSTAINABLE PLACES

- Support the 2008 St Kilda Harbour redevelopment plan, subject to a comprehensive environmental study; retention of swing moorings; and safeguards for the penguin colony
- Support low intensity redevelopment of Princes Pier while maximising retention of the pier and public access
- Decontaminate Gasworks Park and enhance public open space across the municipality
- Redevelop St Kilda Junction as a major urban renewal project over the next decade. This will require a major transformation - massive improvement as a public transport hub, housing village and significant cultural precinct – in short, an exemplar of sustainable and green urban design and living. Such a project, done well and developed in partnership with the community, could be a key means of re-establishing trust in the Council.

### SUSTAINABLE PLANNING PRACTICE

- Reject Urban Design Frameworks as 'aspirational' and ensure that UDFs set the design benchmarks, standards and particular features of major developments, based on rigorous community consultation and agreement
- Resist and contest the transfer of planning powers, including controls over key sites, to the State Government
- Review the number, scale, environmental sustainability, quality and nature of Activity Centres within Port Phillip
- Advocate for affordable housing, sustainable design and better open spaces as key elements of M2030, and work with other local governments to achieve this
- Increase the staffing levels and focus on the professional development of the strategic and statutory planning departments of Council
- Support continued reform of VCAT to ensure its powers, panels, processes and accountabilities to local communities and the broader public interest are enhanced
- Review the existing Planning Scheme enforcement procedures and resources.

## THE BENCHMARK: Affordable Housing

### Key principles

- Publicly-funded community and social housing, and affordable mixed housing development incentives and other policies to relieve accommodation pressures and social exclusion and disadvantage.
- Focus on the energy sustainability issues confronting the 60 percent of the city's population living in apartments.

### Policy context:

Planning, resourcing and facilitating affordable housing is part of the DNA of the Community Alliance. Improved social housing in Port Phillip is one of the signature achievements of the Council.

Gentrification and an ageing population have led to high prices and affordability issues. Rising property prices and rents advantage some but also create housing stress and housing-related poverty for many of Port Phillip's low to middle income earning residents. Port Phillip is experiencing high housing stress, overtly demonstrated by the extent of homelessness.

Opportunities now exist, through local housing associations and NGOs, to partner with state and federal governments, and the private sector, to leverage substantial investment in affordable housing projects. These include the National Affordable Housing Agreement (NAHA) and the National Rental Affordability Scheme (NRAS).

### Policy actions

- Implement the 2007 CoPP Housing Policy
- Increase the proportion of social housing dwellings in Port Phillip from 7 percent currently to 9 percent of all dwellings in the municipality over the next eight years – amounting to about 700 additional social housing dwellings
- Participate in and financially contribute to the Port Phillip Housing Trust and appropriate state and Commonwealth affordable housing programs
- Encourage new initiatives by local public and community-based housing providers. Seek much greater involvement in local affordable housing by the private sector.
- Encourage affordable housing dwellings in new residential developments at locations readily accessible to public transport, shops and services. Integrate economic, environmental and cultural objectives into social housing provision.
- Consider the adoption of an inclusionary zoning overlay to encourage developments of more than 20 units to include affordable housing using either community housing mechanisms or the NRAS
- Investigate affordable housing developer contributions or levies and make appropriate representations to MAV/VLGA and state government
- Advocate for increased state and Commonwealth investment in and incentives for affordable housing
- Enhance community awareness of the housing affordability crisis through developing better community information

- Work with other local governments to facilitate developer and community housing organisation capacity to access subsidies through the NRAS. Facilitate good outcomes through planning relaxations where appropriate, a cooperative approach with project proponents, and possibility in some cases by contributing its own resources.
- Advocate for the expansion of secure and supportive housing for the homeless rather than crisis accommodation
- Promote a co-ordinated response that addresses the needs of people experiencing homelessness
- Take a leadership role in the development of a regional homelessness action plan.

## THE OPPORTUNITY: Economic Development and Employment

### Key Principle

- Municipal economic development which promotes local employment across all socioeconomic groups with particular support for the disadvantaged and maintains a balance between commercial, industrial and residential interests.

### Policy context:

The vibrancy of the City is intermeshed with its business culture and local economy. However our key industries are highly vulnerable to overall patterns of consumer spending and the general health of the Australian economy. Tensions also exist between commercial pleasure-seeking or risk-taking activities and resident appreciation of peaceful, safe, street precincts.

