



MEETING OF THE PORT PHILLIP CITY COUNCIL

AGENDA

17 AUGUST 2022



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MEETING OF THE PORT PHILLIP CITY COUNCIL 17 AUGUST 2022



Welcome

Welcome to this Meeting of the Port Phillip City Council.

Council Meetings are an important way to ensure that your democratically elected representatives are working for you in a fair and transparent way. They also allow the public to be involved in the decision-making process of Council.

About this meeting

There are a few things to know about tonight's meeting. The first page of tonight's Agenda itemises all the different parts to the meeting. Some of the items are administrative and are required by law. In the agenda you will also find a list of all the items to be discussed this evening.

Each report is written by a Council officer outlining the purpose of the report, all relevant information and a recommendation. Council will consider the report and either accept the recommendation or make amendments to it. All decisions of Council are adopted if they receive a majority vote from the Councillors present at the meeting.

Public Question Time and Submissions

Provision is made at the beginning of the meeting for general question time from members of the public. All contributions from the public will be heard at the start of the meeting during the agenda item 'Public Questions and Submissions.'

Members of the public have the option to either participate in person with COVID safe requirements or join the meeting virtually via WebEx to ask their questions live during the meeting.

If you would like to address the Council and /or ask a question on any of the items being discussed, you must submit a 'Request to Speak form' by 4pm on the day of the meeting via Council's website.

[Request to speak at a Council meeting - City of Port Phillip](#)





MEETING OF THE PORT PHILLIP CITY COUNCIL

To Councillors

Notice is hereby given that a **Meeting of the Port Phillip City Council** will be held in **St Kilda Town Hall** on **Wednesday, 17 August 2022 at 6:30pm**. At their discretion, Councillors may suspend the meeting for short breaks as required.

AGENDA

- 1 APOLOGIES**
- 2 MINUTES OF PREVIOUS MEETINGS**
Minutes of the Meeting of the Port Phillip City Council held on 3 August 2022.
- 3 DECLARATIONS OF CONFLICTS OF INTEREST**
- 4 PUBLIC QUESTION TIME AND SUBMISSIONS**
- 5 COUNCILLOR QUESTION TIME**
- 6 SEALING SCHEDULE**
Nil
- 7 PETITIONS AND JOINT LETTERS**
Nil
- 8 PRESENTATION OF CEO REPORT**
Nil
- 9 INCLUSIVE PORT PHILLIP**
 - 9.1 *Outdoor Commercial Recreation Policy Update and endorsement of successful operators 2022-2025.....7*
- 10 LIVEABLE PORT PHILLIP**
 - 10.1 *Car Share Policy & Guidelines Review.....25*
 - 10.2 *St Kilda Triangle - Next Steps.....129*
 - 10.3 *South Melbourne Structure Plan.....139*
 - 10.4 *Amendment C203port to the Port Phillip Planning Scheme - Consideration of adoption419*
- 11 SUSTAINABLE PORT PHILLIP**
 - 11.1 *Act and Adapt Review & Climate Emergency Action Plan Approach2733*

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12 VIBRANT PORT PHILLIP

Nil

13 WELL GOVERNED PORT PHILLIP

- 13.1 *Annual updated Audit and Risk Committee Charter and Audit and Risk Committee Biannual Report as at 30 June 2022*2805
- 13.2 *2022 Cost Review*.....2819
- 13.3 *Appointment of Authorised Officer Pursuant to the Planning and Environment Act 1987*.....2825

14 NOTICES OF MOTION

- 14.1 *Notice of Motion Councillor Marcus Pearl - Guidance note: Domain Area DDO26 – Discretionary Controls*

15 REPORTS BY COUNCILLOR DELEGATES

16 URGENT BUSINESS

17 CONFIDENTIAL MATTERS2831

The information contained in the following Council reports is considered to be Confidential Information in accordance with Section 3 of the Local Government Act 2020.

17.1 *South Melbourne Town Hall - Design Contract - Potential Variations - Delegation to CEO*

3(1)(g(ii)). *private commercial information, being information provided by a business, commercial or financial undertaking that if released, would unreasonably expose the business, commercial or financial undertaking to disadvantage.*

17.2 *Confidential Strategic Property Matter*

3(1)(a) *Council business information, being information that would prejudice the Council's position in commercial negotiations if prematurely released*

3(1)(c). *land use planning information, being information that if prematurely released is likely to encourage speculation in land values*

3(1)(g(ii)). *private commercial information, being information provided by a business, commercial or financial undertaking that if released, would unreasonably expose the business, commercial or financial undertaking to disadvantage*

17.3 *CEO Employment Matters – CEO Resignation and Appointment of Interim CEO*

3(1)(l) *information that was confidential information for the purposes of section 77 of the Local Government Act 1989.*

17.4 *CEO Employment Matters*

3(1)(h) *a matter which the Council or special committee considers would prejudice the Council or any person.*



3. DECLARATIONS OF CONFLICTS OF INTEREST

4. PUBLIC QUESTION TIME AND SUBMISSIONS

5. COUNCILLOR QUESTION TIME

6. SEALING SCHEDULE

Nil

7. PETITIONS AND JOINT LETTERS

Nil

5. PRESENTATION OF CEO REPORT

Nil

9. INCLUSIVE PORT PHILLIP

- 9.1 *Outdoor Commercial Recreation Policy Update and endorsement of successful operators 2022-2025..... 7*



9.1 **OUTDOOR COMMERCIAL RECREATION POLICY UPDATE
AND ENDORSEMENT OF SUCCESSFUL OPERATORS 2022-
2025**

EXECUTIVE MEMBER: **ALLISON KENWOOD, GENERAL MANAGER COMMUNITY
WELLBEING & INCLUSION**

PREPARED BY: **CHLOE DUPONT, SPORTS AND RECREATION PARTICIPATION
OFFICER**

**DANA PRITCHARD, MANAGER OPEN SPACE RECREATION AND
COMMUNITY RESILIENCE**

DAVID NANKERVIS, COORDINATOR SPORT AND RECREATION

1. PURPOSE

- 1.1 To present the updated Outdoor Commercial Recreation Policy for endorsement
- 1.2 To seek endorsement for the Commercial Recreation providers for 2022-2025 following the recent 'Expression of Interest' process.

2. EXECUTIVE SUMMARY

- 2.1 The City of Port Phillip is an iconic location and popular tourist destination that attracts many visitors. Our foreshore and open spaces are attractive spaces for a variety of users including Commercial Recreational activities.
- 2.2 Recreation operators offer a diverse range of sport and recreational opportunities for the wider community. Benefits include an increase in health and wellbeing and building stronger, healthier, happier and a safer community. By supporting and collaborating with these outdoor recreation providers, Council endeavours to increase participation by encouraging participants to lead a healthy and active lifestyle whilst fostering flexible, innovative and inclusive outcomes for the community.
- 2.3 Commercial Recreation businesses who's agreements are ending this year include skydiving, kiteboarding, beach volleyball, roller skating, beach tennis, kayaking, stand up paddle boarding, pony rides and dog obedience training.
- 2.4 The providers are required to have a 3-year licence from Department of Environment, Land, Water and Planning (DELWP), and a permit from Council. The current agreements are due to expire 30 September 2022.
- 2.5 DELWP requires the providers to have two sets of fees, which are the annual licence fee set by Council (endorsed annually via the budget process) and a per participant fee set by DELWP which is \$1.60 for children and \$2.40 for adults.
- 2.6 Total income generated from the providers for Council was \$181,000 in 2019/2020. This was the last full season of operations due to COVID, over the past few summers there have been limited operations and financial relief.
- 2.7 Council conducted a Commercial Recreation Expression of Interest (EOI) in April 2022. A total of 14 applications were received, with 13 licences now proposed.
- 2.8 The new 3-year licences will commence the season 1 October 2022 until 30 September 2025.



- 2.9 The current Commercial Recreation Policy was endorsed by Council in 2019 and expires in 2022. The policy requires updating to align with the Council Plan and various new Strategy and Policy.
- 2.10 The revised Outdoor Commercial Recreation Policy provides guiding principles and outcomes for Council to guide decision making in allocating open spaces to businesses to deliver outdoor recreational activities for commercial gain.
- 2.11 The updated policy allows the General Manager under delegation to authorise new providers during the 3-year licence term, following suitable application, review, and alignment to the criteria.

3. RECOMMENDATION

That Council:

- 3.1 Adopt the updated Outdoor Commercial Recreation Policy 2022
- 3.2 Note the Expression of Interest process has completed
- 3.3 Endorse the following recommended applicants for a new three-year licence 2022-2025:
 - Rolla Bae
 - Cute and Cuddly Animal Nursery and Pony Hire
 - Command Dog Obedience Training
 - Elwood SUP
 - SUP HQ
 - Go Kite
 - Kite Republic
 - Zu Kite Club
 - Vic Beach
 - Skydive Australia
 - Cold and Conscious
 - Beach Tennis
- 3.4 Decline *Skydive 12 Apostles* application due to scoring lower on the assessment compared to the other Skydiving provider. Noting that the policy only allows for one skydive company in the municipality.
- 3.5 Note that the standard fees Commercial Recreation fees which are set in the Council Budget and by DELWP will be applied to all permit holders.
- 3.6 Authorises the CEO (or delegate) to undertake all activities required to implement the Outdoor Commercial Recreation Policy 2022 and execute three year licences for the approved applicants.

4. KEY POINTS/ISSUES

Background

- 4.1 Port Phillip attracts over two million tourists each year and is one of the most visited places in Victoria outside the CBD.
- 4.2 Outdoor commercial recreation refers to a diverse range of recreational or sport related activities which is conducted outdoors and is delivered in public space including reserves and the foreshore.



- 4.3 The recreation providers deliver a variety of opportunities to enhance residents and visitors' experience and contribute to the development of a healthy and inclusive community and contribute to a vibrant Port Phillip.
- 4.4 Our current activities include roller skating, beach tennis, pony rides, dog obedience training, stand up paddle boarding, kayaking, beach volleyball, kiteboarding and skydiving.
- 4.5 Commercial recreation has been a popular attraction to the municipality for many years, attracting over 20,000 people annually (prior to COVID).
- 4.6 Most of the current commercial recreation providers have been operating in the municipality for over 10 years
- 4.7 The providers are required to demonstrate their benefit to the community, plus benefit to tourism, visitation and economic benefit. They also need to meet environment and sustainability expectations, and have a focus on gender equality and inclusion.

Outdoor Commercial Recreation Policy

- 4.8 The Outdoor Commercial Recreation Policy (OCRP) was adopted by Council in 2019 and is due for renewal this year.
- 4.9 The updated Policy provides clear principles and guidelines to ensure Council has a consistent approach when evaluating and permitting commercial recreation activities across Port Phillip.
- 4.10 The updated Outdoor Commercial Recreation Policy now includes:
 - Alignment to the Council Plan and key Council strategies including Public Space Strategy 2022 -2032, Fitness Training Policy 2021 and Sport and Recreation Strategy 2015-2024
 - Guiding principles to allow Council to review businesses that wish to deliver inclusive, innovative, and accessible recreational opportunities
 - The opportunity for new open spaces across the municipality to be considered as a site for businesses to deliver outdoor commercial recreation
- 4.11 The updated OCRP still includes:
 - An 'Expression of Interest' (EOI) to take place every 3 years
 - A focus on activities that deliver key Council Plan principles such as inclusion and accessibility to support and connect our municipality to lead a healthier and active lifestyle
 - Requirements to meet DELWP and Parks Victoria expectations and regulations
 - Assessment criteria based on site suitability, risk management, impacts to on council assets and services.
 - Conditions and requirements for providers who wish to include trailer parking in their permits.

Expression of Interest

- 4.12 The annual EOI process was open from 18 April until 16 May 2022. A total of 14 applications were received.



4.13 Applications were assessed against the endorsed criteria of:

- Business overview and site suitability
- Community and educational benefit
- Tourism, visitation, and economic benefit
- Safety and risk management / Occupational Health and Safety
- Environmental and sustainability benefit
- Child Safe Standards (if applicable)
- Experience
- Finance
- Gender equality

4.14 Based on the criteria and assessment, 13 applications are recommended for approval (Table 1)

4.15 Table 1: Recommended Commercial Recreation Providers 2022-2027

Business Name	Recreational Activity	Location
1. Rolla Bae	Roller Skating	St Kilda foreshore
2. Cute and Cuddly Animal Nursery and Pony Hire	Pony Rides	Catani Gardens St Kilda
3. Command Dog Obedience training	Dog obedience training	Gasworks Arts Park
4. Elwood SUP	Stand Up Paddle Boarding	Elwood Beach
5. SUP HQ	Stand Up Paddle Boarding	St Kilda Beach
6. Go Kite	Kite Boarding	West Beach
7. Kite Republic	Kite Boarding	West Beach
8. Zu Kite Club	Kite Boarding	West Beach
10. Vic Beach	Beach Volleyball	St Kilda and South Melbourne beaches
11. Skydive Australia	Skydiving	Moran Reserve St Kilda
12. Cold and Conscious	Ice Bath health and wellbeing	Sandridge foreshore
13. Beach Tennis	Beach Tennis	Port Melbourne Beach



- 4.16 One applicant, *SkyDive 12 Apostles*, has been unsuccessful due to only one Skydive company allowed, and *Skydive Australia* ranking higher aligned to the criteria.
- 4.17 Cute and Cuddly Animal Nursery has requested Council waive the DELWP per participant fee (\$1.60 for children and \$2.40 for adults) for three-years, therefore only paying the annual licence fee. It is recommended not to approve the discount as the request does not meet the DELWP guidelines around fee discounts and waivers.

Trailers

A number of operators request the use of a trailer as part of their operations to store equipment and deliver their service. The previous permits allowed them to leave trailers on site while not in operation and upcoming agreements will support the requests.

- 4.18 There are no current fees for having trailers on the foreshore. As the trailer parking is an additional use of public space it is recommended that a new fee is considered for years 2 and 3 of the agreement. Officers propose to implement a fee for parking trailers from 2023/24 via the Council Budget process, allowing time to inform new providers of this new fee.
- 4.19 Current conditions for leaving trailers onsite include:
- Trailers can remain onsite during peak season (October to April) only
 - Sweeping/ removing sand drift, litter and leaf debris in close proximity to the trailer and ensure the area is clean and neat (minimum daily clean but possibly more frequently if conditions determine this requirement)
 - If there are footpath trading zone indicators onsite, the trailer must remain in the designated zone
 - Council may request an outdoor commercial operator to move their trailer due to a Council approved event or for asset maintenance.

5. CONSULTATION AND STAKEHOLDERS

- 5.1 The EOI was advertised via Council's website, The Age and via LinkedIn between 18 April until 16 May 2022.
- 5.2 Prior to the EOI, existing operators were informed of their licences expiring and the pending EOI process.
- 5.3 Officers assessed the applications against the criteria and liaised with key internal stakeholders as required such as Public Space, Foreshore, Parks Maintenance, Events, and Risk. Checks were also completed with relevant governing bodies and authorising agencies.
- 5.4 DELWP are required to approve the areas of land used, approve the licence agreements and set the per participant fees.

6. LEGAL AND RISK IMPLICATIONS

- 6.1 Providers submit risk management plans as part of their EOI application as risk management is a key criterion in the EOI process. Council's Risk and Compliance advisor reviews plans that have potential high management requirements.
- 6.2 All operators are responsible for delivering their recreational activity in a safe manner for themselves, their customers and the public. They must ensure pre-checks and risk assessments are conducted on a regular basis.



- 6.3 All operators are required to have measures in place to minimise impacts on public space, Council assets or to residential amenity.
- 6.4 Approved outdoor commercial recreation operators must hold a minimum of \$20M public liability insurance, indemnifying Council from any claim or demand arising from or in relation to any act, omission, damage, loss, charge, liability, outgoing, payment, expense or cost related to the outdoor commercial recreation activity.
- 6.5 All licences will utilise the standard DELWP Tour Operator Licence template, and an outdoor Commercial Recreation Permit will be issued by Council

7. FINANCIAL IMPACT

- 7.1 Commercial Recreation operators generated \$108,194 to Council in 2021/22, which is significantly less due to COVID impacts. The total income was \$181,000 in 2019/2020.
- 7.2 Operators were required to cease or reduce delivery of their recreational activity during COVID, and are now eager to get back to higher level of operations
- 7.3 DELWP set the per participant fees for operators, which Council implements on their half. The annual licence fee and the per participant fees are endorsed each year via Council's budget process.
- 7.4 There is potential for increased revenue by charging a fee for trailer parking on the foreshore. This has financial impacts for some of the businesses.

8. ENVIRONMENTAL IMPACT

- 8.1 The OCRP and the processes implemented by the providers align to the Act and Adapt Sustainable Environment Strategy 2018-2028, enforcing requirements for outdoor commercial recreation operators to evaluate and minimise their impact on the environment and implement sustainable practices.
- 8.2 All operators acknowledge Council's commitment to supporting a sustainable future or our City and will ensure:
 - A reduction of landfill waste
 - Decrease carbon emission production
 - Enhancing public spaces and use water efficiently
 - Our streets and beaches are litter free

9. COMMUNITY IMPACT

- 9.1 Approved outdoor commercial recreation operators are required to deliver safe, affordable and innovative health and wellbeing opportunities to engage people of all ages and abilities.
- 9.2 They provide opportunities for people of all backgrounds regardless of age, gender, culture and ability, with equity and inclusion a key focus of the EOI process.
- 9.3 They support Council to deliver an alternative to organised sport and encourage diverse opportunities of physical activity fostering social connections and community spirit.
- 9.4 Through activating the municipality and strengthen our City as a tourist destination, showcasing local attractions and culture, they also provide economic benefit to Port Phillip businesses.



- 9.5 They also provide a variety of opportunities to enhance residents and visitors' experience and contribute to the development of a healthy and inclusive community.

10. ALIGNMENT TO COUNCIL PLAN AND COUNCIL POLICY

10.1 Direction one: Inclusive Port Phillip

- Providing local members of our community with safe, accessible, inclusive and affordable recreational activities that supports health and wellbeing and social connections
- Promoting participation with an emphasis of increase female participation.

10.2 Direction two: Liveable Port Phillip

- Activating and managing our open spaces that are safe and promoting places/ activities for the community to enjoy.

10.3 Direction four: Vibrant Port Phillip

- Show casing our City through the delivery of unique recreational opportunities
- Collaborating with commercial businesses to promote the City of Port Phillip as a tourist destination whilst respecting local amenity and safety of all

11. IMPLEMENTATION STRATEGY

TIMELINE

- 11.1 Once adopted the OCRP will be updated and placed on Council website.
- 11.2 Successful applicants will be notified via email and will be required to formalise their three-year permit and Tour Operator Licence with Council and DELWP prior to the season commencing from 1 October 2022.
- 11.3 Successful outdoor commercial recreation operators will commence business operations from 1 October 2022 until 30 September 2025.
- 11.4 Unsuccessful operators will be notified via email.

12. COMMUNICATION

- 12.1 All outdoor commercial recreation applicants will be notified of the outcome and successful operators will be published on Council's website

13. OFFICER DIRECT OR INDIRECT INTEREST

- 13.1 No officers involved in the preparation of this report have any material or general interest in the matter.

ATTACHMENTS 1. Draft Outdoor Commercial Recreation Policy 2022 



Outdoor Commercial Recreation Policy

Version 2, August 2022





Guideline Governance

Responsible Service / Department:

Open Space, Recreation and Community Resilience

Adoption authorised:

Council

Date of adoption:

3 August 2022

Date effective from:

3 August 2022

Content Manager folder:

[Insert Text]

Content Manager file:

[Insert Text]

Endorsed CEO or ELT member or department manager to make and approve document editorial amendments:

CEO

Annual desktop review date:

August 2023

Review date:

August 2025

Completion date:

August 2026

Version number:

2

Relevant Legislation:

Local Laws

Associated Strategic Direction #:

Inclusive Port Phillip

Associated instruments:

Sport and Recreation Strategy 2015 - 2024

Supersedes:

City of Port Phillip Outdoor Commercial Recreation Policy (2019 Version1)



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Purpose

To provide a framework through which the City of Port Phillip can manage the provision of a range of high quality outdoor commercial recreation across the municipality.

Outcomes

- To encourage Commercial Recreation Activities (CRA) in public space to provide a variety of opportunities to enhance residents and visitors’ experience and contribute to the development of a healthy and inclusive community.
- To ensure CRA operators are providing quality, safe activities which contribute to a Vibrant Port Phillip.
- To ensure CRA operators have measures in place to minimise impacts on public space, Council assets or to residential amenity.
- To provide opportunities for people of all backgrounds regardless of age, gender, culture and ability.
- Support Council to deliver an alternative to organised sport to encourage diverse opportunities of physical activity

Definitions

Table 1 Definition of terms

Term	Definition
Council	Refers to City of Port Phillip
Commercial Recreation	Refers to any activity (recreation or sport related) which is conducted outdoors along the foreshore, parks, beaches and other approved public spaces. Refers to an activity and for which a fee is charged, or other commercial gain is obtained. The activity must be recreation based implementing an educational component
Crown Land	Land that is managed and controlled by Council as the appointed Committee of management under the Crown Land (Reserves) Act 1978 by the Department of Environment, Land, Water and Planning (Victoria State Government)
DELWP	Refers to Department of Environment, Land, Water and Planning which is a State Government department responsible for protecting the environment, climate change, managing water resources, land and emergency

City of Port Phillip Outdoor Commercial Recreation Policy



Term	Definition
	management and providing guidelines and licences for Tour Operators
Open Space and Public Lands	Refers to land administered under the 'National Parks Act 1975, Forest Act 1958, Crown land (Reserves) Act 1978 and Land Act 1958
Outdoor Commercial Recreation operator	A person/ business who conducts commercial recreational activities to the community within City of Port Phillip
Tour Operator	Means a person or business who conducts an organised tour or outdoor recreational activity for profit on public lands in Victoria
Tour Operator Licence (TOL)	Licence issued by DELWP to a person who conducts an organised tour or outdoor recreational activity for profit on public lands in Victoria
Tour	Means an activity, guided tour or recreation programme conducted or coordinated by an approved operator for a licenced area
Itinerant trading	Refers to a business that trades goods from any temporary method of transport including a caravan, trailer, table, stall or other similar structure at Council approved locations
Major events	Refers to all outdoor events, promotions and markets on Council managed public space within the municipality. Including (but not limited to) events which are run by private organisations, businesses, schools, special interest groups or community groups
Permit	An official document issued by Council under Local Law that authorises a use or activity
Permit holder	Refers to the individual who has been issued the permit

Scope

This policy applies to businesses who wish to conduct outdoor commercial recreational activities within Port Phillip's public space.