Port Phillip's traditional economic strengths are in arts and cultural services, hospitality and food, financial services, port and transport facilities, information technology and multimedia, and light manufacturing. But Port Phillip is also well-positioned to become a national centre of the green technologies, innovation and skills needed for the transition to a low-carbon economy.

The importance of existing markets, retailing and shopping centres as major economic assets and employers of local labour will be recognised and embedded in Council policy.

### Policy Actions

- Establish Port Phillip as a national hub of green technology, innovation, skills and knowledge
- Start Council sponsored 'Main Street' programs to re-establish and maintain retail businesses geared to the needs of local residents.
- Lobby the Victorian Government to ensure that planning controls encourage diverse uses in strip shopping centres. Work with the MAV, VLGA, other local governments and NGOs for planning controls over excessive growth of restaurants and cafes in strip shopping centres
- Investigate further statutory and strategic planning controls can be introduced to protect and enliven Port Phillip's strip shopping centres
- Link and network Port Phillip's IT, multimedia, arts, design and cultural industries.
- Initiate a program of business support and mentoring for prospective new and emerging businesses in Port Phillip.
- Encourage home offices and improved use of shop-top spaces
- Introduce a dynamic apprenticeship and traineeship program among Council's in-house workforce and as a criterion in the evaluation of external contractors
- Support the Local Learning and Employment Network, and local primary and secondary schools. And the local provision of vocational education and training
- Partner with local schools and institutes to foster work experience and community work programs for students, provision of information regarding

local employment/career opportunities and encouragement for both public and private providers of training and education to cater to local economic needs.

- Model innovative employment and/or employment-enhancing training for disadvantaged persons
- Provide information regarding changing trends in commercial/industrial property rental rates affecting business costs and pricing.

## THE NEED: Justice and Equity

### **Key Principles**

- Community development and service provision respecting cultural, linguistic, and religious diversity compatible with human rights and equality of opportunity.
- All residents, including the homeless and people engaged in sex work, have a right to feel safe and be safe on the streets and in the community.

### **Policy Context**

Public safety is a fundamental community concern. The causes of community anxiety are deep within our contemporary culture and patterns of life. A significant issue stems from high levels of alcohol and drug consumption, and behaviours that are often induced as a result.

Council's capacity to impact on this situation is often constrained but it must apply the best public health and harm reduction measures available from successful models and programs elsewhere.

Council's policy must seek to

- minimise the abuse of drugs and alcohol and the damage this can inflict in the wider community
- support people seeking assistance with their problems
- thoughtfully apply alcohol licensing controls
- educate the public on use and abuse of drugs and alcohol.

Port Phillip also faces the particular issue of street sex work. Residents have the right to feel and be safe in their community, and so too do street sex workers. It is imperative to find practical policy solutions that can enhance the safety and amenity of residents and also assist vulnerable street sex workers to avoid violence, abuse and the ravages of drug addiction.

Major change requires legislative and other action by the Victorian Government, cooperation between local and state governments, and consultation with residents, street sex workers and operators of health facilities. Policy responses need to tackle connections between street sex work and drug addiction. The issues are complex and require compromise and respect between all of the affected groups. CAPP is committed to facilitating the search for shared solutions that can mitigate the adverse affects of the current situation for residents and provide greater safety for street sex workers.

### **Policy Actions**

#### **PUBLIC SAFETY**

- Conduct a major campaign against ethnic and religious vilification, and the need for respect and tolerance of religious diversity

- Co-operate with local police and local communities to ensure all citizens are safe and secure on our streets
- Lobby for increased local police presence in areas of high crime or a high risk of crime
- Investigate improved lighting of public areas where residents and visitors feel unsafe, or where there is evidence of a higher probability of crime occurrence.

### REDUCING HARM

- Strictly control the irresponsible provision and consumption of hazardous quantities of alcohol at hours and places threatening reasonable expectations of civic peace
- Review and set new standards for responsible provision and consumption of alcohol, including hours of trading in alcohol and numbers and size of alcohol sales outlets
- Initiate a moratorium on supporting new venues seeking liquor licensing until these standards are established
- Support the focus of the Nieuwenhuysen licensing reforms to encourage small and intimate venues rather than large scale drinking
- Prepare a submission to the Victorian Government to increase local government control over liquor licensing.
- Support programs that adopt harm-minimization and ameliorative responses to drug and alcohol issues
- Support better community policing of drug or alcohol related crime.
- Investigate whether a supervised research trial of a safe injecting facility providing related health and support services for drug users and help minimise HIV and Hepatitis B and C transmission would be an effective health care step.

### REDUCING GAMBLING RISKS

- Seek greater Local Government control over poker machine operation in the municipality with a view to reducing current numbers
- Support harm minimization personnel and agencies to reduce gaming machine and other problem gambling hazards
- Support more flexible provision of services for people with multiple problems which may include drug and alcohol abuse, mental illness, or homelessness, as well as financial and legal support needs.

### STREET SEX WORKERS

- Work with residents, local agencies, police and sex workers to minimise conflict and antagonism.
- Provide additional street cleaning and street lighting in high use street sex areas as well as safe syringe and condom disposal promotion campaigns.
- Facilitate assistance for street sex workers seeking to leave the industry and establish new careers.
- Support women coerced into local sex work from overseas who may fear retribution or deportation if they attempt to free themselves from such bondage.
- Seek the support of the state government to investigate a safe house facility to enable street workers to safely service their clients and reduce the incidence of sexual activity occurring in residential areas and in other public spaces

## THE FUTURE:

### Our Children, Young People & Older Citizens

#### Key Principles

- Delivery of co-operative, accountable and responsive community services, informed by social justice principles, prioritising need over capacity to pay and ensuring that user pay pricing practices don't disadvantage or discourage participation
- Direct provision and continuous enhancement by Council of human services including child care, aged care, maternal and child health centres, and libraries.

#### Policy context

The early years last a lifetime. What happens to children in the early years are the most important for health and learning.

A comprehensive approach to early childhood development that includes early childhood education, childcare, maternal health and parenting / caregiving support is vital. All children should be able to grow up actively learning, healthy, sociable and safe – irrespective of their family circumstances and background.

The market system has failed to achieve universal access to high quality, affordable child care or aged care. Local Governments have a key role to ensure community and Council children's services are highly accessible, affordable and of high quality, especially for the vulnerable or disadvantaged. Council must plan to provide for the future service needs of children, families and the elderly living and working in the city.

Council must monitor and improve those services striving to meet the needs of children and families and older people living and working in the community. It must recognise the significant contribution that early childhood service staff, aged care staff and voluntary committees of management make to the provision of high quality childcare and children's services.

#### Policy actions

##### CHILDREN AND CHILD CARE

- Become a recognised leader in children's services and aim to set the Victorian benchmark for universal access to affordable, high quality, innovative Council and community managed children's services
- Promote and advocate children's services – day care, playgroups, maternal and child health services, kindergartens, after school care, holiday programs, toy libraries and so on - within the community and at State and Federal levels of government.
- Ensure that the 200 long day care places promised by the Federal Government are delivered in areas of need
- Ensure that child care is affordable for families. Within the first six months, set and benchmark Council child care fees to an appropriate community standard using as a starting point, Council centre fees in 2004 as a base year, adjusted for

CPI and any extraordinary wage increases, to maintain affordability, quality and access and to avoid the continuous fee increases of recent years.

- Ensure subsidy payments and reporting between Council and community-managed centres are simple and transparent.
- Increase the affordability subsidy to assist low-income earners in line with CPI each year.
- Collaborate with all levels of government and key opinion leaders to improve the quality of programs to achieve real outcomes for children and families
- Directly provide children's services to the community and support and resource community managed services including child care centres, kindergartens, family day care, after school care, teenage and holiday programs. Pioneer the development of new and innovative services in the community
- Report each quarter in a transparent and accurate way the state of the childcare waitlist across Council, community and private child care and early learning services
- Constantly review the location, quality and capacity of services to ensure community needs are met and report service levels to parents and the community
- Consult in a genuine open way with staff of children's services, management committees and parents before amending or developing new and existing policies and practices
- Establish new, high quality playgroup, parent groups and maternal health services
- Network children's services to provide for the needs and aspirations of families and young people in Port Phillip and to reduce costs and duplication

## YOUTH

- Develop a Port Phillip Youth Charter to embrace and expand upon the *Guide for the Development of a Local Government Youth Charter* by the MAV, RMIT University and many Victorian young people. The Charter would affirm young people as a valued part of the Port Phillip community.
- Commit to the UN Convention on the Rights of the Child through a Council resolution
- Actively involve young people in planning for open space
- Train and support young people to be active civic participants in the Port Phillip Forum
- Form local youth green teams to work on practical action to combat climate change by conducting household energy audits, re-vegetating parks and reserves, and leading debates on environmental issues in Port Phillip
- Hold youth forums and prepare information to encourage youth input into Council consultations, and especially decisions particularly relevant to young peoples needs.
- Showcase the diverse contributions young people make in the Port Phillip community.
- Support the Albert Park and Elwood Colleges to meet the educational, social and vocational needs of their students through linking these schools with the arts, sports and recreation, hospitality, community service, environmental, design, ITC and other industry and business sectors of Port Phillip
- Support the new secondary college in Albert Park and ensure it meets community expectations around sustainable design and construction, collaboration and resource/facility sharing, and offers high calibre learning for all

- Improved community use and planning of community recreation and learning services within schools and libraries, turning them into real community hubs and resources.