The policy does not apply to:

- Events, promotions or markets
- Personal training



- Indoor activities
- Seasonal and casual use of sports grounds for sports clubs
- Itinerant traders
- Aircraft and helicopter landings
- Once off recreational event
- Activities held around Albert Park Lake (this area is managed by Parks Victoria)

Assessment Criteria

Commercial Recreation Principles

All applications will be assessed against the following principles:

1. Provide the community with social, recreational and active opportunities to increase community participation and improve health and wellbeing.
2. Conducted in a safe manner that implement high-quality risk management plans and adherence to industry standards.
3. Are inclusive for all, including promotion of gender equality and enhances opportunities for female participation.
4. Are well governed and have a suitable business model to ensure financial viability of the business plus value for money for the local community.
5. Increase visitation to the area and support local businesses.
6. Operators provide an educational experience, promote skill development and learning opportunities.
7. Show commitment to sustainable practices demonstrating environmentally friendly business model.
8. Demonstrate experience in delivering high quality activities.

Limitations/ Restrictions

Across the municipality, Council will only issue:

- One Skydiving licence, to be located at Moran Reserve Elwood.
- Up to three Kite Boarding licences, to be located at West Beach St Kilda.

The following activities will not be permitted

- Activities that do not meet goals or objectives of the Council Plan
- Activities that include promotion of tobacco, gambling or alcohol
- Motorised water sports i.e. jet skis
- Activities in environmentally sensitive areas such as bushland and sand dunes



Water activities and those requiring access to jetties or boat ramps require further approvals from Parks Victoria.

There is no restrictions on the number of licences one CRA operator may hold.

Application

applications

- CRAs demonstrating professional operations may be approved through the general application process and will be considered when there is availability. **Permit and Licence**

All CRA operators must enter into an agreement with Council, most will require both a permit and licence.

Permit

A Council Permit is required to conduct outdoor CRAs on Council owned or managed land and is provided by Council (Land Manager). Approved CRAs delivered across the municipality on Council managed land must be in accordance with the Local Government Act 2020.

Licence

If the nominated site is classified as Crown Land, the applicant may also be required to enter into a Tour Operator Licence Agreement under the Crown Land Act 2009 (Lease and Licence Terms) and will be managed by Council on behalf of DELWP.

Further information on the Tour Operator Licence can be found on DELWPs webpage [Tour Operators \(forestsandreserves.vic.gov.au\)](https://www.delwp.vic.gov.au/tour-operators)

Requirements All operators will be required to adhere to Federal, State or Local Government regulations.

- It is the responsibility of the CRA operators to seek and gain all approvals relating to their activities. Council may require approvals from other relevant regulatory bodies, such as (but not limited to) Victoria Police, WorkSafe, Parks Victoria, Maritime Safety Victoria, CASA (Civil Aviation Safety Authority) or State Sporting Associations. All operators must use equipment and infrastructure that is well maintained, structurally sound and has the ability to withstand exposure to climatic conditions. Pre-safety checks must be undertaken prior to all operations to evaluate and eliminate any risks/ hazards that may harm participants and



the community. All operators are responsible for all their staff, including ensuring they are appropriately insured and qualified (industry related qualification/s) and have appropriate Child Safety Policies.

- Noise from activities must not unreasonably disturb other users or adjacent residents/businesses and must comply with Council's Outdoor Event Noise Management Guidelines, the Environment Protection Act (EPA) 2017 and the State Environment Protection Policy.
- Water-based activities must follow EPA advice regarding water quality when programming their activities - [EPA Water Quality](#)
- Where possible Council may work with the operator on an alternative and suitable location on a temporary basis.
- CRA can apply to have an onsite trailer to support their business functions. Council will review the application and consider suitability and applicable fee.

Liability and Indemnity

All CRA require Public Liability Insurance of a minimum of \$20m indemnifying Council.

The permit holder shall indemnify the City of Port Phillip from any claim or demand arising from or in relation to any act, omission, damage, loss, charge, liability, outgoing, payment, expense or cost related to the outdoor commercial recreation activity. The approved permit/licence holder is responsible for managing risks associated with the activities at their allocated site/s.

Operators must have risk management in place that includes provisions to cancel activities in unsafe situations.

Council may cancel or modify CRA at any stage due to safety concerns, identified risks or unsafe practices.

Non-Compliance

- permit conditions are breached
- any laws are broken
- a misrepresentation is identified in documentation
- Warning: an authorised officer may, on behalf of Council, issue a warning to an operator who is not abiding by the permit conditions
- Notice to Comply: an authorised officer may, on behalf of Council, issue a Notice to Comply, if the warning is ignored
- Cancellation of permit/ infringement notice: An authorised officer may on behalf of Council, issue a permit cancellation notice or Victoria Police may issue an infringement notice, if a notice to comply has been ignored.



Fees and Charges

Council fees

Outdoor Commercial Recreation operators will be required to pay an annual fee which is set through the annual Council budget process, or as varied by Council resolution.

A permit will be issued after the fee is paid in full.

DELWP user fees

The Tour Operator Licence “user fee” is issued by DELWP, applies to all CRA on Crown Land. All operators will be required to maintain a record of the number of persons who participate in the recreational activity daily and must be reported to Council on a quarterly basis. Council will invoice quarterly for the user fees.

For more information on DELWP licences or fees visit <https://www.forestsandreserves.vic.gov.au/tour-operators>

Cancellation and refunds

No refunds of fees will be provided for outdoor commercial recreation operators wishing to cancel their licence prior to the expiry date, or if an area allocated in their permit is not usable during the permit period.

Relevant Policy, Regulations or Legislation

- City of Port Phillip Council Plan 2021-2031
- City of Port Phillip Public Space Strategy 2022-2032
- City of Port Phillip Local Law No.3 (Community Amenity) 2013
- Crown Land Acts Amendment (Lease and Licence Terms) Act 2009
- Department of Sustainability and Environment - Licensing system for Tour Operators and Activity Providers on Public Land in Victoria 2018
- City of Port Phillip Outdoor Events Policy 2017
- Council’s Outdoor Event Noise Management Guidelines 2018
- City of Port Phillip Sport and Recreation Strategy 2015 - 2024
- City of Port Phillip Fitness Training Policy 2021
- Local Government Act 1989
- Child Safe Standards Policy 2018
- Foreshore Management Plan 2012



10. LIVEABLE PORT PHILLIP

10.1	<i>Car Share Policy & Guidelines Review</i>	25
10.2	<i>St Kilda Triangle - Next Steps</i>	129
10.3	<i>South Melbourne Structure Plan</i>	139
10.4	<i>Amendment C203port to the Port Phillip Planning Scheme - Consideration of adoption</i>	419



10.1 CAR SHARE POLICY & GUIDELINES REVIEW

EXECUTIVE MEMBER: KYLIE BENNETTS, GENERAL MANAGER, CITY GROWTH AND DEVELOPMENT

PREPARED BY: KATHLEEN KEMP, SUSTAINABLE TRANSPORT PLANNER
KAREN ROACHE, SHARED TRANSPORT SERVICES OFFICER
NELLIE MONTAGUE, COORDINATOR STRATEGIC TRANSPORT

1. PURPOSE

- 1.1 To seek endorsement for Council's Draft Car Share Policy 2023-2028 (Draft Policy) (**Attachment 1**) and Draft Car Share Guidelines (**Attachment 2**) to be released for community consultation.

2. EXECUTIVE SUMMARY

- 2.1 The City of Port Phillip is one of the most densely populated municipalities in Melbourne, however our road network is finite, and we have limited capacity to increase on-street parking capacity and vehicle movement.
- 2.2 Council's Move, Connect, Live: Integrated Transport Strategy has a target to keep the number of cars in our city to 2015 levels to avoid an increase in traffic and parking pressures.
- 2.3 Car share enables users to gain short term access to cars on an "as-needs" basis without the need for private ownership. This aligns with the Council Plan 2021-31 key objective: **Liveable**: making it easier to connect and travel within our City.
- 2.4 On average, every car share vehicle services around 20 people, and car share members in our City are likely to avoid buying a car, or to defer the purchase of a second vehicle. Combined, these factors result in one car share vehicle removing an additional nine vehicles from our streets.
- 2.5 The Draft Policy aims to increase the use of car share across the city to assist in improving parking availability, reducing traffic congestion and greenhouse gas emissions, and providing access to vehicles for our community, without the cost of owning one.
- 2.6 The Draft Policy retains most of the settings in the 2016 Policy. Changed settings include the introduction of a coverage target, vehicle usage targets, new measurement for membership targets and changed emission requirements.
- 2.7 To align with Council's current practice of separating operational and strategic documents the roles, responsibilities and procedures from the previous Policy have been moved to Car Share Guidelines.
- 2.8 Officers propose a five-week consultation period in September 2022 followed by a report to Council on the feedback and seeking Council endorsement for a revised policy in early 2023.



3. RECOMMENDATION

That Council:

- 3.1 Endorses the release of the Draft Car Share Policy 2023-2028 and Guidelines for community consultation for a five-week period commencing in September 2022.
- 3.2 Delegates to the Chief Executive Officer the ability to make minor editorial amendments to the Draft Car Share Policy 2023-2028 and Guidelines as outlined in Attachment 1 and Attachment 2 to facilitate community consultation.
- 3.3 Notes that a report on the outcomes of the community consultation, including an updated Car Share Policy 2023-2028, and Guidelines, will be presented to Council in early 2023.

4. KEY POINTS/ISSUES

Background

- 4.1 The City of Port Phillip was one of the first municipalities in Australia to adopt an “On-Street Car Share Policy” in September 2012.
- 4.2 This policy was replaced with the Car Share Policy 2016 (2016 Policy) which has been recognised by industry and other government agencies as providing a national reference for car share implementation. The policy enabled the expansion of car share in Port Phillip from an emerging transport option to the current maturing stage.
- 4.3 The 2016 Policy adopted a demand responsive approach, expanding outwards from proven markets where usage and membership growth were highest. This has resulted in longer distances between vehicles in areas such as Elwood, Middle Park, Albert Park and St Kilda East
- 4.4 Between June 2016 and April 2022:
 - 4.4.1 Membership trebled from 2,996 to 9,007 people and there has been an increase of car share members from 3 percent to over 8 percent of the total population. The policy target of 10 percent of total population was on track to being achieved prior to Covid restrictions in 2020-2021.
 - 4.4.2 There has been a 150 percent growth in car share bays from 86 bays to 215.
 - 4.4.3 There has been an 89 percent growth in total hours car share vehicles are booked.
- 4.5 Monash University research found that car share members in our City are likely to avoid buying a car, or to defer the purchase of a second vehicle. This reduction in car ownership equates to one car share vehicle removing an additional nine vehicles from our streets, freeing up residential parking spaces. (Taru Jain, 2018).
- 4.6 Car share is maturing in Port Phillip and the Draft Policy aims to increase the use of car share across the city through the ongoing development of a network of easily reached, well distributed, affordable car share vehicles.



Draft Policy for Consultation

- 4.7 To assist in the development of a new policy, Council commissioned Movement and Place Consultancy to produce a Best Practice in Car Share Policy report in 2022 (**Attachment 3**). The Report identified the community benefits associated with access to car share services, and that future growth could reduce traffic congestion that will otherwise occur with population growth. The report reviewed international case studies and recommended a new vehicle coverage target to improve access to the service.
- 4.8 The Draft Policy recommends maintaining most of the 2016 Policy settings including existing qualification requirements for new Car Share Providers (CSPs) and continuing to host multiple CSPs to achieve the benefits of competition. Other changes proposed to the 2016 Policy are considered below.

Membership Target

- 4.9 The proposal is to exclude people under 18 years of age from the membership target. This is in response to CSPs requiring that members must be at least 18 to have an account. A consequential amendment to the 2016 Policy is proposed that will increase the membership target of 10 percent of the total population to 12 percent of the population over 18 years of age.

New Coverage Target

- 4.10 A new coverage target of a maximum distance of 250m to a car share vehicle for 90 percent of our City (excluding Fishermans Bend) is proposed. 250m typically represents just over a three-minute walk. This would reduce the distance from residences and businesses to car share vehicles. It is not proposed to include Fishermans Bend in the 250m coverage target due to uneven development and population growth expected across Fishermans Bend.
- 4.11 To support the delivery of vehicles within 250m of properties, community feedback will be sought on proposals to:
- 4.11.1 Trial a car share vehicle in streets without parking restrictions for up to 8 months to prove demand prior to incurring installation costs. These trial vehicles would not be in a marked bay. Officers would seek community feedback and consider usage data prior to deciding on making the location permanent.
 - 4.11.2 Consider higher fees for new vehicles in high demand bays in proven markets. This could be used to off-set lower fees being charges in Council-identified priority locations outside proven markets.

Vehicle Usage Target

- 4.12 To ensure the best use of our limited on-street parking space, a new target of a minimum of 60 hours per month usage for established individual car share vehicles has been included in the draft Policy. The utilisation rate takes into account targets set by other Councils, operational targets set by car share providers, research on usage of privately owned vehicles and current car share utilisation rates.
- 4.13 Under the proposed Policy operators would be required to provide quarterly car share usage reports that would be treated as commercially confidential for 12 months. Using this data, Council would then publish retrospective quarterly usage summaries of car share vehicles by area.



- 4.14 Where, averaged over three consecutive months, the usage of a car share space is less than 60 hours per month, Council would work with the operator to understand any mitigating circumstances before considering withdrawing or reallocating the space. Operators would be provided with 12 to 18 months to reach usage targets.

Target number of network vehicles

- 4.15 The proposal is to maintain a minimum target of 330 car share vehicles across the municipality by 2028. With the current baseline of 215 vehicles, this could be achieved by installing an average of 22 new car share vehicles annually between 2023/24 and 2027/28.

Emission requirements

- 4.16 It is proposed to require the average emission for individual passenger vehicles to be 155 grams of carbon dioxide equivalent emissions per kilometre with the exception of SUVs, vans/people movers or utility vehicles, where the vehicle must be a high environmental performer as per the Australian Government's [Green Vehicle Guide](#).
- 4.17 Car share providers have indicated that the 2016 Policy average fleet emission target of 145 grams of carbon dioxide equivalent emissions per kilometre is difficult to meet due to the availability and cost of vehicles in Australia and that this limits Port Philip to smaller vehicles and/or more expensive hybrid options. Reduced fleet options and increased costs will be passed on consumers which may impact the ability to attract and retain members.
- 4.18 It is proposed that Council encourages the inclusion of hybrid and electric vehicles to the fleet as vehicle availability and affordable options improve and barriers to implementing charging infrastructure are addressed.
- 4.19 Community demand for lower emission vehicles (hybrid and electric vehicles (EV)) within the car share fleet, along with operator capacity to supply these will be investigated through consultation on the Draft Policy.
- 4.20 Initiatives to support greater use of hybrid and electric vehicles by CSPs will be explored through consultation on this Policy and Guidelines in addition to Council's review of Act and Adapt and the development of a Climate Emergency Action Plan throughout 2022/23.

Operational changes

- 4.21 Council officers have updated the 2016 Policy to create separate Car Share Guidelines to complement the Car Share Policy (see **Attachment 2**)
- 4.22 In these draft guidelines it is proposed to trial increasing the number of times on-street car share bays are allocated by Council officers to CSPs from twice to three or four times per year to increase flexibility and even-out Council officers' workload.

Fees and Charges

- 4.23 In determining appropriate establishment fees and annual charges the following factors have been considered:
- 4.23.1 Costs associated with the installation of a new on-street car share bay.
 - 4.23.2 Administration and management costs including officer time dedicated to the expansion of the network of car share bays.
 - 4.23.3 Costs charged by other municipalities.



- 4.23.4 Consideration of the impact on the community of increased costs.
- 4.23.5 The ability of CSPs to afford additional costs.
- 4.24 Currently an establishment fee of \$1,400 per bay is charged to CSPs to cover the cost of installation of a new car share bay including signage, line marking and consultation materials. This fee forms part of the agreement with operators.
- 4.25 In addition, an annual licence fee is charged for all established car share bays in line with the cost of a residential permit. This fee is currently \$85 and is reviewed annually in line with residential permits.
- 4.26 Council officers completed benchmarking with other local councils. Table 1 is a summary of the establishment fees and annual fees charged by municipalities in Melbourne and Sydney. In summary,
 - 4.26.1 Council's establishment fees (\$1,400) are higher than in other Melbourne LGAs except for the Hoddle Grid in City of Melbourne (\$1,500) and ticket parking areas in City of Maribyrnong (\$1,500).
 - 4.26.2 Council's annual fees (\$85) are lower than most Melbourne LGAs except for the City of Darebin (\$0 – no annual fee) and the City of Maribyrnong (\$50 for non-ticket parking area).
- 4.27 The Draft Policy proposes an installation fee of \$1,500 per bay to recover all costs associated with the installation of new car share bays including lines, signage, consultation, and officer time. This fee will be subject to review for CPI increases.
- 4.28 Benchmarking against other LGA car share fees suggests that increasing the annual fee to \$120 to align with increases to Council's Parking Permit fee is an appropriate annual fee (balanced against the higher establishment fees in our City). The impact of this increase in fees will be considered during consultation with car share providers, other stakeholders, and the community.



Table 1: Benchmarking fees and approaches in municipalities in Melbourne and Sydney

LGA	Once-off establishment fee for new bays	Annual fee	Additional charges	Approach to cost recovery
City of Port Phillip	\$1,400	\$85 (same as resident parking permit)	Full cost for removal of a car share bay	Recover cost of installation and part of officer time. In 2016 Councillors decided not to increase fees
City of Melbourne	\$1,500 Hoddle Grid, \$1,000 Central City Parking Meter Area excluding the Hoddle Grid \$525 Outside the Central City Parking Meter Area	\$3,000 Hoddle Grid \$2,000 Meter area outside the Hoddle Grid \$25 Annual fee outside central meter area	NA	Partial cost recovery Actual costs are included in confidential licence agreements with each car share provider.
City of Yarra	\$650	\$300		Cost neutrality excluding officer's time
City of Stonnington	\$650	\$500 in paid parking areas or shopping strips where parking could be used for outdoor dining permits \$300 all other locations	Full cost for removal of a car share bay	Seek to recover costs through establishment and ongoing fees (spread out costs to operators)
City of Darebin	\$1,000	NA	NA	Recover cost of installation not officer time
City of Moreland	Operator pays site specific cost for signs and lines (typically \$850)	\$139.10 (base rate, pegged to business parking permit fee with discounts outside proven markets)	NA	Recover cost of installation not officer time
City of Maribyrnong	\$500 Non-ticket parking area \$1,500 Ticket parking area	No annual fee for the first 2 years. After this: \$50. Non-ticket parking area \$250 Ticket parking area	NA	Partial cost recovery
City of Sydney	\$2,466 (includes Application, Administration, partial cost recovery installation)	178.50 partial cost of parking permit	Full cost Parking Space Levy (Recovery of the City's costs) Full cost removal of a car share space \$28 Replace permit partial cost \$1713.50 Partial cost recovery New operator application fee \$477 Partial cost recovery for Administration for minor changes	Partial cost recovery except for Parking Space Levy and removal of car share space.

5. CONSULTATION AND STAKEHOLDERS

5.1 Initial stakeholder consultation on the draft Policy has taken place with:

- 5.1.1 Internal stakeholders including Strategic Transport, Transport Safety, Parking Enforcement, Property and Assets, Community Building and Inclusion, Sustainability and Climate Change.
- 5.1.2 The four Car Share Providers operating in the City of Port Phillip.
- 5.1.3 Council officers from LGAs in Melbourne and Sydney to benchmark fees and policy settings.



- 5.2 Council officers propose a five-week consultation on the Draft Policy between September and October 2022 (details listed below) which will include targeted consultation with different community groups and stakeholders.

6. LEGAL AND RISK IMPLICATIONS

- 6.1 Council currently undertakes a qualification process for CSPs; this has been maintained in the proposed new Guidelines.
- 6.2 Council currently has licensing agreements with four providers (Flexicar, GoGet, Kinto and PopCar) to 30 June 2023. It is proposed to complete the policy review before 30 June 2023 to allow new licensing agreements to reflect any new policy settings.
- 6.3 If charges and fees for on-street car share bays are too high, expansion of the network of car share vehicles is likely to slow and increase costs for community members who are CSP members.
- 6.4 Other service models including tender based were considered through an independent report on best practice for Car Share policy (see **Attachment 3**). The report supported Council's current service model of multiple operators.

7. FINANCIAL IMPACT

- 7.1 All costs associated with the installation of a new on-street car share bay would be recovered from the car share providers through the establishment fee and would be subject to annual review.
- 7.2 The annual licence fee charged for all existing on-street car share bays defrays the cost of officer time dedicated to managing the implementation of the Policy and monitoring performance and reporting. This fee would be reviewed annually as part of the Council Plan and Budget Fees and Charges process.
- 7.3 The proposed increase in these fees could result in full cost recovery by Year 3 of the Policy implementation.
- 7.4 An independent Business Case Review (BCR) completed as part of developing the 2016 Policy indicated that investment in Car share by Council delivered a BCR of \$2.43 for every \$1 spent. Benefits included the value to the community of reduced congestion, health benefits of additional walking and reduced air pollution, greenhouse gas emissions and noise; value to individuals of not owning a car or a parking space and driving less. Costs to Council and the community included installation of new bays, administration of car share and community value of space used by CSPs.

8. ENVIRONMENTAL IMPACT

- 8.1 Greenhouse emissions from automotive transport make up approximately 9 percent of emissions from our City. Car share services and reduced car ownership and use helps reduce the carbon footprint.
- 8.2 Car share vehicles are required to comply with Council's requirements on carbon dioxide equivalent emissions per kilometre.
- 8.3 Lower emission vehicles (plug-in hybrid and electric vehicles) may be incorporated into car share fleets as their purchase costs decrease and more electric vehicles and charging facilities are available in our City.
- 8.4 Targets for the introduction of hybrids and electric vehicles have not been set in the draft policy. Community feedback will be sought through the consultation process on



the level of interest for the introduction of electric vehicles for the car share fleet with possible accompanying higher fees to support their introduction.

9. COMMUNITY IMPACT

- 9.1 Changes to the provision of car share could impact the 8 percent of our community (9,007 adults) that are members of a car share scheme.
- 9.2 Car share assists in realising Council's strategies and plans to manage parking and congestion.

10. ALIGNMENT TO COUNCIL PLAN AND COUNCIL POLICY

- 10.1 Car Share delivers on key objectives from the "Liveable, Inclusive and Sustainable sections of the **Council Plan 2021-31**.

10.1.1 **Liveable:** A City that is a great place to live, where our community has access to high quality public spaces, development and growth are well-managed, and it is safer and easy to connect and travel within

The Plan identifies "Getting around our dense inner City of Port Phillip" is one of eight long-term challenges and the need to address issues including:

Ours is the most densely populated municipality in Victoria, making transport, parking, and mobility critical issues in Port Phillip. Our Transport planning and advocacy must assist everyone to safety and easily move around and through our City.

10.1.2 **Inclusive:** A City that is a place for all members of our community, where people feel supported and comfortable being themselves and expressing their identities.

Port Phillip is a place where people of all ages, backgrounds and abilities can access services and facilities that enhance health and wellbeing through universal and targeted programs that address inequities

10.1.3 **Sustainable:** A City that has a sustainable future, where our environmentally aware and active community benefits from living in a bayside city that is greener, cooler, cleaner and climate resilient.

- 10.2 Council's **Move, Connect, Live Integrated Transport Strategy 2018 – 2028**, Outcome 5 recognises that – Our community benefits from new transport options and technology to move around.

The Strategy states that "Port Phillip is a national leader in the introduction of a car share policy and has successfully met early targets for car share bays. Council will continue to increase the number of car share bays across the municipality and continue to collect ongoing data to monitor usage trends across the various operators to ensure the greatest community benefit".

It includes the following actions:

10.2.1 Action 36: continue to deliver more convenient car share locations with providers and encourage car share provision in new developments.

10.2.2 Action 37: Review the Car Share Policy 2016 to 2021

- 10.3 Council's **Parking Management Policy 2020** provides a framework for the ongoing management of our existing 53,000 on-street and 4,000 Council-managed off-street spaces used for parking.



The overarching objectives are to:

- 10.3.1 Address the City's existing and future growth and transport challenges.
- 10.3.2 Provide fairer and more reliable access to parking in all locations and at all times

It includes 2.1 Hierarchy of parking allocation of kerb space to types of parking which best reflect the needs of people in a specific street or area. It identifies Car share services having "Designated spaces for fixed-base car share vehicles, licensed by Council"

- 10.4 As set out in Section 37 of the Victorian **Road Management Act, 2004** Council is the co-ordinating road authority for municipal roads and the responsible road authority for parts of declared arterial roads not used by through traffic including parking lanes.

11. IMPLEMENTATION STRATEGY

11.1 TIMELINE

September-October 2022: Community consultation on the Draft Car Share Policy and Guidelines

November – December 2022: Feedback collated, and Policy updated

February 2023: Consultation feedback and updated Car Share Policy and Guidelines presented to Council for endorsement

March-April 2023: Revised Car Share contracts and Licence Agreements drafted and formalised

1 July 2023: New Car Share Policy comes into effect

11.2 COMMUNICATION

Council officers propose a five-week consultation on the draft car share policy between September and October 2022 involving:

- 11.2.1 Have Your Say online survey.
- 11.2.2 Interactive map showing existing car share locations and inviting people to nominate new car share locations.
- 11.2.3 Council website page with link to Have Your Say Page.
- 11.2.4 On-street consultation sessions (two).
- 11.2.5 On-line consultation forum.
- 11.2.6 Targeted consultation to hear from women, gender diverse people, parents of young children, people with a disability, older people, culturally and linguistically diverse groups and people who don't own a car to identify barriers and enablers for car share in our City.
- 11.2.7 Collecting gender and other demographic data to inform the Policy and Guidelines
- 11.2.8 Collecting community feedback on emission requirements and inclusion of electric vehicle targets.
- 11.2.9 Key stakeholder session with car share providers









Key messages:

- 11.3 Attractively priced and well-managed car share schemes broaden travel options and provide cost-effective alternatives to owning, driving, and maintaining your own car.
- 11.4 Car share benefits everyone making our streets more liveable with fewer cars on the road and less local traffic making it easier to get around.
- 11.5 Car share is a transport option used by a significant proportion of our community. About 9 percent of the eligible population aged over 18 years (over 9000 people) are members a qualified car share scheme.
- 11.6 Car share helps reduce overall car ownership (freeing up residential parking spaces) and usage which reduces traffic congestion.
- 11.7 Using car share services is one of the most significant ways our residents can reduce their carbon footprint. Members typically drive half the distance that non-members drive.
- 11.8 Council is seeking to lower barriers to using car share making it more convenient for everyone.

12. OFFICER DIRECT OR INDIRECT INTEREST

- 12.1 No officers involved in the preparation of this report have any material or general interest in the matter.

ATTACHMENTS

- 1. Attachment 1 - Draft Car Share Policy  
- 2. Attachment 2- Draft Car Share Guidelines  
- 3. Attachment 3 - Port Phillip Car Share Review  



DRAFT Car Share Policy

Version 1, June 2022

Draft for Consultation

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Policy governance

Responsible Service/Department:

City Planning & Sustainability

Adoption authorised:

[Insert Text]

Date of adoption:

[Insert Text]

Date effective from:

[Insert Text]

Content Manager folder:

[Insert Text]

Content Manager file #:

[Insert Text]

Endorsed CEO or ELT member or department manager to make or approve document editorial amendments:

[Insert Text]

Annual desktop review date:

[Insert Text]

Review date:

[Insert Text]

Completion date:

[Insert Text]

Version number:

Version 1 June 2022

Stakeholder review and engagement:

[Insert Text]

Relevant Legislation:

[Insert Text]

Associated Strategic Direction 2:

Liveable: A City that is a great place to live, where our community has access to high quality public spaces, development and growth are well-managed, and it is safer and easy to connect and travel within

City of Port Phillip **DRAFT Car Share Policy**



Associated instruments:

Move, Connect, Live Integrated Transport Strategy 2018- 2028

DRAFT Car share policy guidelines, June 2022

Supersedes:

City of Port Phillip **Car Share Policy 2016 - 2021**

Review History:

Name	Content Manager File Reference	Date	Description of Edits
DRAFT Car Share Policy	#	28/06/2022	Update to the 2016 Car Share Policy Separated attachments into accompanying Car Share Guidelines document.

Draft for Consultation



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1 Purpose

This policy provides strategic direction for the management of car share in public on-street and Council managed off-street parking spaces in the City of Port Phillip and support for car share in new developments. It includes Council's approach to expansion of this service.

The Policy will be implemented through Council's Car Share Guidelines and should be read in conjunction with these. The Guidelines outline the responsibilities of car share providers and Council and the processes for expansion and management of this service.

2 Background

Car share is an innovative transport offering that enables users to gain short term access to cars on an "as-needs" basis. This aligns with the Council Plan 2021-31 key objective: Liveable: making it easier to connect and travel within our City.

Move, Connect, Live: Integrated Transport Strategy has a target to keep the number of cars in our City to 2015 levels to avoid an increase in traffic and parking pressures on our streets. Car share is an effective way that Council can reduce parking pressures on our streets. Research shows that car share members are more likely to avoid buying a car or defer the purchase of a second vehicle, reducing car ownership (freeing up residential parking spaces), and reducing car use which reduces traffic congestion.

The City of Port Phillip Car Share Policy 2016 – 2021 (the 2016 Policy) has been recognised by industry and other government agencies as demonstrating national leadership.

The 2016 Policy set targets for the minimum number of car share vehicles by precinct to reach a total of 330 vehicles and a membership target of 10 percent of the population and adopted a demand responsive approach, expanding outwards from proven markets where usage and membership growth were highest.

From 2016 to 2022 car share expanded significantly with the number of vehicles available rising from 86 to 215 (including off-street but excluding peer-to-peer-services) and number of members increasing from 2996 to 9007 people. The expansion of car share vehicle numbers and participation was impacted by COVID-19 restrictions and the withdrawal of two providers (from the City of Port Phillip). Two of the remaining qualified providers increased their fleet sizes by successfully being awarded vacated bays. This resulted in a contraction of the total number of car share vehicles available in our City. In 2022 a new provider qualified bringing the total number of providers to four.

With the easing of travel restrictions usage and membership growth have resumed.

3 Approach

This Policy aims to increase the use of car share across the city through the development and management of a network of easily reached, well distributed, affordable car share vehicles.



An increase in use of car share will result in lower private vehicle ownership, as one car share vehicle replaces an average of 10 privately owned vehicles. This assists Council to:

- Improve parking availability
- Reduced traffic congestion as people make more trips by other modes
- Reduce greenhouse gas emission through reduced vehicle ownership and trips

These benefits generate secondary benefits including:

- social equity as people can access a vehicle without the prohibitive cost of owning one
- increased physical activity through increased walking
- greater local expenditure

This policy aims to:

1. Lower barriers and provide access to car share for the local community
2. Expand car share across the municipality to provide coverage to ensure equity and reduce the barrier of distance from residences to car share vehicles
3. Provide targets for expanding the number of car share vehicles
4. Provide targets for the percentage of our City's population who are car share members
5. Outline the rationale for car share fees and charges
6. Provide strategic direction for the accompanying Car Share Guidelines



4 Definitions

Table 1: Definitions of terms

Term	Definition
Car Share	A service that allows car share members to reserve commercially owned vehicles for short term access on an as needs basis. Cars have designated bays on-street.
Car Share Guidelines (the Guidelines)	Accompanying document that outlines how the Car Share Policy will be implemented in our City.
Car Share Member	An individual or business approved by a car share provider to utilise that provider's car share vehicles.
Car share operators	Includes peer-to-peer operators as well as qualified CSPs
Car share providers (CSPs)	Approved as qualified by Council to apply for on-street car share bays and provide vehicles for their members to use.
Car Share Vehicle	A vehicle for the exclusive use of car share members who have fulfilled membership requirements of the car share scheme.
Council	City of Port Phillip
Off-street car share bays	Dedicated parking spaces in off-street car parks, residential, commercial, or mixed use developments.
On-street car share bays	Dedicated parking spaces located on local and arterial roads, which are occupied by a vehicle provided and managed by the respective CSP.
Peer-to-peer car share	Privately owned vehicles are 'shared' through online platforms or informal agreements. Cars are not owned or maintained by a CSP, and do not have designated bays on-street or agreements through Council.
Barriers to use	Barriers to use come in many forms including safety concerns, access and ability to use technology, access to information about services and how to use them.



5 Responsibilities

Table 2: Roles and Responsibilities

Role	Responsibility
Car Share Providers (CSPs)	Responsible for providing documents to become qualified, as outlined in the Car Share Guidelines and providing public liability, vehicles, membership, and levels of service that meet requirements, providing regular and annual reports and maintaining vehicles as outlined in the Car Share Guidelines.
Council	Responsible for setting car share bay allocation, the approval of car share CSP eligibility qualification, consulting adjacent properties, installation of on-street car share bays and promoting the benefits of car share, the application process for new on-street car share bays and the car share, performance management and enforcement procedures as described in the Guidelines. Responsible for updating the planning scheme and associated documents including planning permits to include car share in appropriate new developments.
Developers and Body Corporates	Responsible for meeting the requirements of the planning scheme and planning permits and ensuring that the operation of the development continues to comply with the planning permit and conditions relating to car share vehicles and bays within the development.

6 Scope

In Scope

- Installation and management of car share bays on the public road network within the municipality
- Expanding the network of vehicles
- Changes to on-street parking controls and line marking for car share bays
- Supporting the provision of car share vehicles within developments including through the application of the Port Phillip Planning Scheme.
- Rationale for fees and charges

Out of Scope

- Installation of car share bays on private property
- Peer-to-peer car share schemes are excluded from this policy except for the purposes of promotion.
- This policy does not apply to any agreement between CSPs and a third-party entered for the purposes of providing a car share vehicle within a privately owned property.



- Annual changes to fees and charges to CSPs, these will be determined through the annual Council budget process.

7 Targets

For Car Share to be a viable transport option and an alternative to private vehicle ownership Council seeks to create a network of car share vehicles that provide municipality-wide coverage to ensure ease of access to the service for all members of the community.

7.1 Number of car share vehicles

Council seeks to realise a network of at least 330 car share vehicles (not including peer-to-peer) across the municipality by 2028. Expansion is intended to increase the use of car share and stabilise the level of private vehicle ownership and use within the municipality.

Expansion from 200 on street car share vehicles in 2022 to a minimum of 330 car share vehicles by 2028. This could be achieved with the installation of about 26 new car share vehicles on-street each year from 2023/24 to 2027/28.

This target may be amended upwards based on levels of car share usage, membership per vehicle and the benefits of car share quantified through monitoring and reporting data supplied by the Car Share Providers to Council.

7.2 Members

Council will work with car share operators to promote car share and increase membership in car share schemes to from 9 percent (or 9007 adults) to 12 percent of the eligible population over 18 (which is estimated by forecast .id will be about 12,012 in 2028).

7.3 Coverage

Council will work with car share operators toward achieving a coverage target of a maximum distance of 250m to a car share vehicle for 90 percent of properties outside Fishermans Bend by 2028 to make it easier for most people to participate in car share. The current coverage is about 81% outside Fishermans Bend.

Council will allow CSP to trial car share vehicles in unmarked locations in streets without parking restrictions for up to 8 months to prove demand prior to incurring the cost of installation.

Investigate establishing multimodal mobility hubs around public transport nodes with other shared transport services such as e-bikes and e-scooters to complement car share.

Additional vehicles will be needed in areas with high demand to maintain and improve reliability.



8 Responsibilities and management

The following are included within Draft Car Share Guidelines:

- Car Share Provider Qualification Criteria
- Responsibilities of Car Share Providers (CSPs)
- Responsibilities of Council
- Siting Criteria
- Application Process for New On-Street Car Share Bays
- Terms of Agreement
- Enforcement Procedure
- Car share bays in new developments - location and design guidance

8 Monitoring and Evaluation

8.1 Reporting on targets

Targets outlined in Section 7 will be reported by operators quarterly. For more detail please see the Car Share Guidelines.

8.2 Usage monitoring and data

Council will publish quarterly usage summaries of car share vehicles by area. Detailed reports will be treated as commercially confidential for 12 months from the date on which the reports are due to Council.

Where, if averaged over a period of three consecutive months, the usage of a car share bay is less than 60 hours per month, Council may ask an operator to show cause as to why the space should not be withdrawn and re-allocated. Operators will be provided with a reasonable period of up to 12 months (up to 18 months in unproven markets) following installation of car share bays to reach usage targets.

In the case of non-compliance with usage, supply of vehicles, vehicle emissions and any other obligations for car share providers, the City may, acting reasonably, suspend or revoke any or all spaces assigned to an operator, or suspend an operator's eligibility to apply to additional spaces.

Council will explore a multi-Council approach to developing an efficient data system to track and monitor targets across CSPs.

Opportunities for car share data to be made into Open Data will also be explored as outlined in Council's Open Data Policy.

9 Fees and charges



Council manages car share on a partial cost recovery basis. Council does not subsidise commercial operations but does seek to support the following benefits to our community: increased travel options, reduced parking pressures, reduced congestion and reduced greenhouse gas emissions

The establishment fee seeks to recover the costs associated with the approval and management of car share bays and vehicles including signage, line marking, and consultation.

An annual fee linked to the cost of a Residential Parking Permit seeks to represent the value of a parking space in our City to our community, and offset ongoing costs associated with contract management and data management

Have higher fees for new vehicles in high demand bays in proven markets to off-set lower fees in Council-identified priority locations outside proven markets.

Annual changes to fees are determined through the annual Council budget process.

In determining appropriate establishment fees and annual charges, Council takes into consideration the following factors:

- Officer time for administration
- The value of public space
- Broadening travel options for our community
- Demand for on-street car share bays
- The community benefits of car share
- Making car share affordable and a cost-effective alternative to owning a private car
- The role car share plays in realising Council's strategies and plans

10 Car share vehicles in new developments

Council supports providing car share vehicles within appropriate new developments to increase housing affordability and reduce the need for car parking and car ownership for the specific development as well as lessening the impact on the locality. It also supplements the on-street network of car share in the locality of the new development. Providing a car share scheme operated by a qualified CSP in new developments may support a reduction in the number of car parking spaces provided on-site.

Agreement with a qualified car share provider and 24/7 member access to the car share vehicle is required for car share within new developments. This requires careful design and location of car share bays within developments at an early stage to ensure easy access to the car share vehicle and make it convenient to use. Guidance on the location and design of the car share bay within new developments is included within the Guidelines.



11 Best Practice Partnerships

Council will work with stakeholders to develop, and support continued best practice in the Melbourne region, including working with industry and government to investigate multimodal mobility hubs around public transport nodes with other shared transport services such as e-bikes, e-scooters and car share

12 Relevant Policy

Car Share delivers on key objectives from the “Liveable, Inclusive and Sustainable sections of the **Council Plan**:

- **Liveable:** A City that is a great place to live, where our community has access to high quality public spaces, development and growth are well-managed, and it is safer and easy to connect and travel within

The Plan identifies “Getting around our dense inner City of Port Phillip” is one of eight long-term challenges and the need to address issues including:

Ours is the most densely populated municipality in Victoria, making transport, parking, and mobility critical issues in Port Phillip. Our Transport planning and advocacy must assist everyone to safety and easily move around and through our City.

- **Inclusive:** A City that is a place for all members of our community, where people feel supported and comfortable being themselves and expressing their identities.

The four-year strategies include:

Port Phillip is a place where people of all ages, backgrounds and abilities can access services and facilities that enhance health and wellbeing through universal and targeted programs that address inequities

- **Sustainable:** A City that has a sustainable future, where our environmentally aware and active community benefits from living in a bayside city that is greener, cooler, cleaner and climate resilient.

Council’s **Move, Connect, Live Integrated Transport Strategy 2018 – 2028** Outcome 5 recognises that – Our community benefits from new transport options and technology to move around including the following actions:

- Action 36: continue to deliver more convenient car share locations with providers and encourage car share provision in new developments.
- Action 37: Review the **Car Share Policy 2016 to 2021**

Council’s **Act and Adapt Sustainable Environment Policy 2018 – 2028** recognises that “Reducing car use is a key way to reduce our City’s overall impact on carbon emissions and air pollution”.

Council’s **Parking Management Policy 2020** provides a framework for the ongoing management of our existing 53,000 on-street and 4000 Council-managed off-street spaces used for parking.



It includes a hierarchy of parking allocation of kerb space to types of parking which best reflect the needs of people in a specific street or area. It identifies car share services having “Designated spaces for fixed-base car share vehicles, licensed by Council” as use category 7 of 10 in

Table 3 identifies Car Share Zones as User-restricted parking where “some users need to park in very specific locations. User restrictions are applied to Parking Zones to provide the necessary availability of space for each user group.”

As set out in Section 37 of the Victorian **Road Management Act, 2004** Council is the co-ordinating road authority for municipal roads and the responsible road authority for parts of declared arterial roads not used by through traffic including parking lanes.

12 Attachments

Car Share Guidelines

Port Phillip Car Share Review (2022) Movement & Place Consulting

Research for the City of Port Phillip's Car Share Policy Review (2016) Philip Boyle and Associates Research



DRAFT Car share guidelines

Version 1, June 2022

Guideline Governance

Responsible Service / Department:

City Planning & Sustainability

Adoption authorised:

[Insert Text]

Date of adoption:

[Insert Text]

Date effective from:

[Insert Text]

Content Manager folder:

[Insert Text]

Content Manager file:

[Insert Text]

Endorsed CEO or ELT member or department manager to make and approve document editorial amendments:

[Insert Text] Place relevant image in this space.

[Insert Text] Send picture to back in the Format Tab.

Annual desktop review date:

[Insert Text] If no image required delete this box.

Review date:

[Insert Text]

Completion date:

[Insert Text]

Version number:

Version 1 June 2022



Stakeholder review and engagement:

[Insert Text]

Relevant Legislation:

[Insert Text]

Associated Strategic Direction Associated Strategic Direction 2:

Liveable: A City that is a great place to live, where our community has access to high quality public spaces, development and growth are well-managed, and it is safer and easy to connect and travel within

Associated instruments:

Move, Connect, Live Integrated Transport Strategy 2018- 2028

Parking Management Policy 2020

DRAFT Car Share Policy June 2022

Supersedes:

City of Port Phillip *Car Share Policy 2016 - 2021*

Review history:

Name	Content Manager File Reference	Date	Description of Edits
DRAFT Car Share Guidelines	#		



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Purpose

These guidelines provide a framework for implementing Council's Car Share Policy.

It outlines the responsibilities of car share providers and Council and the processes for expansion and management of this service.

These guidelines should be read in conjunction with the Car Share Policy.

Outcomes

Provide clear and transparent guidelines for implementation of car share to optimise benefits to our community including:

- Car Share Provider Qualification Criteria
- Responsibilities of Car Share Providers (CSPs)
- Responsibilities of Council
- Siting Criteria
- Application Process for New On-Street Car Share Bays
- Enforcement Procedure
- Car share bays in new developments - location and design guidance



Definitions

Table 1 Definition of terms

Term	Definition
Car Share	A service that allows car share members to reserve vehicles for short term access on an as needs basis, via a booking platform.
Car Share Guidelines (the Guidelines)	Accompanying document that outlines how the Car Share Policy will be implemented in our City.
Car Share Member	An individual or business approved by a car share provider to utilise that provider's car share vehicles.
Car share operators	Includes peer-to-peer operators as well as qualified CSPs
Car share providers (CSPs)	Approved as qualified by Council to apply for on-street car share bays and provide vehicles for their members to use.
Car Share Vehicle	A vehicle for the exclusive use of car share members who have fulfilled membership requirements of the car share scheme.
Council	City of Port Phillip
Off-street car share bays	Dedicated parking spaces in off-street car parks, residential, commercial or mixed use developments.
On-street car share bays	Dedicated parking spaces located on local and arterial roads, which are occupied by a vehicle provided and managed by the respective CSP.
Peer-to-peer car share	Privately owned vehicles are 'shared' through online platforms or informal agreements. Cars do not have designated bays on-street.
Barriers to use	Barriers to use come in many forms including safety concerns, access and ability to use technology, access to information about services and how to use them.