### OLDER CITIZENS

- Partner with and financially assist the SouthPort Nursing Home to find a new location, preferably at the St Vincent's site in South Melbourne
- Network existing community-based local aged care residential providers – SouthPort, Napier Street, Montefiore, Sacred Heart Mission and Claremont – to plan services, advocate for funding and improved government policy and to improve cost efficiencies and increase capacity where possible
- Retain the Older Persons Consultative Committee to advise Council on social issues of older persons, and encourage profiling “positive aging” in the community
- Support U3A, and other learning, socialising and recreation groups and activities for older residents.
- Assist frail aged to be involved in joining local groups and activities by assisting with transport, e.g. extend South Port Daylinks across whole CoPP.
- Continue to actively support culturally appropriate HACC services to provide a standard of care and support to local residents to encourage independent living at home.

## THE SOUL: Indigenous Communities

### **Key Principle**

- Respect for the culture and heritage of indigenous Australians and engagement with the local indigenous community as participants in decision-making.

### **Policy context**

Increasing community awareness of the depth and scale of Indigenous disadvantage is an issue for all governments and communities, from the national to the local.

The key issues relate to how Port Phillip can build on a strong record on Indigenous health, education, culture, land and leadership.

### **Policy Actions**

- Identify levels of Indigenous disadvantage in Port Phillip across education, employment, housing, health, child care and other material needs
- Develop partnerships with local Indigenous communities and community agencies to address these needs
- Consult local Indigenous communities about advancing the reconciliation process
- Resource Port Phillip Citizens for Reconciliation
- Inform the Port Phillip citizens of the dispossession, disadvantage and injustices experienced by the Indigenous community
- Develop a trail of markers of significant Indigenous sites in the area.
- Sponsor an Indigenous history of Port Phillip
- Resource Port Phillip's Indigenous communities to aid local schools in developing curricula and history programs.

## THE HEART: Arts, Communities & Recreation

### Key principle

- Sustaining and building on Port Phillip's vitality as a metropolitan, state and national centre for artistic creativity

### Policy context

The arts, culture and recreation are integral to the community life and identity of Port Phillip. The City is home to artists, producers, directors and creative spirits of all sorts. But a tighter economy, and the lack of affordable housing and art spaces, threatens the viability of many arts communities in Port Phillip.

Council has a significant role to play in encouraging artists to create, shape, and participate in Port Phillip's culture and in providing opportunities for residents of diverse backgrounds, skills, lifestyle, capacities and interests to engage as producers and consumers of the arts.

### Policy actions

- Increase the number of affordable spaces for performance, rehearsal and artist studios for community art/ performance individuals and groups across the municipality
- Employ local artists/designers/technicians for municipal events and projects.
  - Showcase the best emerging talents in Council's Festival program
  - Support a wide range of musical performance in the municipality accessible to a diversity of audiences and their musical preferences.
- Develop programs and partnerships that encourage the participation in the arts of indigenous, low income, disabled, disadvantaged and vulnerable individuals and communities.
- Encourage innovative partnerships with schools, local businesses, arts groups and community associations for people of all ages in writing, visual and theatre arts.
- Hold local neighbourhood events and festivals in Port Phillip's different neighbourhoods, including South Melbourne, Albert Park, Middle Park, Port Melbourne, St.Kilda, Elwood.
- Support Gasworks Art Park as a multi-arts hub and cultural bridge between arts practice, artists, audiences, and the wider community.
- Support the St Kilda, Film, Fringe, Comedy, Art of Difference and Midsumma festivals as a genuine expression of local art and creativity while ensuring sufficient parking, alcohol, litter and noise controls to protect residential amenity.
- Involve residents in the planning and evaluation of all these events.
- Evaluate all Festivals in terms of their social, environmental, cultural and economic costs and benefits.
- Conduct a dynamic public arts program at strategic sites and in new residential and other developments that inspire, arouse and energise.

### OUR COMMUNITY LIFE

Port Phillip has a network of community centres, neighbourhood houses and local government facilities and buildings that provide meeting points and activities for all

residents. A fair and consistent approach to the City's sporting and recreation clubs is required.