Scope

In Scope

- Installation and management of car share bays on the public road network within the municipality



- These guidelines only apply to fleet based car share providers who have qualified for operation in City of Port Phillip
- Expanding and managing the network of vehicles
- Changes to on-street parking controls and line marking for car share bays
- Supporting the provision of car share vehicles within developments including through the application of the Port Phillip Planning Scheme.

Out of Scope

- Installation of car share bays on private property
- Peer-to-peer car share schemes are excluded from these guidelines except for the purposes of promotion.
- These guidelines do not apply to any agreement between CSPs and a third-party entered into for the purposes of providing a car share vehicle within a privately owned property.

Car Share Providers

Qualification criteria

Only CSPs that are qualified and considered suitable can apply for on street car share bays within the City of Port Phillip and must demonstrate their compliance to the following criteria.

Number of Operators

Council reserves the right to limit the number of additional CSPs to limit the number of CSPs operating in our City for the duration of these guidelines.

Insurance

The CSP will need to hold a current Public Liability Policy of Insurance for the sum of 20 million dollars. The CSP must provide the Council with a certificate of currency in respect of these insurance/s.

Network Plan and Differentiation

The CSP will need to submit a network plan including a timeline for delivery of the network and demonstrate their ability to further expand and how their services add value to our community.

Vehicle Requirements

Types of vehicles

Providers must supply a range of vehicles based on an assessment of local needs including consideration for making vehicles accessible for people with a disability and child and parent



friendly, encompassing passenger vehicles, SUVs, vans/people movers and utility vehicles. The vehicle must not be a caravan, box trailer and must not exceed 4.5 tonnes gross weight.

Safety

All passenger vehicles must have a minimum 4 star ANCAP safety rating.

Environmental ratings

Average emissions for a passenger vehicle of 155 grams of carbon dioxide equivalent emissions per kilometre. In the case of SUVs vans/people movers or utility vehicles, the operator must demonstrate that the vehicle is a high environmental performer for its class, using the Australian Government's Green Vehicle Guide.

Advertising and branding

There is to be no third-party advertising placed on car share vehicles unless by prior agreement for a specific purpose such as to offset the costs of wheelchair accessible vehicles.

The CSP's branding must be readily distinguishable for enforcement purposes.

Membership Requirements

There are to be no restrictions to membership based on the age of car share members; however, potential members must be qualified to drive in Victoria.

Minimum Level of Service

Car share vehicles will be available for a minimum booking period of one hour.

CSPs must ensure that no on-street space remains empty for a period greater than five consecutive days, unless by prior written agreement.

A CSP must ensure vehicles can be booked via both an Internet and alternative booking service available 24 hours a day, 7 days a week.

The CSP must provide a customer support service during business hours seven days a week.

The CSP must be capable of demonstrating they comply with the obligations set out in responsibilities of car share providers (next section).

Responsibilities of Car Share Providers

Promotion

Each Car Share Provider is solely responsible for the promotion of their service to prospective and existing members. Council will continue to promote the concept of car sharing as a travel option that complements walking, bike riding and public transport travel and an alternative to privately owned vehicles.



Reporting

Council requires CSPs to collect usage information on their individual car share vehicles and bay locations as well as general membership characteristics for reporting purposes.

CSPs agree to report the monthly data on the following characteristics, at a minimum, for each on-street and off-street vehicle

- Total number of hours booked
- Total number of trips
- Usage rate (number of hours the vehicle is booked per month/time vehicle is available per month)
- Total distance travelled
- Average trip distance
- Membership numbers
- Percentage growth in membership
- Breakdown of members by private or corporate membership (if applicable)

This will be in the form of quarterly reports until the introduction of a technology-based reporting is available. In addition to submitting quarterly reports, CSPs to agree Council can request a report at any time on the usage characteristics of any one bay if required.

CSPs to agree to the publishing of regular summaries by Council of aggregated car share usage by area. Detailed reports will be treated as commercially confidential for 12 months from the date on which the reports are due to Council.

CSPs to agree to conduct an annual survey of Port Phillip that provides gender-disaggregated data on members' travel habits and car ownership levels based on questions supplied by Council to understand who accesses this service and how they are using car share and to identify any barriers to use.

Performance Management

CSPs to agree to the usage performance criteria set out in the Car Share Policy. Where, if averaged over a period of three consecutive months, the usage of a car share space is less than an average of 60 hours per month over three consecutive months, Council may ask an operator to show cause as to why the space should not be withdrawn and re-allocated. Authority to take action for non-compliance rests with the Manager, Partnerships and Transport.

Operators will be given an opportunity to make representation prior to any action for non-compliance with this policy. In case of the revocation of spaces, Council officers are authorised to re-allocate spaces to an alternative operator.

Maintaining Car Share Locations

The CSP must supply a vehicle to the approved bay within ten working days of installation (or by prior written agreement) as per the terms of the Agreement.



Council's Transport Safety team is responsible for maintaining signage and line marking of the car share bay, however the CSP must ensure that:

- In the course of maintaining or cleaning car share vehicles, no refuse shall be disposed onto the street
- No existing or approved structures, fixtures or fittings shall be altered or added to without written approval of the delegate
- Any approved fixtures, such as information panels, are kept in good condition and the information they contain is kept up to date by the CSP.

Enforcement Procedure

Demand for on-street parking in the City of Port Phillip is high. CSPs need to adhere to, and inform their members of, the enforcement procedure set out in these guidelines.

Allowing Access to Car Share Bays

The CSP will grant Council access to the bay for necessary activities such as line marking, road works, festivals or events. Council will aim to provide advanced notice to the CSP in these situations.

Failure to Meet Obligations

Ability to terminate an agreement is as per Council's Register of Delegations. Council can suspend the CSP's right to use one or more of the allocated car share spaces if they fail to meet any of the obligations listed above and can choose to reallocate bays to another CSP.

Responsibilities of Council

The individual responsibilities of each Council work unit are outlined in Table 2 below.

Table 2 Roles and responsibilities of different Council areas

Council	Roles and Responsibilities
Strategic Transport Team	<p>Management of service</p> <ul style="list-style-type: none"> • Develop, implement, manage and review Council's Car Share Policy and Guidelines • Overseeing the car share qualification process • Working the Contracts, Procurement and Fleet area to develop a suitable contract with car share providers • Ensuring CSPs are set up as Debtors on Council's financial system • Management of Licence Agreements with CSPs including updating the schedule of bays in the CSP's Contract of Agreement • Recommending to Council appropriate fees and charges and ensuring that this is included in the Car Share Application Form.



	<ul style="list-style-type: none"> • Serving as the point of contact for CSPs regarding applications for car share bays, invoicing for new car share bays and overall CSP performance in Port Phillip • Highlighting service gaps to CSP and seeking their buy in to increase vehicles in these areas. In particular, identifying priority locations in areas where there are public transport nodes, high population density and high proportions of zero-car households. <p>Expansion</p> <ul style="list-style-type: none"> • Assessment and approval of car share bay applications using the siting criteria (jointly with Transport Safety Engineer). • Informing Councillors and internal stakeholders (includes transport engineers, ASSIST and Parking Enforcement) of the Car Share Bay locations which are being considered • Approving and monitoring the suitability of vehicles supplied by car share providers (make, model, emissions) • Consulting properties immediately adjacent to proposed bay locations to ascertain whether they have any legitimate concerns or objections • Raising invoices for CSPs for number of approved car share bays and annual Licence fees • Informing Councillors and internal stakeholders of the locations of new bays once consultation has been completed • Updating the map of car share bays within the municipality on Council's website as changes are made to the car share network • Informing Parking and Enforcement of the location of new bays once they are implemented • Re-allocating spaces to an alternative operator, as required. • Working with internal stakeholders to progress the inclusion of car share provision, location and design requirements in new developments and in the planning scheme, requisite research and planning scheme amendment preparation. This will include determining the approach and mechanisms to facilitate greater car share provision within developments. <p>Monitoring</p> <ul style="list-style-type: none"> • Monitoring the performance of car share bays based on data provided by CSPs • Facilitate data collection to meet requirements outlined in the Policy • Designing an annual survey of car share member travel habits to provide to CSPs • Analysis of Annual member survey data <p>Promotion</p> <ul style="list-style-type: none"> • Using Council's communication channels to: <ul style="list-style-type: none"> ○ Show that car share vehicles are readily available in the City of Port Phillip and help residents identify the locations and providers that are most convenient for them.
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	<ul style="list-style-type: none"> ○ Encourage residents and businesses to join and use car share services. ○ Promote car sharing as a travel option that complements walking, bike riding and public transport travel and an alternative to a privately owned vehicle. ○ Increase the awareness of decision-makers including Councillors and Council officers, and the broader community of the benefits to the local community and ease of use of car share. ○ Provide information in simple language or alternative formats for members of Culturally and Linguistically Diverse (CaLD) communities and people with a disability.
Transport Safety Team	<ul style="list-style-type: none"> ● Assessment and approval of car share bay applications using the siting and location criteria (jointly with Shared Transport Services Officer) ● Providing referral advice to Statutory Planning about the suitability of proposed off-street car share spaces ● Arranging contractors to install new bays (signage and line marking) and to refresh signage and line marking of existing bays as deemed necessary by the Coordinator of Transport Safety ● Serving as the point of contact for CSPs regarding maintenance of existing car share bays
Parking Enforcement Team	<ul style="list-style-type: none"> ● Maintaining the guidelines and procedure for the enforcement of car share bays (below). ● Serving as the point of contact for CSPs regarding enforcement of car share bays ● Responding to requests to issue parking infringement notices to non-car share vehicles parked in car share bays
Statutory Planning	<ul style="list-style-type: none"> ● Seek the inclusion of car share bays that are well located and designed in new developments to enable convenient access and ease of use within planning applications and providing information about car share to developers during pre-application meetings. ● Ensuring that planning permits include installation of off-street car share bays where appropriate. ● Informing relevant internal stakeholders of permit conditions in relation to car share requirements in off street locations
ASSIST	<ul style="list-style-type: none"> ● Taking general enquiries from the community about the car sharing ● Serving as the point of contact for CSPs if a car share bay is found to be illegally occupied by a non-car share vehicle. The ASSIST Centre will then transfer the call from the CSP to the Parking Enforcement team.
General Manager, City Planning and Sustainability	<ul style="list-style-type: none"> ● Has authority to take action for non-compliance



Siting Criteria

For car share to be an effective alternative to private car ownership, on street car share vehicles should be visible, conveniently and safely located and readily accessible for our resident members.

The following principles will help to inform the general locations and more specific siting criteria for the placement of new on-street car share bays:

- **Priority and visibility:** car share vehicles should be placed where they are easily accessible and highly visible. Council will give preference to, and right of way to sustainable transport modes in terms of allocating time, space and facilities guided by Council's Hierarchy of parking allocation.
- **Increase integration and coverage:** car share vehicles should be placed near links to public transport, within easy access of activity centres, in areas of low vehicle coverage where there is more than 250 m to properties and in areas of high forecasted demand.
- **Improve Safety and accessibility:** Consider factors that contribute to safety and perceptions of safety such as ambient lighting and passive surveillance, that are likely to make women and gender diverse people feel safer and more comfortable accessing car share vehicles.

Council officers and CSPs will follow these criteria in determining the ideal placement of car share bays and thus vehicles to maximise the vehicle use and as a result, the benefits of car share to our local community and members.

Priority and visibility

- Place near activity and community hubs, areas of high employment, residential densities or low vehicle ownership.
- Follows Council's Hierarchy of parking allocation in determining the location and with consideration of parking controls nearby.
- Ideally bays are at the beginning or end of a row of parking to increase access and ease of use.
- A proportion of bays close to shopping strip, major attractors or areas of high pedestrian traffic.
 - Communicates the benefits of car share on lowering parking demand and cost saving for people becoming members.
 - Clearly communicates the purpose of the car share bay.
- Car share bays may only be located in permissible parking spaces.

Increase integration and coverage



- Place near tram or bus stops or train stations or multi-modal hubs to integrate and support multimodal journeys.
- Place on arterials and “exits” to communities.
- Put cars at appropriate intersections to maximise access catchment.
- Put cars at a maximum of 250m of each other to provide ‘coverage’ to increase equity and reduce the barrier of distance from residences and businesses to car share vehicles
- Place cars where users request them or where demand is demonstrated.
- The choice of vehicle (sedan, wagon, van) must reflect the ground floor use of adjacent buildings and the surrounding streetscape to ensure it does not obscure or be out of scale within the location’s context.
- Use spaces which are no longer required and can be re-purposed (loading zones, taxi zones, and residential disabled parking bays).
- Locations where works have created new space (redundant cross-overs removed, street furniture relocated).

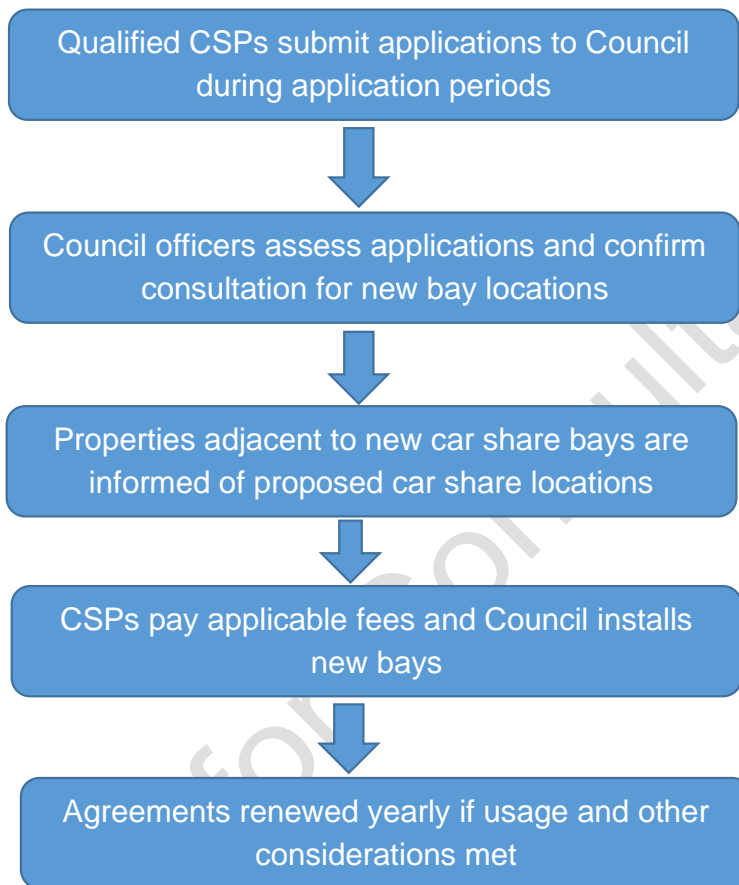
Improve safety and accessibility

- Consider factors that contribute to safety and perceptions of safety such as lighting, active frontages and passive surveillance (to make women and gender diverse people feel safer and more comfortable in accessing car share vehicles).
- Preserve DDA accessibility such as dropped kerbs, circulation space next to disabled parking spaces, tram and bus stops
- Orientated so it does not block sightlines from access ways, crossovers or pedestrian crossing points (formal and informal).
- Provides clearances from service covers, drainage pits and conduits.
- Minimum setback from vehicle crossovers and intersections is maintained.
- Authorise appropriate size spaces for vehicles ‘smaller bays for smaller vehicles’



Application for New On-Street Car Share Bays

The general process for a Car Share Provider (CSP) to install a new car share bay is shown below.



Council reserves its rights to determine the number of car share bays that will be consulted on prior to the application process.

Applications for new car share bays will be accepted generally three times per year and Council will provide six weeks' notice of the dates.

Step 1: Submitting the Application

The CSP must complete an application form for each bay they wish to apply for and submit it to Council's Shared Transport Services Officer for approval.



As part of their application, CSPs will have to demonstrate the demand for a car share bay at their chosen location. To demonstrate the demand for a bay CSPs can refer to:

- The number of existing car share members or potential new members living/working nearby
- Usage rates of existing car share vehicles located nearby
- Potential demand based on an assessment of relevant demographics e.g. household size, age of population etc.
- Number of requests from existing car share members or registrations of interest from potential new members.

CSPs must consider Council's Siting Criteria when applying for new bay locations.

Consideration will be given to applications for pods with multiple vehicles if sufficient demand can be demonstrated based on the number of members and/or high usage of existing car share vehicles in the vicinity of the proposed location.

In general, applications for new car share bays will not be considered where parking or stopping is prohibited by Road Rules Victoria, such as in clearways, at the location of bus stops.

Each application will be assessed on its own merits in conjunction with Council policy.

Step 2: Application Assessment

Council's Shared Transport Services Officer will assess the application and the suitability of the proposed car share bay location and will provide updates to CSP of progress on the application.

If required, the Shared Transport Services Officer will undertake consultation with properties immediately adjacent to the proposed bay location in line with our processes for parking changes. Officers will inform Councillors of locations prior to consultation.

Where the proposed location is deemed unsuitable by the Transport Safety team or where the consultation is unsuccessful, an effort will be made to find an alternative location for the bay nearby.

Step 3: Payment of Establishment Fee and any annual fees

Payment of the establishment fee is required prior to the installation for each approved car share bay location. An invoice will be issued to the CSP payable within **30 days** by electronic funds transfer. If payment is not received in 30 days the allocation of the bay allocation will be cancelled.

Any annual fees will be levied on 1 July for each financial year and must be paid in full before any new car share bays are installed.

Step 4: Bay Installation

Once payment has been received, Transport Safety will engage a contractor to implement signage and line marking for the required number of bays.



Council will endeavour to implement signage and line marking of the car share bay **within six to eight weeks** of receiving payment, subject to the contractor's availability and weather conditions.

Step 5: Updating Council Records

Once the bays have been installed, the Shared Transport Services Officer will update the list of locations on the Council website and the schedule of bays in the CSP's Contract of Agreement.

Agreement

Duration of Agreement:

The duration of the agreement will last for a period of **four years** after which time it will come under review by Council.

Council reserves the right to take back bays at any time if necessary and will give the CSP a minimum of **one month's notice** in writing should the situation arise. Council will attempt to relocate the car share bay in question to the nearest appropriate location at no cost to the CSP.

The CSP may terminate the agreement upon giving the required amount of notice to Council as defined in the terms of the Agreement.

Removing or Relocating installed car share bays

Council reserves the right to remove an existing Car Share Bay at any time. In this event Council will advise the CSP of its intention and cover the costs involved. The CSP will have the opportunity to nominate a new bay for installation which will follow the standard application process.

If a CSP wants to remove a car share bay and another CSP does not want to utilise the bay, the CSP will be liable for the cost of removing the car share bay.

Enforcement Procedure

Demand for on-street parking in the City of Port Phillip is high. Providers need to adhere to, and inform their members of, the following procedure should they find a car share bay to be illegally occupied by a non-car share vehicle:

Step 1: CSP Notification of an Illegally Parked Vehicle

Members must immediately inform the CSP if a non-car share vehicle is parked in the car share bay and provide them with the offending vehicle's registration details.

Members should then park the car share vehicle legally. As close as possible to its designated bay observing clearways, disabled bays and timed restrictions, and inform the CSP of its whereabouts. The car share vehicle will be exempt from paid parking charges.



Step 2: Council Notification of an Illegally Parked Vehicle

The CSP is to notify Council's Parking Enforcement team, via the ASSIST Centre's general contact number within 1 hour of being notified and provide them with the location of the offending vehicle and its registration details as well as the location of where the car share vehicle was parked. The CSP must advise the member to park the vehicle within the City of Port Phillip boundaries or for car share vehicles that are located within private car parks, the vehicle should be parked within the same private car park

Step 3: Infringement of Illegally Parked Vehicle

Parking Enforcement will respond to requests to infringe illegally parked vehicles subject to the response times listed in the Parking Enforcement Procedure.

Step 4: Returning the Car Share Vehicle to the Car Share Bay

The CSP must ensure that the car share vehicle is returned to the car share bay within 12 hours of notification by Council.

New developments - Location and design guidance

Early integration into development plans is essential to maximise viability, good location and management. The below criteria provide guidance to the location and design of car share bays within new developments:

- Security arrangements to allow member access 24 hours a day, seven days a week with a valid booking, and by employees or contractors of the car share operator in order to clean, detail or service the car.
- If possible, a highly visible location from the street
 - for buildings with car parks in the front setback, in the front set back of the site adjacent to visitor car spaces.
 - for buildings with car parks at the rear, at the rear of the site adjacent to visitor car spaces or loading facilities.
- Ideally in front of boom gates
- In the first level of a multi-storey car park (be it ground level, the first level up or first level down)
- In a separate location to where other, assigned / subdivided car spaces are provided
- Where security arrangements are not required or are simple to follow (and where customers can use the same mechanism that they use to get into the vehicle)



- In a well-lit part of the site
- A short distance from an entry point, lift or staircase
- Ideally in a standard car space where manoeuvring in and out of the space is limited to no more than three movements; however, use of a stacker does not preclude car share
- On common property managed by the Owners' Corporation or Body Corporate
- Minimum height clearance of 2.2 m to allow a cleaning van to enter, manoeuvre and exit.
- Mobile data and GPS reception – a signal booster may be required
- Markings for exclusive use of the car share vehicle

Draft for Consultation



Relevant policy, regulations or legislation

Car Share delivers on key objectives from the “Liveable, Inclusive and Sustainable sections of the Council Plan.

Council’s **Move, Connect, Live Integrated Transport Strategy 2018 – 2028** Outcome 5 recognises that – Our community benefits from new transport options and technology to move around.

The Strategy states that “Port Phillip is a national leader in the introduction of a car share policy and has successfully met early targets for car share bays. Council will continue to increase the number of car share bays across the municipality and continue to collect ongoing data to monitor usage trends across the various operators to ensure the greatest community benefit”.

It includes the following actions:

- Action 36: continue to deliver more convenient car share locations with providers and encourage car share provision in new developments.
- Action 37: Review the **Car Share Policy 2016 to 2021**

Council’s **Parking Management Policy 2020** provides a framework for the ongoing management of our existing 53,000 on-street and 4000 Council-managed off-street spaces used for parking.

The overarching objectives are to:

- a) address the City’s existing and future growth and transport challenges.
- b) provide fairer and more reliable access to parking in all locations and at all times

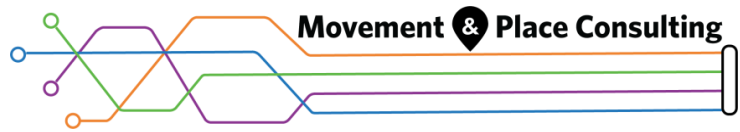
It includes 2.1 Hierarchy of parking allocation of kerb space to types of parking which best reflect the needs of people in a specific street or area. It identifies Car share services having “Designated spaces for fixed-base car share vehicles, licensed by Council”

Table 3 identifies Car Share Zones as User-restricted parking where “some users need to park in very specific locations. User restrictions are applied to Parking Zones to provide the necessary availability of space for each user group.”

As set out in Section 37 of the Victorian **Road Management Act, 2004** Council is the co-ordinating road authority for municipal roads and the responsible road authority for parts of declared arterial roads not used by through traffic including parking lanes.

Attachments

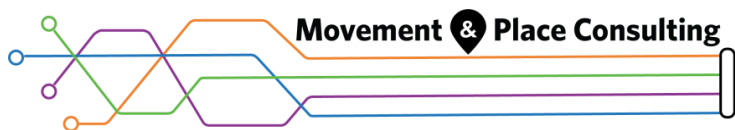
Car Share Policy



Best Practice in Car Share Policy for the City of Port Phillip

Draft Report
24 February 2022





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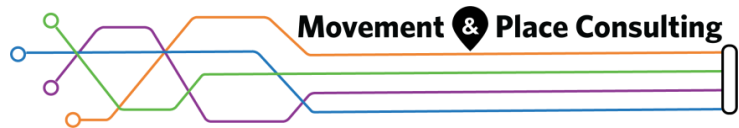
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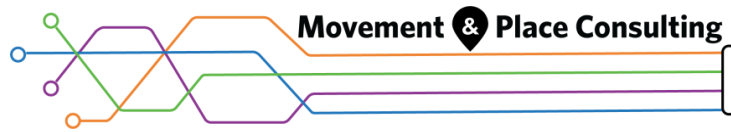
Acknowledgement of Country

We acknowledge the traditional custodians of the land we are meeting on the Wurundjeri and Bunurong people of the Kulin Nation.

We do this by encouraging the Port Phillip community to take lighter footsteps and reduce their impact on Country.

Car share services are key to Healing Country while providing appropriate access to cars when necessary – because:

- Sharing resources like cars reduces the negative impacts on Country
- Resources required to build and operate cars (including lithium required for new car batteries) comes from Country
- Car share users walk more and take lighter footsteps on Country



Executive Summary

The City of Port Phillip is recognised by the industry and other government agencies as a national reference for its approach to car share outlined in the 2016 Car Share Policy. This policy has effectively guided the expansion and uptake of car share in the municipality during the early evolution and growth of the service.

Car share is at a maturing level in the City of Port Phillip. In June 2016, there were 79 dedicated car share bays. Currently, in 2021, there are approximately 200 dedicated on-street car share bays in the municipality.

Each provider typically seeks to grow services in proven markets with the highest financial returns. As a result, installation of new bays has not been evenly distributed across the municipality. Council provides car spaces for use by residents and service providers. The City of Port Phillip therefore has a key role in planning the car share network.

The City of Port Phillip is reviewing its Car Share Policy. In addition to accommodating changes provoked by the impacts of COVID-19, there is a need to assess opportunities to expand the car share network and benefits it provides across the community.

The Port Phillip community benefit significantly from car share services, and future growth of the services can reduce the traffic congestion that will otherwise occur from the next two decades of population growth. Therefore, the City of Port Phillip aims to become a leader of best practice management for car share in Australia. To achieve this outcome, the current best practice approaches to managing car share services are being reviewed.

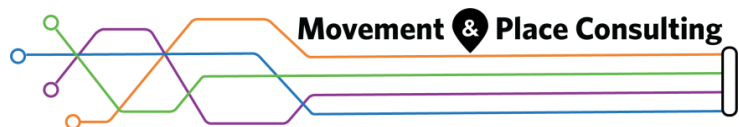
Many best practice approaches from European, North American, Asian, and Australian contexts have been reviewed. Five cases were chosen considering their relevance and applicability to the Port Phillip context: Bremen and Munich, in Germany, as well as San Francisco, Seattle and Chicago, in United States of America. This study identified additional national cases of relevance for this policy review, such as Milan, Ghent, Hamburg, London, Portland, New York, Los Angeles, Vancouver, Sydney, Adelaide, and Freemantle, among others.

The City of Port Phillip has applied a mainly “*Demand Responsive Network*” approach to managing the car share network over the last decade, in which on-street spaces are provided upon request from service providers. To maximise the community benefit, inclusion, and viability of car share within the municipality, it is recommended that Council evolve towards a “*Catchment Based Network*” approach, maintaining support for car share services and improving inclusion.

Adopting the “*Catchment Based Network*” approach means the car share network will be strategically planned by Council officers and on-street spaces will be provided to meet potential community demand. Applying this approach will focus on service coverage and inclusion of the whole Port Phillip community.

To maximise the community benefit, inclusion, and viability of car share within the municipality, it is recommended that Council:

1. Adopt a Catchment Based Network approach to growing the car share network.



2. Adopt a coverage target of having a car share vehicle a maximum of 250m from 90% of properties
 - o Focus on coverage, availability, and demand to expand the car share network across the municipality
3. Consider the feasibility of allocating car share bays more than twice a year.
4. Build awareness and the Social Licence to Operate.
5. Continue a shared decision-making process with service providers.
6. Partner with CSPs to investigate the potential of car sharing in specific areas
7. Integrate car share with public transport and other shared transport services
 - o Establish multimodal mobility hubs around public transport stations, with other shared transport services.
 - o Develop a Municipal Shared Transport Services Strategy.
8. Support a uniform best practice approach to car share across inner Melbourne.
9. Retain qualification requirements and multiple service operators.
10. Develop a more efficient data sharing system.
11. Engage with developers and CSPs to establish viable car share in future commercial and residential developments.
12. Use car share vehicles to complement or replace Council fleet vehicles.

The insights provided by this report will assist the City of Port Phillip to maximise the community benefit derived from car share services. They also provide best practice guidance on how to implement changes that will expand the catchment of the car share network and improve social inclusion by providing better access to mobility options for the Port Phillip residents most in need.

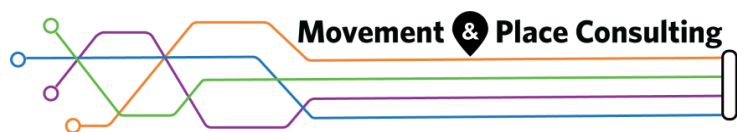


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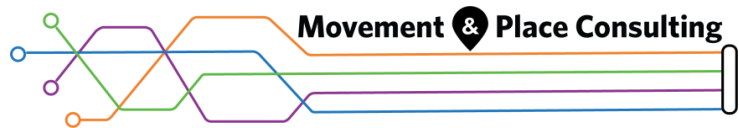
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Glossary

Catchment based network	Car share network is strategically planned by government and on-street spaces are provided in response to community demand.
CoPP	City of Port Phillip
COVID-19	The SARS-CoV-2 pandemic and its impacts in Victoria particularly with regard to reduced travel and use of car share vehicles and general economic uncertainty
CSP	car share provider
Demand responsive network	On-street spaces are provided upon request from service providers.
EV	electric vehicle
MCL Strategy	Move, Connect, Live Integrated Transport Strategy
SUMP	Sustainable Urban Mobility Plan

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1 Introduction

The City of Port Phillip is a vibrant beach side inner-city area located directly south of the Melbourne CBD. This area includes numerous residential and commercial precincts that provide a wide variety of activities and opportunities. Despite being one of the smallest municipalities in Victoria by area, the City of Port Phillip is one of the most densely populated. The 2020 Estimated Resident Population for City of Port Phillip is 116,476, with a population density of 5,659 persons per square km. The population is expected to increase by almost 50% to over 176,000 by 2041.

This makes it the perfect place for more efficient transport options to thrive, as shown in the pedestrian, bicycle and public transport networks. Car share services provide mobility to those who cannot afford a car, and reduces transport expenditures for those who don't need a car all the time.

With more than twice the average population density for metropolitan Melbourne, significant employment areas such as St Kilda Road and the growth area of Fishermen's Bend, and nearly three million visitors per year, the pressure on the City of Port Phillip's transport infrastructure poses a considerable challenge for Council as the City continues to grow.

By 2050, Fishermans Bend is forecast to have 80,000 workers and 80,000 residents across the Cities of Melbourne and Port Phillip. The municipality is also Melbourne's second most popular visitor destination, attracting more than 2.8 million visitors each year. Car share services significantly improve the availability of parking and are a key factor that reduces traffic congestion on Port Phillip's arterial and collector roads.

Moreover, in 2019, the Council declared a climate emergency, recognising that as climate change is a global challenge, everyone must play their part. Using car share services is one of the most significant ways a Port Phillip resident can reduce their carbon footprint.

Council is committed to making it easy for the community to move around and connect with people and places, with options for sustainable and accessible transport available. The inner-city location provides residents with convenient access to high frequency train, tram, and bus services. However, despite the quality of public transport services, car ownership rates are higher than in other inner and less central Melbourne LGAs including the Cities of Darebin, Moreland, and Yarra. This leads to increased local traffic congestion and reduced local economic expenditure. Car share services mitigate both these issues.

Council has a stated goal to not increase the number of resident cars in Port Phillip, recognising that the number of cars 'living' in Port Phillip has a direct impact on traffic congestion in local streets. Factors influencing the current relatively high car ownership rate are likely to include household incomes, employment status, employment location, education and availability of alternatives like car share.

Car share is popular in Port Phillip and provides significant benefit to the community, even beyond those who use the service. The existing car share service helps to reduce overall car ownership (freeing up residential parking spaces) and usage which reduces traffic congestion. The service also increases local economic activity and improves health outcomes, both resulting from increased use of active transport for short trips.

Recognising the impact of car ownership on local traffic congestion, Council supports car share as a service that reduces the need for every new resident to also bring a privately

owned vehicle. Council's Move, Connect, Live (MCL) Integrated Transport Strategy has a target of stabilising the number of daily trips taken in private passenger vehicles at 2016/17 levels (128,000 per day) by 2028. The targets also aim to increase daily trips by walking (36%), bike riding (151%), and public transport trips (35%) over the same period.

In 2016, the City of Port Phillip adopted a Car Share Policy to establish a network of 330 car share vehicles across the municipality by 2021. Five years on, this policy is now being reviewed. The City of Port Phillip is seeking to identify opportunities for further growth of the car share service.

This report is structured in the following way:

- Chapters 2 and 3 provide an analysis of the current characteristics of the car share network and the policy context in the City of Port Phillip.
- Chapter 4 provides an analysis of transport & demographic characteristics in the municipality.
- Chapters 5 and 6 provide a review of global and local best practices on approaches to car share.
- Chapter 7 provides recommendations for the municipality's future approach to car share.

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2 Background and policy context

The City of Port Phillip is recognised by the industry and other government agencies as a national reference for its approach to car share outlined in the 2016 Car Share Policy.

This policy has effectively guided the expansion and uptake of car share in the municipality during the early evolution and growth of the service. The City of Port Phillip promotes car sharing through a range of channels, including the Council website, stories in e-newsletters, and consultation with adjacent properties when new car share bays are installed.

Ride-hailing and various taxi providers (including Uber, Didi and local company Oiii) also operate in the municipality.

Other shared transport services have been implemented in the last years, including an electric dock-less bike sharing system, developed on a trial basis in collaboration with other municipalities (Melbourne and Yarra). A scooter sharing system is also being considered.

Planning is underway to establish a network of public electric vehicle charging stations across the municipality.

In addition to accommodating changes provoked by the impacts of COVID-19, there is a need to assess opportunities to expand the car share network and benefits it provides across the Port Phillip community.

To achieve this outcome, Council is interested in understanding the current best practice approaches to managing car share services. As an outcome of the current policy review, the City of Port Phillip wishes to implement an approach that will enable further expansion of the network to meet the needs of significant population growth and maximise benefits across the whole community.

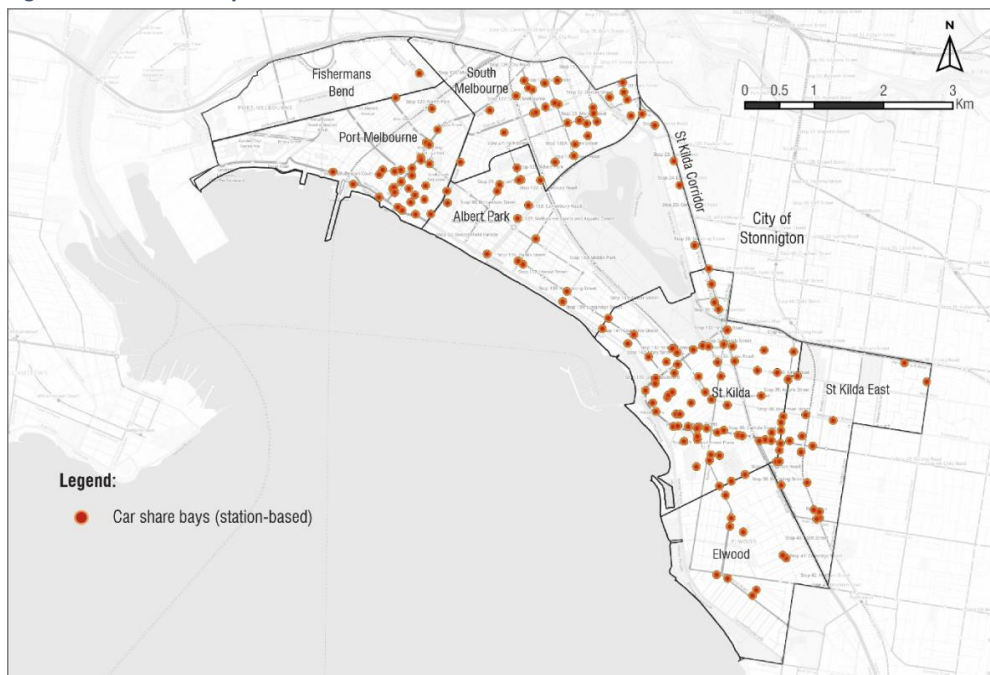
Port Phillip is home to one of Australia's first and largest car share services providers. It is also home to the Australian headquarters of a new services provider, making it the only municipality in Australia to be home for two car share service provider's national headquarters.

The Port Phillip community benefit significantly from car share services, and future growth of the services can reduce the traffic congestion that will otherwise occur from the next two decades of population growth. Therefore, the City of Port Phillip aims to become a leader of best practice management for car share in Australia.

3 Car share in the City of Port Phillip

Car share is at a maturing level in the City of Port Phillip. In June 2016, there were 79 dedicated car share bays. In June 2018, there were 181 car share bays, (21 off-street and 160 on-street bays) as shown in Figure 3.1 below. This evolution suggested the target of 330 car share vehicles (including on and off-street vehicles) could be met or exceeded by June 2020/21, prior to the impacts of COVID-19.

Figure 3.1 Car share bay locations



Source: [Data.gov.au](https://data.gov.au) (January 2020) with M&PC Analysis

There were minimal changes to the car share network during the Covid pandemic and this data shows the network as it was in January 2020. This map can be used for reference of the areas with higher concentration of bays, not for specific location or exact quantity of bays.

Currently, in 2021, there are approximately 200 dedicated on-street car share bays in the municipality. For comparison purposes, there are 163 peer-to-peer car share vehicles registered within the municipality. Peer-to-peer vehicles are also considered part of the overall car share network and represent 45% of the total of vehicles (excluding off-street), as shown in Figure 3.2 overleaf.

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Figure 3.2: Car share vehicles in the municipality



Source: Data from the City of Port Phillip

Since the last policy review, in 2016, two service providers (Popcar and RACV Carshare) entered the market and two providers have withdrawn from the municipality, Greensharecar ceased operation in 2019 and RACV Carshare in mid-2020. The current providers are Goget, FlexiCar, and Popcar, with a fourth operator Kinto planning to begin operations in 2022.

In the last five years, membership in City of Port Phillip has grown and car share service providers have experienced relatively high utilisation rates.

Membership

Car share service providers have reported a steady growth in membership, from 2,996 residents (2.8% of the population) in 2016 to 6,108 residents (5.4%) in June 2018 and 9,240 residents (7.7%) in December 2021. The 2021 number is a sum of members from all qualified operators (not including Car Next Door), not the exact number of residents who use car share. It is not possible to determine if there are members of more than one operator in this cohort.

Areas with high concentrations of members include St Kilda, South Melbourne and Elwood (despite Elwood being one of the least served areas in terms of vehicles and service coverage). At the lower end of the scale in terms of membership is Middle Park, Albert Park, and Ripponlea.

Some academic studies have specifically used data from the City of Port Phillip (member surveys) to explore the profile of car share users in the region. These provide an understanding of the factors that influence car share adoption (Jain et al., 2021); and classified car share users into “car dependents, car avoiders, car limiters, car aspirers, and car sellers” (Jain et al., 2020), who were divided into two overall groups, the sustainability focused users, and users whose intention was to buy a car upon a change in their financial situation.

In general, these studies found that the adoption of car share depends on attitudes, which relate to factors such as cost, the environment, the variety of vehicles available, maintenance issues, and a will to own less things.

However, they also found that cultural aspects and status, distance, vehicle availability, conditions to use the system, and household composition (with kids, for example) can be barriers to car sharing adoption. Moreover, the studies also concluded that car share is

more effective in sustaining car ownership, rather than reversing it, and that life milestones and changes are opportunities to introduce residents to car sharing (Jain et al., 2021, 2020).

Utilisation

International best practice references highlight that car share vehicles need to be relatively available in order to instil confidence that the service can meet customers' needs. The generally accepted wisdom is that each vehicle needs to be in use 20-25% of the time. This amount of use ensures adequate revenue to finance the services while also being relatively available for each customer.

Service Coverage

The 2016 Car Share Policy proposed an overall target of 330 vehicles, distributed across the municipality in a manner that ensures inclusion for all residents. These neighbourhood targets were based on forecast population growth, the proportion of on-street parking spaces, and membership. The Car Share Policy allowed targets to be increased based on car share utilisation, membership, and the benefits of car share particularly to reduce car ownership.

Local demand for car share services has a significant influence on service providers. Each provider typically seeking to grow services in proven markets with the highest financial returns. As a result, installation of new bays has not been evenly distributed across the municipality. Some neighbourhoods, such as St Kilda, have experienced high membership and usage leading to service growth, whilst others, such as Elwood and Fishermans Bend, have a low provision of vehicles.

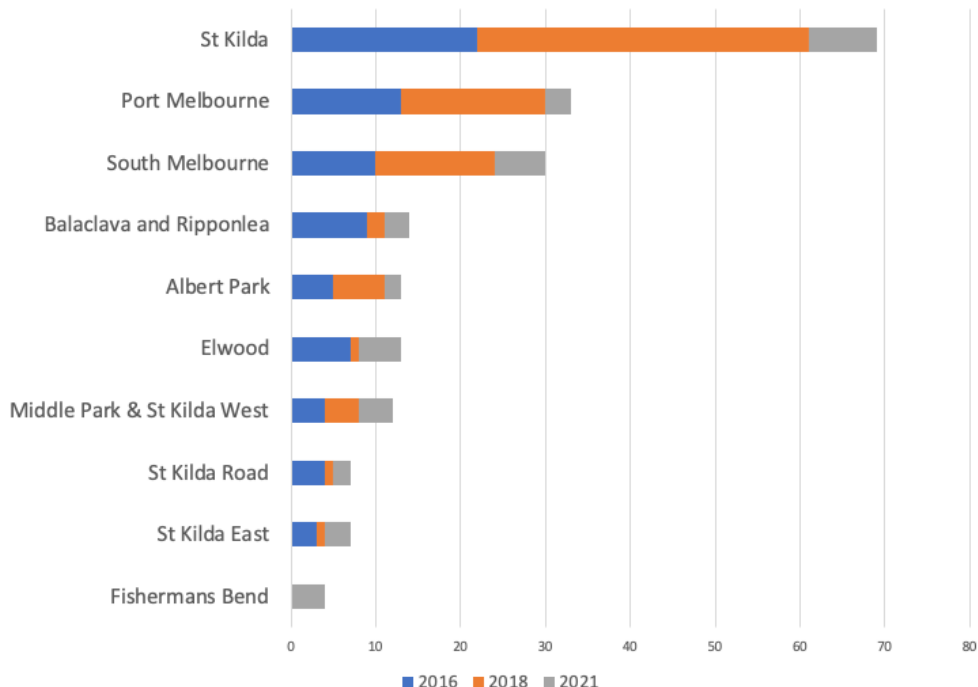
In Fishermans Bend, a slower progress of residential development has led to a lower rate of growth in car share service provision. For example, Fishermans Bend had a target of 35 car share bays by 2021. However, only four on-street car share bays were installed by this time. This is less concerning than the lack of coverage in Elwood, which has a high rate of membership, and merits consideration for additional car share vehicles. Council has a keen interest in achieving equitable provision of services across the whole municipality.