**Policy actions:**

- Provide 'whole of life' creative and recreation options for residents including playgroups, school and holiday programs, sporting activities, and relaxation and educational and development activities. Continued maintenance and availability of these facilities. Use of these facilities should be inclusive of age, socio-economic status, ethnicity, physical disadvantage
- Maintain and index the community grants program, and encourage much greater local involvement in determining grants and activities
- Fund Port Phillip's historical societies to provide valuable information about the heritage of the community
- Extend community parks and gardens program across the municipality.
- Provide low cost access to sporting, recreation, arts, creative and cultural facilities and programs
  - Strengthen partnerships with local religious and charitable organisations, institutions and services contributing to community well-being
  - Improve the recognition, conditions and professional development of community volunteers in Port Phillip

**LIBRARIES OF IDEAS AND SERVICE**

The provision of free public library services is an essential means of ensuring access for all sections of the community to information, entertainment, study and knowledge. Public ownership, democratic control and accountability of the Port Phillip Libraries, and their contribution to the cultural, recreational and educational life of the municipality is core CAPP policy.

The key issues relate to equitable access to library services across Port Phillip and to all sections of the community; the role of libraries contributing to the non-commercial development of new information and media technologies; maximising the potential of libraries as community hubs.

**Policy actions**

- Direct Council control of library services – these are not services that will be outsourced
- Maintain the branch library structure in a community hubs framework and, in consultation with user groups, investigate new ways of delivering services including partnerships with other potential stakeholders
- Maintain Council's existing recurrent library investment and ensure it is equitably distributed across the communities of Port Phillip
- Increasing the purchasing vote for library materials, with a fair balance in the purchasing of print and non-print / electronic materials
- Active promotion of services to the following resident groups: new, disabled (including sight or hearing impaired), children and families, teenagers and high school students, unemployed, home-bound, and older residents
- Servicing and supporting community languages and the 'English as a second language needs' of residents through specialist services and purchasing programs
- An active role of the Port Phillip Library within state and national library networks.

## THE LEGACY:

### Albert Park Reserve and the Grand Prix

#### Key Principle

- Sustained protection of all open space within the municipality and continued opposition to the conduct of the Grand Prix in Albert Park.

#### Policy Context

Albert Park constitutes 60 per cent of the municipality's public open space and is a vital community amenity serving as a 'haven from the pressures of the city' and providing for a range of passive, unstructured and more formal sporting recreation activities. CAPP is committed to sustained protection of all public open spaces and opposes in principle the conduct of the Grand Prix in Albert Park and advocates its relocation to a more suitable venue. At a time of critical decision-making on climate change and broader understandings of the damage of environmental degradation and our profligate reliance on diminishing fossil fuels, it is imperative to raise our ongoing opposition to the conduct of the Grand Prix in Albert Park. The persistent revelations of recurrent financial losses sustained by Victorian tax-payers and local traders suffered as result of this grossly intrusive and noisy unwanted spectacle provide an even more urgent context for the City of Port Phillip's opposition to the race.

The Grand Prix - imposed on Port Phillip without consultation or an environmental assessment study - is incompatible with the Park's environment and the interests of individual and club users of the Park. Long set-up/dismantling/restoration periods seriously restrict public use and disrupt community sports clubs. The rightful role of the local community and Council in the planning of the park must be recognised by Parks Victoria and the State Government.

#### Policy Actions

- Oppose the conduct of the Grand Prix in Albert Park, even more prominently in the 2008-12 term than in recent years.
- Advocate for an appropriate commercial rent to be paid by the Grand Prix Corporation to provide the Park management with much needed maintenance funds and to enable a reasonable cap to be placed on the rents applied to community-based sporting clubs
- Lobby the State Government and use relevant data such as the Auditor General's report, *State Investment in Major Events, May 2007*, and the level of greenhouse gas emissions attributable to the presentation and conduct of the event
- Protect the interests of community sports clubs suffering the effects of increased rents, loss of access, and damage to their grounds caused by the Grand Prix.
- Monitor the effectiveness and usefulness of the Memorandum of Understanding between the park's sporting clubs, Parks Victoria, AGPC and Council which was introduced in 2004 with the object of improving access to the park, improving the condition of the park's sporting fields and minimising disruption to other park users and groups caused by the Grand Prix.

- Lobby for guaranteed community and amateur access to the forthcoming State Athletics Centre at the former South Melbourne Cricket Ground, and to ensure the Centre does not result in reduced public open space in the Park.