In some areas, such as along St Kilda Road, where there is high residential density, there may be limited opportunities for on-street car share and it is essential that the City of Port Phillip work with developers to provide viable car share spaces in future developments.

The distribution of bays in neighbourhoods throughout the years (2016, 2018, and 2021) is graphically represented in Figure 3.3 below.

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Figure 3.3: Distribution of car share bays by neighbourhood from 2016 to 2021



Source: Data from the City of Port Phillip

The evolution of Port Phillip’s on-street car share network is presented in Table 3-1 below.

Table 3-1: Evolution of the on-street car share network (from 2016 to 2021)

PRECINCT	2021 GROWTH SCENARIO	CURRENT TARGET (by 2021)	JULY 2016 (total)	JUNE 2018 (total)	JUNE 2021 (total)	% ACHIEVED
St Kilda	98	32	22	61	69*	216%
Port Melbourne	77	55	13	30	33	60%
South Melbourne	102	28	10	24	30*	107%
Balaclava and Ripponlea	75	23	9	11	14	61%
Albert Park	42	27	5	11	13	48%
Middle Park & St Kilda West	52	30	4	8	12	40%
Elwood	70	48	8	7	12	25%
St Kilda Road	74	15	4	5	7	47%
St Kilda East	96	37	4	3	6	16%
Fishermans Bend	64	35	0	0	4	11%
TOTAL	750	330	79	160	200	

Above target (>100%)*

On-track

Below target (<50%)

Notes: Providers were required to demonstrate demand through membership and usage to gain additional vehicles in areas that exceeded the "coverage" target.

Source: Data from the City of Port Phillip

In some areas the current target for network expansion has been exceeded. This is in locations where the resident demand exceeded the service availability and increasing services was demonstrated to be demanded by increased membership and use. This report analyses how the City of Port Phillip needs to evolve its bay allocation system to ensure fair and equitable allocation of bays and network coverage to all residents.

The expansion of the on-street car share network (from 2016 to 2021), showing vehicles added by 2018 and by 2021 is presented in Table 3-2 below.

Table 3-2: Expansion of the on-street car share network (from 2016 to 2021)

PRECINCT	JULY 2016 (total)	JUNE 2018 (added)	JUNE 2021 (added)
St Kilda	22	39	8
Port Melbourne	13	17	3
South Melbourne	10	14	6
Balaclava and Ripponlea	9	2	3
Albert Park	5	6	2
Middle Park & St Kilda West	4	4	4
Elwood	8	-1	5
St Kilda Road	4	1	2
St Kilda East	4	-1	3
Fishermans Bend	0	0	4
TOTAL (added to date)	79	81	40
TOTAL IN 2021			200

Source: Data from the City of Port Phillip

Administration and Fees

Council established the role of a dedicated Car Share Officer in 2018, which later became the Shared Transport Services Officer (including other shared mobility modes), to oversee the implementation and management of car share in the municipality. This is a unique arrangement in Australia. This global best-practice approach is part of what sets the City of Port Phillip above others with respect to car share services provided to the community.

The City of Port Phillip currently charges two types of fees for car share bays:

- An installation fee of \$1,400 (a one-off fee to cover line-marking and signage costs).
- An annual fee of \$85 (representing the resident parking permit cost).

Contracts with CSP to allow them to have dedicated on-street car share bays were valid from 2026 to 2021 and now are valid until 2023.

COVID-19 has made the last two years particularly difficult in Melbourne. The longest lockdown periods in the world had a significant impact on travel and transport patterns. Car share usage has changed and there is uncertainty of how it will evolve over the coming

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months and years. The main characteristics identified by car share providers during this period were:

- Greater interest from businesses seeking to reduce costs by using car share vehicles to supplement or replace vehicle fleets.
- Less use of CBD car share vehicles due to office base work restrictions.
- Increased uptake of car share from people who are:
 - Working from home, mainly in residential areas with conveniently located vehicles, and
 - Reluctant to use public transport (new markets), issue observed across different municipalities.
 - Holidaying locally, which contributed to increased membership and occurrence of first car share journeys.

The City of Port Phillip has relocated some car share bays to accommodate parklets during COVID-19, by establishing new bays in nearby locations. In some cases, this leads to a change in the geographic catchment of the car share bay and comes with an increased cost of signage and line-marking changes.

This highlights the need for a purposeful approach to managing the car share network and future coverage in order to achieve Council objectives (specifically related to inclusion and housing affordability). Analysis found that the approach to bay allocation could be used to incentivise placement of cars in some locations that are not otherwise getting attention from service providers.

3.1 Input from providers (CSPs)

Car share service providers (CSPs) that operate in the City of Port Phillip are regularly engaged to understand their needs and any critical issues, including how to best meet the municipality's community needs. Round table discussions with qualified CSPs have been held when reviewing or developing policy and the report authors were invited to present and gather first hand experiences from CSPs at one of these round-table discussions.

Overall, the approach and policy implemented by the City of Port Phillip were rated highly by the CSPs, encouraging growth and facilitating an adequate level of car share service provision across the municipality.

The CSPs characterised the processes to manage car share and allocate new bays as being fair, flexible, and well-organised. The municipality is commonly referred to as a leader in best-practice among other Australian cities.

Opportunities for improvement in the approach were also identified through the insights and suggestions offered by the providers. The information collected and the discussions during meetings provided direction to this study. Key findings, insights, and suggestions included:

- Demand responsive growth – implement a flexible approach to quickly meet fluctuating demands (shifts in use and service demand), even on a temporary basis (i.e., temporarily turn on and off bays), including to accommodate COVID-19 impacts.

- Targets – avoid setting caps on growth and continue considering demonstrated demand as a basis for expansion. This could require greater focus on population, membership, and usage.
- Floating vehicles (permission to park anywhere within a designated area) is considered a good low risk way to test the market or meet demand surges. Some providers appreciate the ability to ‘float’ vehicles without the need for the financial and infrastructure investment for each dedicated space.
- More frequent processes to allocate new bays – a more frequent allocation of bays (currently twice a year) would enable community needs to be met more quickly.
- Promotion – the Council could assist with messaging generally and in specific neighbourhoods. The resident parking permit process is an opportune moment to promote car share, possibly via link to further information within the permit system.
- Fees - annual fees for car share services should be aligned to those for residents, with the same regulations and restrictions that are applied to private vehicles. Also, it would be reasonable for car share to pay comparable rates that are not subject to significant changes each year of operation. Moreover, if residential parking fees were increased over time, more people would consider using car share services and ultimately reduce their cost of living.
- Illegal parking within the car share bays – availability of the dedicated car share parking bay upon return of the car is critical to users, the inconvenience generated can be significant to the community.
- Usage and operational issues – including vandalism (such as smashed windows), and theft attempts (unsuccessful, most notably within the St Kilda area), and vehicles retained by users.
- Car share in new developments – The Council could encourage early provision of services in new developments by involving CSPs early in pre-application processes so that developments can be appropriately designed.

Electrification of the fleet generated a range of opinions from CSPs, varying from the importance of reduction in vehicle emissions from the whole fleet (including all residents’ vehicles), to increasing interest from users in electric and hybrid vehicles; and a note that increasing cost to serve the community, without increasing private vehicle costs, will reduce future car share uptake and overall community benefits. Other insights related to electrification included:

- Providers suggest that Council incentivise and encourage electrification, for all, by matching requirements to those applied to resident vehicles.
- Emission targets should consider the impact of State Government taxes on electric vehicles.
- Electric vehicles present a range of challenges such as maintenance costs, reliance on charging infrastructure, as well as user education and reluctance. The cost margin is not currently high enough to support including EVs to the fleet. The saving from electric vs petrol for fuel does not offset the cost.
- Any increase in costs of service provision is passed onto members and becomes a disincentive to use car share services.

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- Operational challenges – which require staff to attend to plug-in the vehicles (when a user forgets) or new batteries are required when a car is not used for a few weeks (such as during COVID-19 lockdowns).

3.2 Community views, awareness and perceptions

Research on attitudes to car share in the City of Port Phillip from community engagement prior to developing the Parking Management Policy and the Move, Connect, Live Integrated Transport Strategy have shown that:

- Locals are finding that driving around the area is getting more and more difficult, and many are using public transport, walking, or cycling on a daily basis.
- On-street parking is a challenge, especially in local streets. While participants believe in to reducing dependence on cars, they also think there are some steps that could be taken now. Council could do more to enforce parking and permit conditions, or to ensure residences with off-street parking are making use of those spaces before parking on the street.
- Access to on-street parking is seen as a benefit of rate-paying and living in the municipality. Participants told us that local residents, together with people with disabilities, should have priority for local parking over commuters and those who profit from using parking spaces, like car-sharing companies.
- Most survey participants believe residents who have access to off-street parking should retain their permits, but should have fewer than those who don't have off-street parking.
- Small businesses and parents of young children are more reliant on their vehicles, and have greater concerns about impacts on parking.
- Attitudes towards car share companies differ by age. Younger residents tend to have a greater understanding of car share as a concept, making them more receptive to the benefits of assigning parking to these companies. Older residents tend to hold a weaker understanding of the concept and see them as taking up valuable space.
- Older residents are more likely to reject additional uses for parking. Residents are hesitant to support the use of car spaces for alternative purposes and tend to place more value on parking space. Their reluctance lies in the belief that as the population continues to grow, even more parking spaces will be needed, and that reducing car parking might be detrimental to local businesses.

Station-based car share services are given priority to locate in residential areas. This helps to build awareness of the services amongst the Port Phillip community but anecdotally the vast majority of the community are still unfamiliar with the services and benefits that car share provides.

Many within the community confuse car share services with the new ride-hailing (taxi) type of services offered by companies like Didi, Oiii and Uber. This is a fundamental misunderstanding given that these are all provided by drivers, and car share services require

the user to drive themselves. The mis-understanding makes communicating about car share services to those that are unfamiliar with the service, particularly difficult.

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4 Demographic Analysis

It is important to note understanding of which demographic factors influence car share use and the significance of each factor is a set of research that has not been undertaken. While the factors presented here are generally accepted across the industry as being important, the relative importance of each one, in the Australian and Port Phillip context is unknown. Developing this understanding is the most critical element of additional insight that the City could seek to generate through a future project.

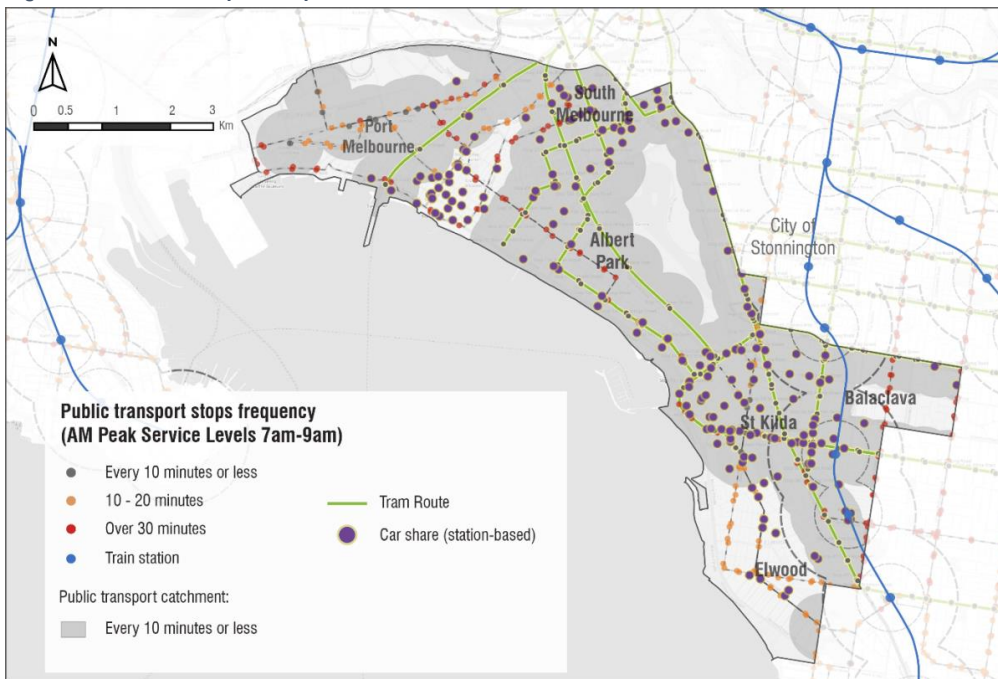
The following factors discussed below are those that are generally considered most important indicators of potential car share membership and use.

4.1 Public transport access

Most areas in Port Phillip are well-served by public transport, primarily by trams and buses which have frequencies which are high (one service every 10-19 minutes during peak times of weekdays) or at a “turn-up and go” level (where there is one service every 10 minutes or less). Most routes operate at these levels of frequency during most of the day and 20 minutes or less at other times like evenings or during the day on Sundays.

The most frequent services are found along the tram corridor and turn-up-and-go services in St Kilda and Port Melbourne. Some areas in South Melbourne and Albert Park have relatively less frequent bus services, approximately two buses per hour. However, there is substantial car share availability in these areas to meet trip demand as shown in Figure 4.1 below.

Figure 4.1 Public Transport Stops and car share



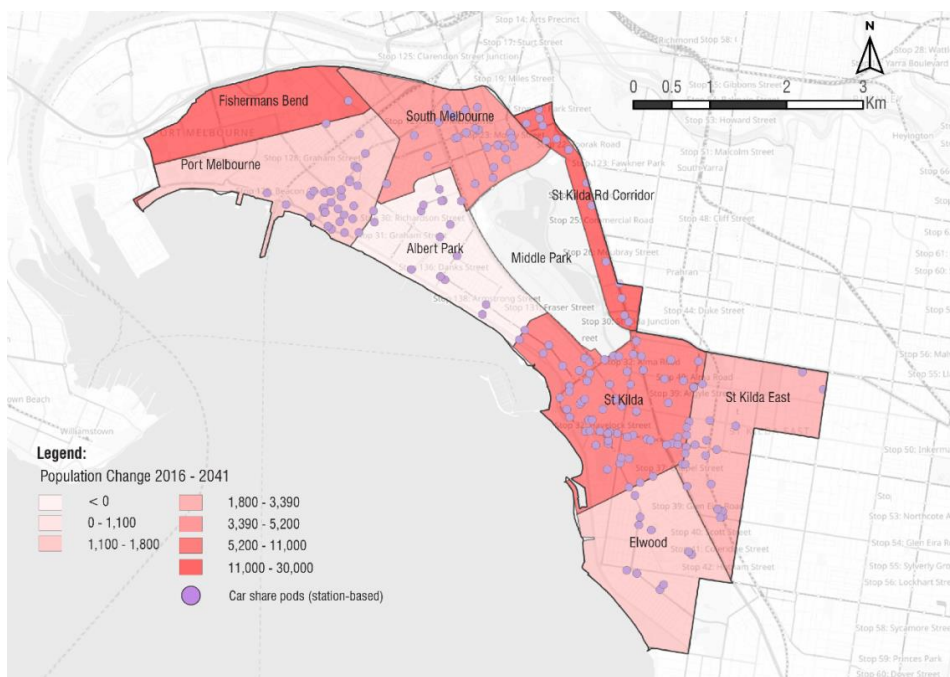
Source: PTV Timetable data, City of Port Phillip car share station locations, with M&PC Analysis

4.2 Population growth

Population growth is one of the most significant factors which determine the feasibility of expanding car share services. In 2041, it is estimated that the municipality's population will increase by 62.8% (68,189 additional residents).

Currently, many car share vehicles are located in St Kilda, which is expected to increase by 5,672 residents (as shown in Figure 4.2 below). However, significant growth in the municipality is also expected in Fishermans Bend and along the St Kilda Road corridor where there are currently far fewer car share bays and vehicles.

Figure 4.2 Current Population and Projected Change (2016 – 2041)



Source: .id community profile of the City of Port Phillip, City of Port Phillip car share station locations, with M&PC analysis

The population of Albert Park is expected to decrease from 12,188 in 2016 to 11,897 in 2041. During the same period, Fishermans Bend and the area along St Kilda Road are expected to experience the highest population growth. In total, these two areas are expected to accommodate 41,250 residents. Fishermans Bend and the St Kilda Road corridor for this reason present significant opportunities for service expansion. Moreover, new buildings in the Fishermans Bend urban renewal area (Port Melbourne Industrial) provide publicly available parking facilities, which could potentially accommodate off-street car share bays.

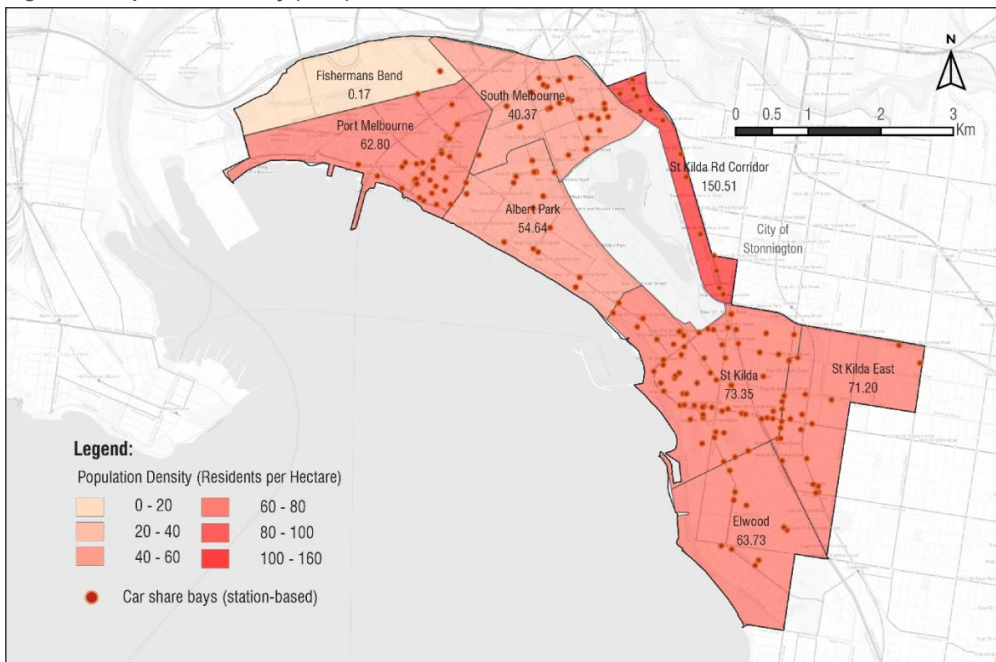
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4.3 Population density

St Kilda Road Corridor had the highest population density in 2016, an increase of 46.27% from 2011 (102.89 residents/Ha). The population density in St Kilda and St Kilda East has remained relatively high in 2016, and general observations suggest a slight decrease in 2016 compared to 2011. It should be noted that comparing the population density for the eastern area, St Kilda, St Kilda East, and Elwood might produce distorted results due to the difference in the mapping unit between 2011 and 2016.

St Kilda, St Kilda East, and Elwood are not expected to have high population growth; however, they already have a high population density, ensuring viability for the many existing car share locations (as shown in Figure 4.3 below). Considering the existing moderately high population density, they have the potential to expand car share networks, which could result in a more significant number of users per vehicle and hour, with potential significant community benefit from greater levels of service coverage and reliability.

Figure 4.3 Population Density (2016) & Car share location



Note: The area denominator does not include Albert Park Reserve, Beaches or areas outside the City of Port Phillip
Source: City of Port Phillip (Forecast.id), City of Port Phillip car share station locations, with M&PC analysis

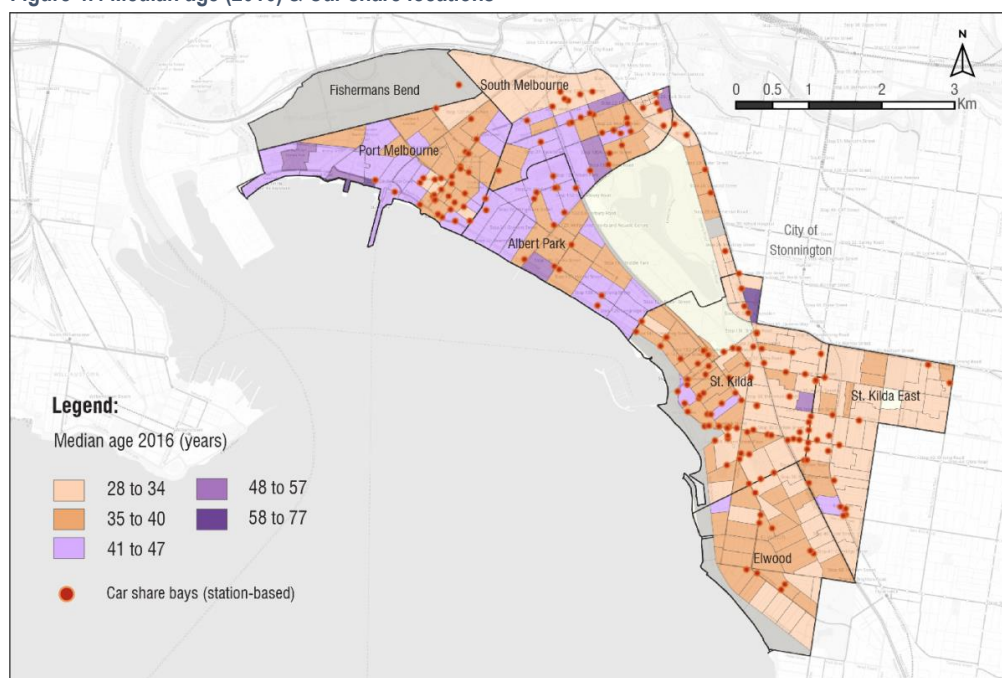
Areas with the highest population density, including St Kilda Corridor, Port Melbourne, and St Kilda, will need car share services provided on-street as well as within future developments.

4.4 Median age

Global research shows that most car share users are under 40 years old (Burkhardt and Millard-Ball, 2006; Ceccato and Diana, 2018; Le Vine et al., 2014). As a result, there is a disproportionately higher number of car share stations in areas where the median age is below 40, as shown in Figure 4.4 overleaf.

However, Council should ensure that everyone in CoPP has access to car share services, particularly given that a key reason behind usership is reducing costs associated with driving which represent the second highest component in typical household expenditure (behind the house itself).

Figure 4.4 Median age (2016) & Car share locations



Source: City of Port Phillip .id community social atlas, City of Port Phillip car share station locations, with M&PC analysis

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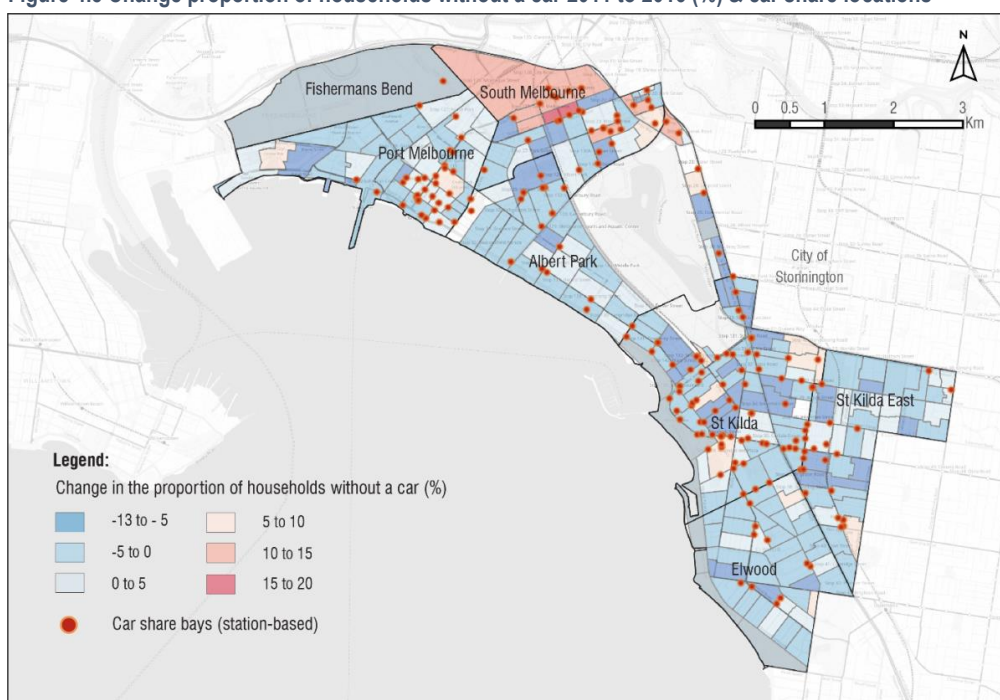
4.5 Car-free households

Many people see benefit in forgoing ownership to participate in sharing given that it substantially reduces transport costs. As a result, households without a car represent a significant share of the car share market; and some studies suggest that the availability of car share is a key factor in improving people’s likelihood to forgo car ownership.

In total, in 2016 there were almost 8,000 households in Port Phillip that did not own a car (18% of all households). The data indicates areas where more than 25% of households do not own a car were mainly located in South Melbourne and St Kilda. This is typically because they have access to many transport alternatives including car share services.

These neighbourhoods and several areas highlighted red in Figure 4.5 have potential for expanded car share services to assist households that do not own a car.

Figure 4.5 Change proportion of households without a car 2011 to 2016 (%) & car share locations



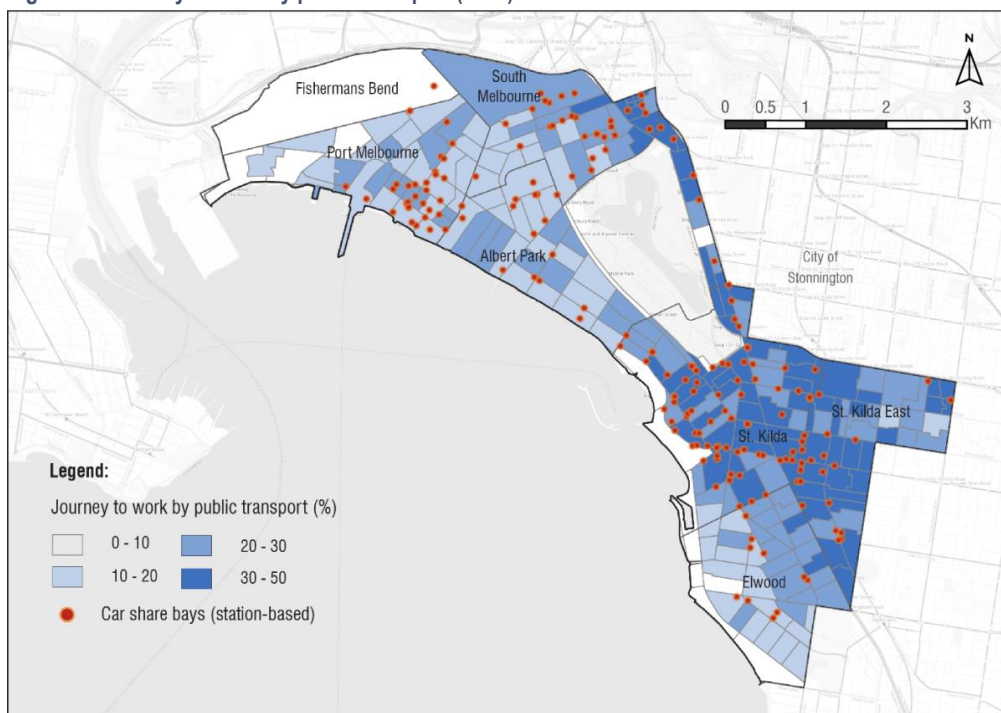
Source: .id community profile of the City of Port Phillip, City of Port Phillip car share station locations, with M&PC analysis

4.6 Mode of travel to work

Car share provides an ideal service for people who rely on public and active transport modes for most of their trips (including commuting to work) but still need to drive occasionally.

As shown in Figure 4.6 below, a substantial proportion of commuters in the suburb (SA2) of St Kilda, St Kilda East and along the St Kilda Road corridor use public transport to travel to and from work. These areas represent the most viable opportunity for an increased car share market. The share of public transport commuters has increased along the St Kilda Road corridor and in St Kilda East, but decreased slightly in other areas of the municipality.

Figure 4.6 Journey to work by public transport (2016) & car share locations

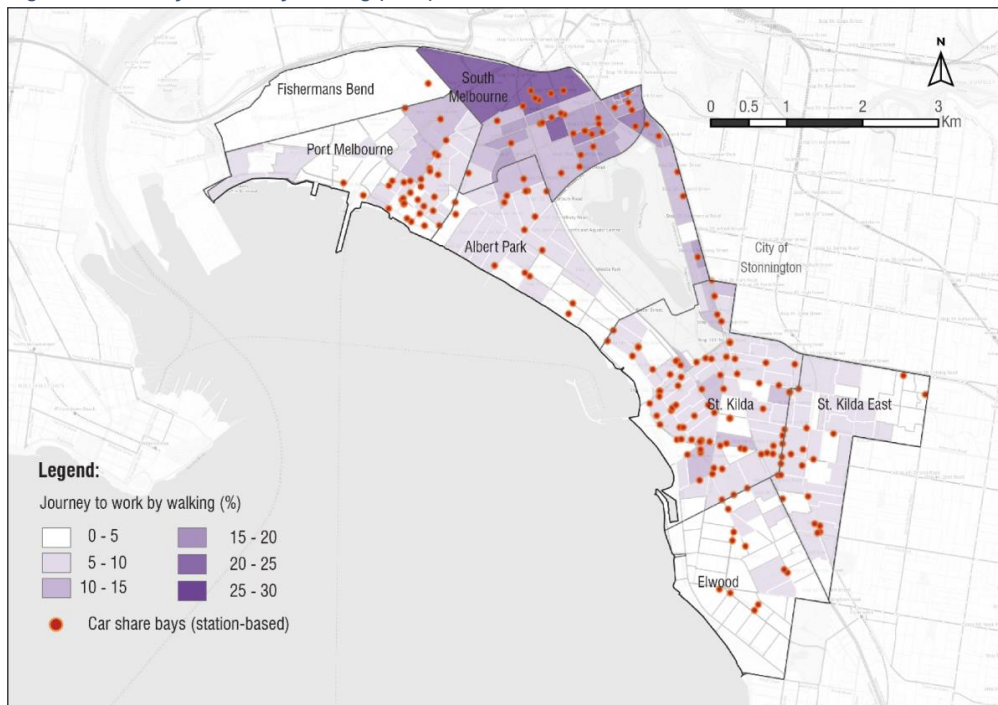


Source: Australian Bureau of Statistics 2016, City of Port Phillip car share station locations, with M&PC analysis

The number of people traveling to work by walking has decreased in all neighbourhoods (SA2) in the municipality compared to the previous census period (2011). There was a slight increase of 0.3% in Port Melbourne and 0.83% in St Kilda Corridor in 2016. Currently, over a quarter of residents living in South Melbourne walk to work, there are also high rates of walking in St Kilda and St Kilda East, but very few residents walk to work in Elwood, as shown in Figure 4.7 overleaf.

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Figure 4.7 Journey to work by walking (2016) & car share locations



Source: Australian Bureau of Statistics 2016, City of Port Phillip car share station locations, with M&PC analysis

Analysis of 2011 and 2016 ABS data shows that there was a decline in walking and bike riding as the primary method of travel to work over this time. However, since then significant improvements to infrastructure especially in the CBD and uptake of walking and bike riding have occurred during COVID-19 suggesting there is scope for supporting walking and bike riding through having car share available for occasional trips done by car.

Despite the availability of public transportation, it could be assumed that people attempt to explore various modes of transportation that will suit their needs. The condition suggests the possibility of providing alternative modes of transportation to meet a variety of people’s movement needs.

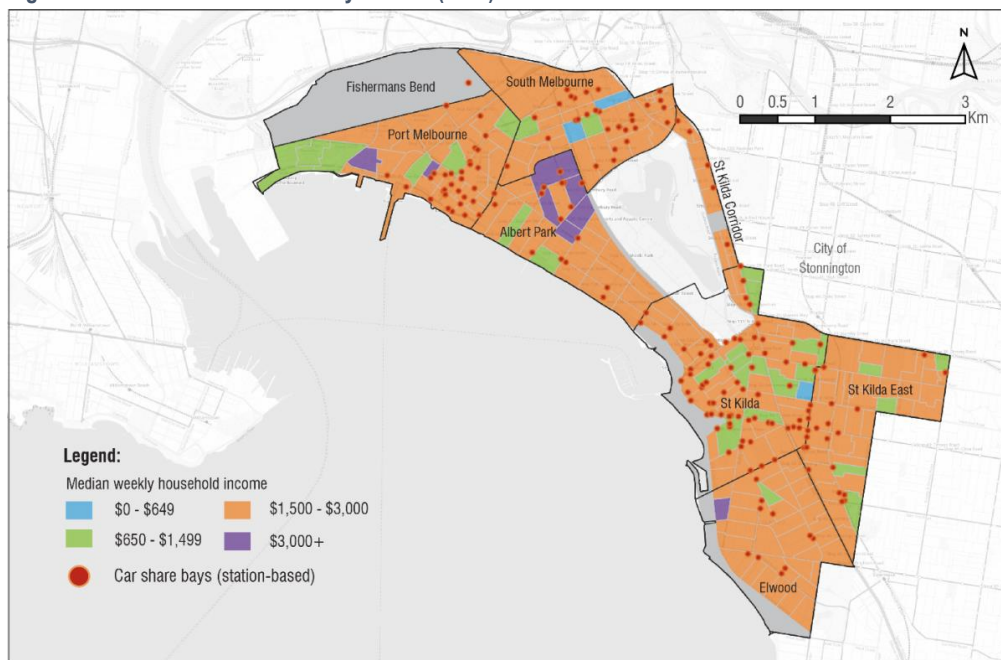
4.7 Median household income

In Melbourne, according to the most recent findings of the Transport Affordability Index, the average household spends \$400 weekly on car ownership and usage. For the 16% of households in the City of Port Phillip who earn less than \$650 a week, this represents over 60% of their weekly income, resulting in difficult week-to-week decisions to buy fuel or food.

Car share provides an important alternative that reduces the cost of living for those that need it most. Council's support for improved service coverage and reliability in areas where there are higher proportions of households earning less than \$650 per week will help to alleviate financial stress. It will also increase local economic activity, because for every dollar saved on transport, 70 cents of the saving ends up being spent in the local economy (Blue, 2016).

Figure 4.8 shows the geographic location of households with different income levels in 2016, with the red colour representing areas with relatively low-income families. The income level did not change significantly from 2011. Only 19 out of 235 SA1s pockets decreased from a higher to a lower income quantile.

Figure 4.8 Median household weekly income (2016) & car share locations



Source: City of Port Phillip .id community social atlas, City of Port Phillip car share station locations, with M&PC analysis

Car share services encourage people to try other transport modes, reducing emissions, congestion, and parking pressures. When modes other than a car can meet most of their weekly needs, they can reduce car ownership through reliance on car share services for those occasions when they do need a car.

Car share is likely to continue as a successful service in the City of Port Phillip due to the municipality's high population density, demographic issues, such as young population and fewer households with children, and restricted parking where permits are required.

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5 Global and national best practice

The City of Port Phillip aims to provide the best possible services to its community. Continuing to apply global best practices to the management of car share services will retain Council's leadership position for the sector in Australia.

This project analysed examples from European, North American, Asian, and Australian contexts to identify best practices, considering their relevance and applicability to the Port Phillip context. The car share markets from most of these regions have been established for approximately 30 years, have gone through different maturing phases, and can provide valuable insights to the City of Port Phillip. These insights inform how the evolution of the mode can be managed to achieve Council's broader objectives (particularly regarding inclusion and diversity improved parking availability and reduced traffic congestion).

Observations regarding global car share practices

It is important to reinforce that municipalities globally tend to apply different approaches to car share, and there is no perfect city that implements all the possible measures in terms of supporting car share. Additionally, there is no "one size fits all" solution that would suit and generate similar benefits in all situations and contexts.

The geographical, political, demographic, urban form, and transport characteristics of cities worldwide are extremely different; and initiatives and results are context-based. Therefore, what works in one place, in terms of achieving public benefits with car share, might not work in others (particularly if applied with exactly the same settings). However, the general ideas and concepts of initiatives implemented by other cities can work as inspiration and be transferred to other places, provided they are tailored to the local characteristics before implementation.

Best practice ideas should only be applied if they are relevant to the Port Phillip context. The impacts of car share systems and the success of related initiatives worldwide are typically evaluated using a range of different methodologies, and insights need to be understood in the context of each location the insights are drawn from.

5.1 Global cases

Many global cases for best practice in car share were sourced and reviewed for this work. Five cities were chosen as being relevant to the Port Phillip context. Although all cities have different demographics, urban forms, and transport systems, there are many insights from other cities with more mature car share networks and experience at implementing actions that Port Phillip needs to implement in its next phase of growth.

- Bremen and Munich, in Germany.
- San Francisco, Seattle, and Chicago, in United States of America.

The main initiatives are described in the following sections. Additional examples from the international experiences studied, which are also relevant for this work, are provided in Table 5-1 below.

Table 5-1: Global cases of relevance for the City of Port Phillip

PLACE	TRANSFERABLE INITIATIVES AND INSIGHTS
Milan (Italy)	<ul style="list-style-type: none"> • Public tenders enable and set operational requirements for the implementation of station-based and free-floating car share (with different processes for each type) in the city. • Car share is one of the key actions of the Sustainable Urban Mobility Plan (SUMP). • Multimodal mobility hubs with electric charging stations (free for car share operators), mostly at or close to transit stations, connect and integrate different shared mobility services.
Ghent (Belgium)	<ul style="list-style-type: none"> • Car share Action Plan (elaborated in 2016) as part of a set of ambitious plans to reduce car ownership and use in the city. This plan set a target of 20,000 car share members by 2020, 500 reserved parking spaces, and a shift towards environmentally friendly cars. Although this target was not achieved, the city currently aims for 25,000 car share members by 2025 (approximately 10% of the population). • Reserved parking for car share in public charging stations. • Public staff use car share vehicles for work trips.
Hamburg (Germany)	<ul style="list-style-type: none"> • Multimodal stations “Switch” (18) located in public transport nodes and managed by the transit authority (HVV). <ul style="list-style-type: none"> ○ As shown in Figure 5.1., the Berliner Tor Switch connects the station for urban and regional trains and bus stops with different types of car share (station-based and free-floating), bike sharing, and bicycle parking facilities.
London (England)	<ul style="list-style-type: none"> • Car Club Strategy, developed in 2015 by the Car Club Coalition, with an action plan for car share and recommendations for public support. For example: engaging with CSPs, using car share to complement the public fleet, raising awareness of car sharing among the community, integrating it with other modes, improving the data sharing system. • “Future Mobility” taskforce, with a regional approach, to promote car share and encourage collaboration among the Boroughs for a more efficient car share system. This initiative is conducted by a Sub Committee from the London Councils, organisation that represents 32 borough councils and the city of London.
Montreal (Canada)	<ul style="list-style-type: none"> • Partnership between the regional transit authority (STM) and shared mobility providers (bike and car share) to provide combined services via the integrated transport card.

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PLACE	TRANSFERABLE INITIATIVES AND INSIGHTS
Vancouver (Canada)	<ul style="list-style-type: none"> ● Pilot project for a regional integrated transport initiative focused on work related trips using the local transport card, the Shared Mobility Compass Card, encompassing transit, car share, and bike sharing was launched in 2019. <ul style="list-style-type: none"> ○ This initiative is the result of an “innovation call” run by Translink, the metropolitan transport authority, and developed in partnership with the service providers. ○ Results showed that more than 60% of participants shifted to public and shared modes instead of using their cars. The pilot also enabled many participants to try different modes and combine them for different trips (Clean50, 2021), ● Regulations require car share bays in new developments to be wired, ready for future the development of electric mobility. ● Authority use of car share vehicles (fleet) for work trips.
Los Angeles (USA)	<ul style="list-style-type: none"> ● Pilot project for electric car share with an equity component to improve mobility of low-income communities launched in 2018. <ul style="list-style-type: none"> ○ An evaluation of the first phase (from 2019) concluded that the network effects and multimodal connections enabled by the system led to a significant growth in membership and utilization, effectively reaching low-income residents (who had discounted fess and made 60% of the trips); and an estimated reduction of “annual GHG emissions by 260 metric tons since its launch” (Shared-Use Mobility Center, 2019, p. 4). ○ The main lessons learned showed that local leadership, political commitment, and champions, as well as partnering with and engaging all parties in the negotiations, are critical for the success of this type of initiative (Shared-Use Mobility Center, 2019),
Washington DC (USA)	<ul style="list-style-type: none"> ● Focus on providing car share bays at metro stations.
New York (USA)	<ul style="list-style-type: none"> ● Pilot project to improve mobility conditions of disadvantaged areas launched in 2018. <ul style="list-style-type: none"> ○ An evaluation from 2021 showed an increase in trips and users (with more middle-income residents and members from disadvantaged communities using the service), and a decrease in car usage among participants and greenhouse gas emissions (New York City DOT, 2021). ○ The program will continue as a permanent initiative due to the benefits car sharing brought to the city, with one main change: the local government will shift the task of identifying locations for car share bays to providers, to enable the feasibility of operations and avoid “straining” city staff with workload (New York City DOT, 2021). ● NYCDOT staff use car share vehicles for work trips.

PLACE	TRANSFERABLE INITIATIVES AND INSIGHTS
Portland (USA)	<ul style="list-style-type: none"> Portland's <i>Transportation Wallet</i> program, originally developed in 2017 to reduce parking needs, that has a pilot component (launched in 2019) focused on the inclusion of residents from affordable housing, by improving the mobility of residents from disadvantaged areas. The program subsidises transit and shared mobility modes, including car share, offering different packages for residents which depend on where they live. An evaluation from 2020 showed that participants in the program had access to and adopted different transport options, reduced their "drive alone" trips to work to 25% in comparison with 57% from non-participants, and reduced overall parking needs (Portland Bureau of Transportation, 2020).
San Diego (USA)	<ul style="list-style-type: none"> Multimodal mobility hubs with car share vehicles.
Singapore	<ul style="list-style-type: none"> Financial disincentives to car ownership and use including expensive car ownership licences. Electric public car share funded by government.

Source: Various, see list of references

A range of pilot programs focused on the concept of Universal Basic Mobility (UBM) have been growing globally. These programs typically subsidise transport for disadvantaged residents to improve inclusion. The programs have achieved good results in terms of increased accessibility, connection of residents with job opportunities, reduced transport expenditures and modal shift.

Some locations have trialed 'free-floating' car share services, but most have had a short life, and the data is inconclusive about their impacts. Logically, there is a tendency for free-floating services to reduce demand for walking and public transport trips due to the ability to 'dump' the car at almost any location – even a short distance away.

This operational model then encourages people to drive more, rather than drive less. The station based car share model adopted in Port Phillip is the opposite, as it replaces the travel certainty and reliability that is otherwise gained by owning a car and parking it at home.

Peer-to-peer schemes land somewhere in the middle, partly because they rely on local car ownership to provide the fleet and partly because there is lower levels of certainty and reliability possible with this type of service. It stands to reason that if a car owner aware of car sharing was using their car infrequently enough to consider putting it on a peer to peer sharing service, then they are pretty close to the notion of selling their car altogether and just becoming a user of the service. Conversely if they use their car 'a lot' but find some benefit of making it available for others in the community, then it won't be as available at the times of peak demand (because they are already using it).

From these logical perspectives it can be seen that Fixed Base car share services (those that are the subject of this report) are likely to be much more beneficial for the community than other forms of car share service.

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Figure 5.1: Car share vehicles at the Berliner Tor (train station) *Switch*, in Hamburg (2019)



Source: (Paganeli, 2021)

Bremen, Germany

Bremen is a city-state with approximately 680,000 inhabitants (2021) located in the north of Germany. The city is the global forerunner of a supportive approach to car share and is still considered one of the main proponents of global best-practice. The initiatives implemented date from the late 1990s, when the city decided to support and encourage the development of a network of car share to complement the existing sustainable transport system. Examples of the initiatives implemented are:

- Marketing campaigns to promote the benefits of car share and enhance the attractiveness of this alternative to the private car, using humour in many cases. The main examples are campaigns with a character called “Udo” (use it, don’t own it), amusing videos in which an agent like James Bond uses car share to perform his job, and advertisements with provocative ideas such as “you don’t buy a cow when you need a glass of milk”, to connect with the unfounded need to buy a car if it is only needed for a few trips.
- “Mobipunkts”, the car share public stations created in 2003 (and currently in operation), with special signage and different sizes, which are spread around the city. As shown in Figure 5.2 overleaf, most of these stations work as multimodal hubs as they are usually located close to public transport stops and connected with bicycle riding infrastructure.
 - The city decides the locations for these car share stations and makes them available to qualified providers through tendering processes in the form of an expression of interest by CSPs. Providers that meet their qualifying criteria are selected. If more than one operator wants to use the same spaces, the city requests them to resolve the issue among themselves first. If no solution is found, the city selects one provider based on a classic tendering process.
 - One of the qualification criteria to enable providers to use these public stations is proving that a car share vehicle will replace at least 6 private cars in the region. Providers demonstrate how many private cars each of their car share vehicle replaces by sharing results from their periodic user surveys.
 - The city has dedicated staff to manage car sharing, and the process involves other departments, similarly to the situation in the City of Port Phillip.
- The “Bremer Karte plus AutoCard”, a public transport card implemented in 1998 that integrated car share and gave transit users access to the vehicles.
- A Car Sharing Action Plan, developed in 2009, aimed at expanding the network of public car share stations, as well as achieving 20,000 car share members by 2020 (3% of the metropolitan population). This target was accomplished in 2021, and there are approximately 400 car share vehicles in more than 150 stations spread around the city.
- A Sustainable Urban Mobility Plan (SUMP) developed in 2014 that suggests using car share to help reduce car ownership and use.
- A Car Sharing Law, adopted in 2019, aimed at establishing local procedures for the implementation of car share in the city.

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- Incentives for the provision of car share in new developments as condition for reduced parking requirements, challenged by the difficulty of creating regulatory frameworks that strategically incorporate the timings of car share provision and the actual occupation of the areas (shown in Figure 5.2 overleaf).
- A 2017 study to measure the impacts of car share in the city identified that one car share vehicle reduces 16 private vehicles in the city (Schreier et al., 2017).
- Replacement of part of the local government fleet by car share, with public staff using shared vehicles for work trips.

Figure 5.2: Mobil.Punkt car share station in an urban renewal area in Bremen (2019)



Source: (Paganelli, 2021)

Main sources consulted for this case: (Glotz-Richter, 2016, 2012; Schreier et al., 2017) and interviews with city representatives.

Munich, Germany

Munich is the capital of Bavaria, a city with approximately 1.5 million inhabitants (and close to 6 million in its metropolitan region), located in the south of Germany. The city has an efficient public transport system, composed of rail, metro, trams, buses, and shared mobility modes, including car, bike, and scooter sharing schemes. Munich also has a low emission zone that covers its central area, with circulation restrictions on high-emission vehicles. The city has a vibrant car share market, with different types of operations (including station-based and free-floating) and the system complements its existing sustainable transport options. Munich develops many pilots and participates in different

European projects that, among other transport related objectives, also aim to keep improving the municipality's approach to car share, especially to increase the public benefits it can generate. Examples of the initiatives implemented are:

- A pilot project in 2010, that helped to define the parking regulatory framework and fees.
- A regulatory framework, combined with agreements with operators, which determine the conditions of car share operation in the city. Support to car share is granted on the basis of proven public benefits, represented by a reduction in car use and parking demands (Schreier et al., 2015).
- A study to measure the impacts of car share in Munich completed in 2015 identified that one car share vehicle “replaces more than one private car, and car share therefore contributes to a reduction of the parking problem” (Schreier et al., 2015, p. 16).
- Multimodal mobility stations developed since 2012, which are spread around the city, have different characteristics, include transit, car share, bike sharing, and electric charging stations, and are often located close or at public transport nodes. Car share bays are either on-street or off-street in public parking areas in these stations, with a combination of both in some cases.
 - A study was developed in partnership with the Technische Universität München (TUM) to evaluate the efficiency of the multimodal stations. This study concluded that mobility stations have potential to contribute to more sustainable mobility uptake in the city, provided they are replicated and expanded around the region, with improved multimodality services (Villarreal, 2018).
- The “MVG more” App, developed by the public transport operator (MVG), that integrates multiple mobility providers, including car share, to enable payments and trip planning with real time information.
- A regional resolution to integrate shared mobility modes with the existing systems and monitor their performance (under development).

Main sources consulted for this case: (Schreier et al., 2015; Shared-Use Mobility Center, 2018a; Villarreal, 2018) and interviews with city representatives.

San Francisco, USA

San Francisco, a global reference for innovation, including for issues related to transport, has approximately 870,000 inhabitants (and close to 4,7 million inhabitants in its metropolitan region). San Francisco has a high mode share of public transport, which is performed on an efficient and diverse public transport system. After some experimental endeavours realised between the 1980s and 1990s, car share officially launched in the city in 2001, has been publicly supported since then, and has been an important component of the local transport system until now. Examples of the initiatives implemented are:

- City CarShare, a non-profit car share provider that was established (initially as a pilot project) in 2001 by sustainable transport advocates, in partnership with local and metropolitan government agencies and financial institutions. This provider

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received many grants or other sources of public funding and partnered with local authorities to develop projects aimed at promoting car share, improving accessibility of the community (especially of disadvantaged groups), and generating public benefits in the region. City CarShare was acquired by Getaround in 2016, a per-to-peer car share company.

- Changes to the planning code since 2008 to incentivise the provision of car share in new developments (residential and commercial) as condition for reduced parking requirements, and to enable unbundled parking arrangements. San Francisco was the first North American city to promote this kind of changes and remains as a reference of best practice (Paganelli, 2013).
 - For example, the planning code from 2008 required that residential buildings with 50 to 200 units should have at least one car share bay; another bay should be added for more than 200 units; and then an additional car share bay for each 200 more units (Paganelli, 2013).
- Different pilot projects, implemented since 2011, to allocate on-street dedicated parking spaces for car share, that helped the city build experience with managing parking schemes for the system and make necessary changes along the way.
- Discounts in parking fees for car share vehicles granted in different forms throughout the years of car share operation and the allocation of dedicated parking spaces in transit stations.
- Diverse marketing campaigns to promote car share in governmental websites, trip planning services, and public transport stations (including vehicles), developed as partnerships between transit operators (BART, MTC and SFMTA, for example) and car share providers. These initiatives also aimed at reinforcing the complementarity nature of car share in the transport system.
- The Metropolitan Bay Area Carsharing Strategy Plan, developed in 2018 by the Metropolitan Transport Commission, in partnership with the Shared-Use Mobility Centre (SUMC), to identify opportunities to expand car share and guide its implementation in the region, with overall goals of reducing car usage and emissions.
- Replacement of part of the local government fleet, with public staff using shared vehicles for work trips, as a partnership established with City CarShare in 2010 (as shown in Figure 5.3 overleaf).

Several studies developed by local research institutions to evaluate the impacts of different initiatives implemented for car share. One of these studies concluded that car share can remove between 9 and 13 private vehicles (Shaheen and Cohen, 2007).

Figure 5.3: City CarShare vehicles in front of the municipality (2012)



Source: Paganelli (2013, p. 99)

Main sources consulted for this case: (Millard-Ball et al., 2005; Paganelli, 2013; Shaheen and Cohen, 2007; Shared-Use Mobility Center, 2018b).

Seattle, USA

Seattle has approximately 740,000 inhabitants (and more than 4 million inhabitants in its metropolitan region). Car share has been part of the city's transport system since the late 1990s (when it was established as a proactive initiative from the local government) and has received different types of public support including:

- Flexcar, a car share provider launched (initially as a pilot project) in 1999 by the regional transport authority (King County Metro), as a public-private partnership (PPP) with an operator. Flexcar received many grants, administrative staff and space for its initial operation. Flexcar grew fast and started operating in other cities from the USA, such as Portland, San Francisco, Los Angeles, San Diego, and Washington, DC. In 2007, Flexcar was acquired by Zipcar, the largest car share provider in North America.
- Inclusion of car share in transport related plans and strategies, as well as special promotion performed by the transport authority, to reinforce its complementarity nature in the transport system and its potential generate public benefits.
- Different pilot projects implemented since 2000 to allocate on-street parking spaces for car share that helped the city build experience with managing parking schemes for the system and make necessary changes along the way. For example, the first initiative implemented was to create a special class of vehicles for car share, using the same approach as the one used for taxis.
- Discounts in parking fees for car share vehicles, granted in various forms throughout the years of car share operation. For example, free of charge during the initial stages, mostly in unrestricted parking areas.
- Changes to the planning code to incentivise the provision of car share as condition for new developments (residential and commercial).
- Public projects developed by the municipality, in partnership with Flexcar and other regional authorities, to increase the mobility of disadvantaged communities, by subsidising car share membership and use for residents and by enabling (physical and financial) access to vehicles for trips related to job seeking or training.

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- Diverse marketing campaigns to promote car share in governmental websites and travel behaviour programs.

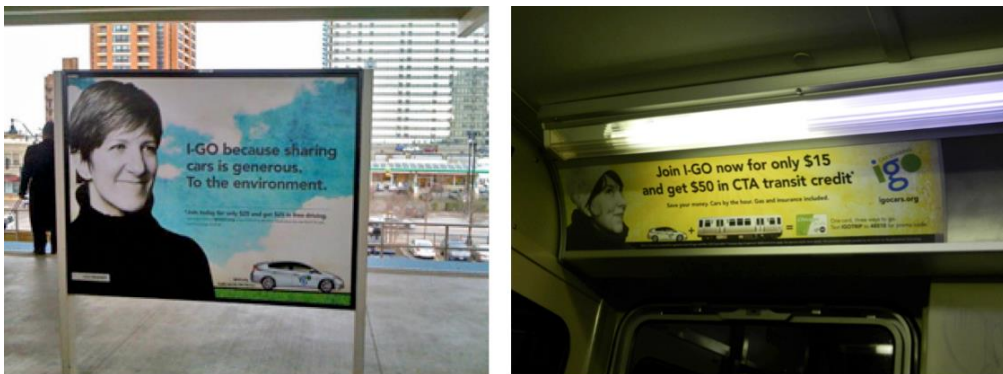
Main sources consulted for this case: (Millard-Ball et al., 2005; Paganelli, 2013).

Chicago, USA

Chicago has approximately 2.8 million inhabitants (around 9.6 million in its metropolitan region). Car share has been part of the city’s transport system since the early 2000s, with a history of different types of public support including:

- I-GO Car Sharing, a non-profit initiative that was established by the Center for Neighborhood Technology (CNT) and an NGO in 2001, mainly with public funds. This provider partnered with the transit authority (CTA) to develop pilot projects to expand the network and provide vehicles at transit stations.
- A change in tax regulations promoted by the local government in 2005, differentiating short term car share from the normal car rental, reduced the local taxes payable by car share services.
- The “Chicago Card Plus/I-GO Card”, a public transport card implemented in 2008 that integrated car share and transit ticketing.
- Marketing campaigns to promote car share in public transport stations and vehicles, developed as partnerships between the transit operator and car share providers, also aimed at reinforcing the complementarity nature of car share in the transport system, as shown in Figure 5.4.
- Replacement of part of the local government fleet, with public staff using shared vehicles for work trips. This initiative started as a pilot project in 2004, and was later established as a permanent practice, through the development of tendering processes with car share operators for the provision of services.

Figure 5.4: Advertising of the I-GO + CTA card at a train station and inside the vehicle (2012)



Source: Paganelli (2013, p. 173)

Main source consulted for this case: (Paganelli, 2013).

5.2 Australian cases

The City of Port Phillip is already considered a best practice in Australia for its approach to and regulatory framework for car share, constantly mentioned as a successful case in the

region. This study identified additional national cases of relevance for this policy review and a summary of their main insights is provided in Table 5-1 below.

Table 5-2: Australian cases of relevance for the City of Port Phillip

PLACE	TRANSFERABLE INITIATIVES AND INSIGHTS
Sydney (NSW)	<ul style="list-style-type: none"> • The process to request on-street bays operates monthly with a clear program of future bay releases. • A Benefit-Cost Analysis of car share from 2012 concluded that the on-street network yielded significant community benefits compared to the costs of its delivery, supporting an increase in the number of bays.
NSW	<ul style="list-style-type: none"> • Developers are using car share provision in new developments to argue for lower parking requirements.
Adelaide (SA)	<ul style="list-style-type: none"> • Car share network planning based on walking catchment. • Electric car share initiative financially supported by local government, including subsidy for charging facilities. • Saved \$100,000 in fleet costs by using car share vehicles.
Freemantle (WA)	<ul style="list-style-type: none"> • Car Share Policy and a pilot project launched by the Council to implement car share with network based on geographic and demographic characteristics.
Brisbane (QLD)	<ul style="list-style-type: none"> • Digital parking permits for car share launched in 2019, which allow 'eligible operators' of different types of service (except peer-to-peer) to operate using on-street spaces.
Northern beaches (NSW)	<ul style="list-style-type: none"> • Car Share Parking Permit available for eligible applicants. • No fees apply to car share parking permits.
Inner West (NSW)	<ul style="list-style-type: none"> • Pilot project to allocate car share vehicles in light rail stops, launched by the municipality, in partnership with a CSP.
Various LGAs in Metropolitan Melbourne	<ul style="list-style-type: none"> • Floating vehicles, operating in unrestricted parking areas and non-dedicated on-street bays, are a common practice in some LGAs, to test demand, feasibility, and acceptance of car share. For example: City of Moreland, City of Glen Eira (6 months), City of Stonnington, City of Darebin, City of Maribyrnong, and City of Yarra. <ul style="list-style-type: none"> ○ Some of these LGAs (Moreland, Glen Eira, and Darebin, for example) accept information related to the usage of these vehicles as support evidence to approve permanent on-street dedicated car share bays.
Melbourne (VIC)	<ul style="list-style-type: none"> • Strategy for temporary locations in case of events or roadworks that impact on dedicated on-street bays: 'flip signs' (i.e., the parking sign flips from 2P to 'CARSHARE VEHICLES ONLY') that CSPs can use to facilitate access to car share for the duration of the works.
Moreland (VIC)	<ul style="list-style-type: none"> • Pilot project launched by the Council, in 2017, to allocate on-street dedicated bays for peer-to-peer car share.
Stonnington (VIC)	<ul style="list-style-type: none"> • Recently reviewed approach and policy for car share, now allowing more than one provider to operate in the municipality and apply for on-street bays (using two separate documents: policy and operational procedures).

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6 Approaches to car share identified in global practices

It is important to understand the six types of car share service provision, with respect to how government is involved. This helps to highlight the differences in management approaches implemented and reviewed.

The approaches vary from active ownership of operations (like operating a library and owning all the books to be borrowed) through to suppression (like measures to limit the borrowing of books from anyone). These are presented in

Table 6-1 below.

Table 6-1: Framework of possible approaches to car share

TYPES OF APPROACHES	DESCRIPTION
Public car sharing	<ul style="list-style-type: none"> Government agency is the service provider. It owns and manages the service directly or in partnership with partners. Example: Seattle (early 2000s).
Strategic network	<ul style="list-style-type: none"> Expansion of the on-street car share network is planned by the local government, based on achieving strategic targets. On-street spaces are provided in areas strategically targeted for expansion by the municipality, through a regular release of spaces to one or more service providers. Level of competition from service providers depends on the network size and stage of service evolution (in smaller networks with slow growth it is better to have an exclusive 'franchise' to operate) Example: Bremen (since late 1990s).
Catchment based network	<ul style="list-style-type: none"> On-street spaces are provided in response to community demand. Network of bays is strategically planned by government through: <ul style="list-style-type: none"> Installation of permanent bays based on walking catchments. Incentives to ensure equity of services provided, particularly in low-income areas that tend to be avoided by private sector operators. Practical arrangements must be defined in collaboration with service providers to ensure financial sustainability. Example: Adelaide (2018).
Demand responsive network	<ul style="list-style-type: none"> On-street spaces are provided upon request from service providers (reactive), typically focused on commercially viable areas (not responsive to equity and network coverage considerations). Example: City of Port Phillip, City of Moreland, City of Sydney (currently).
Limited network	<ul style="list-style-type: none"> Expansion of the on-street car share network is prescriptive based on limiting criteria, that seeks to maintain the status quo. Limited availability of on-street bays for car share services. Example: City of Stonnington, City of Melbourne, and City of Yarra (currently).
Suppression	<ul style="list-style-type: none"> On-street spaces are not available to car share service providers, forcing use of private parking to operate the system.

Source: M&PC

Within these broad approaches, governments apply a combination of strategies to meet the needs and characteristics of their specific communities. The approaches can also vary based on the type of car share service being considered (station-based, free-floating, or peer-to-peer).

A significant factor is the political understanding of what car share services provide for local communities and alignment with contemporary political narratives in each location. For example, car share was effectively 'prohibited' in Brisbane until 2015 due to it being used as a political wedge. This situation should be avoided, by ensuring that existing users know how to effectively advocate for improvements they would like to see.

Focusing on Council's long-standing objectives and how car share services can help achieve these will also be important. For example, car share services provide a very low cost mobility option for those who cannot afford to own a car. This relates to a key concern Council has about inclusion within Port Phillip. However, the current network does not provide any car share vehicles at the entrance to the Park Towers (the Homes Victoria apartment complex on Park Street, South Melbourne) and the nearest car share vehicle is over 300m away.

Greater alignment of the car share policy and management approach to Council's strategic goals and objectives will help to ensure it is truly meeting community needs and will ensure it retains ongoing broad-based support.

A number of best practice car share cities have included the concept of mobility hubs by providing car share services at key public transport nodes such as tram and train stations. This has not occurred naturally in the Port Phillip network and presents an opportunity to raise awareness of car share services within a key market segment (regular public transport users).

For example, there are many light rail stations on Routes 96 and 109, along with several tram stops along Brighton and Dandenong Roads, that do not have convenient access to a car share bay. Ensuring car share bays are located at transit station/stop entrances is a good way to increase awareness and broaden the catchment of potential customers. Particularly if cars are in high demand elsewhere (such as along St Kilda Road or in St Kilda), then a short transit trip to a nearby convenient location can significantly improve overall service reliability.

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7 Recommendations for a future approach to car share

The review of national and international best practices for management of car share services has been analysed with respect to the current management approaches applied by the City of Port Phillip, and the identified needs within the Port Phillip community.

The recommendations focus on how to meet Council objectives related to inclusion, accessibility, reliability of service, improving residential parking availability and reducing traffic congestion.

The City of Port Phillip has applied a “Demand Responsive Network” approach to managing the car share network over the last decade.

To maximise the community benefit, inclusion, and viability of car share within the municipality, it is recommended that Council switch to a “Catchment Based Network” approach, maintaining support for car share services. The benefit of applying this approach is allowing service coverage expansion in a way that better meets specific needs within the Port Phillip community.

Continued collaboration with private sector service providers is important to ensure the success of car share within the municipality and maintain the City’s role as national headquarters for two of the car share service providers. The strategic recommendations are summarised in Table 7-1 below and explained in the sections that follow.

Table 7-1: Strategic recommendations for the future approach to car share

NUMBER	DESCRIPTION
1	Adopt a Catchment Based Network approach to growing the car share network.
2	Adopt a coverage target of having a car share vehicle a maximum of 250m from 90% of properties
3	Consider the feasibility of allocating car share bays more than twice a year.
4	Build awareness and the ‘social licence to operate’ car share services.
5	Continue engaging and collaborating with service providers while evolving the ‘franchise model’ to implement the Catchment Based Network approach.
6	Partner with CSPs to investigate the potential of car sharing in specific areas.
7	Integrate car share with public transport and other shared transport services.
8	Support a uniform best practice approach to car share in inner Melbourne.
9	Consider how kerbside parking VPermits can improve operations.
10	Retain the qualification requirements for service providers.
11	Develop a more efficient data sharing system.
12	Engage with planners and CSPs to establish viable car share in developments.
13	Use car share to complement or replace the Council’s fleet.

Source: M&PC

7.1 Adopt a *Catchment Based Network* approach to growing the car share network

By applying the *Catchment Based Network* approach, the City of Port Phillip can establish a flexible and agile (but simple) regulatory framework, capable of managing and attending the car share demand, while also adapting to constant changes in transport demands.

This would include reviewing the format of the regulatory framework (policy and processes), as well as conditions and procedures of the process for identifying the network of bays and allocation of new ones.

The new framework should have more flexible operational requirements, that could be adjusted to accommodate changes in technologies, service models, financial circumstances, and community needs.

Key to this approach is the Port Phillip City Council deciding on the appropriate walking distance catchment for each car share bay (group of one or more cars). Council also needs to identify the percentage of the residential and commercial population that should be within the defined catchment area of the car share network.

7.2 Adopt a coverage target of having a car share vehicle a maximum of 250m from 90% of properties

It is recommended that Council adopt a coverage target, seeking to ensure that at least one car share bay is located within 250m of 90% of all households and businesses.

The current network does not meet either of these distance targets. There are currently large coverage gaps for residents and businesses located in parts of Albert Park, Elwood, Fishermans Bend, Garden City and St Kilda East as shown in Figure 7.1 below.

Figure 7.1 Catchment of car share bays (station-based)



Source: M&PC using CoPP and DoT data

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These areas include some Port Phillip residents who are in great need of low cost access to a car. Even small gaps in coverage will reduce access and can then make accessing jobs, education and services more difficult.

For example the Park Street Towers in South Melbourne is a Housing Victoria site that is beyond a 250m walk from the nearest car share vehicle. This means that while parts of St Kilda have abundant access to the service, people in the Park Street Towers are not provided with easy access. This directly impacts on their inclusion and ability to participate in the community and economy.

Expanding the car share network across the municipality

The City of Port Phillip should focus on coverage, availability, and demand to expand the car share network across the municipality, improving the current service reliability in areas of high demand and filling strategically important coverage gaps in the existing network.

The approach should combine inclusion and accessibility factors with a financially sustainable network that can operate without direct Council ownership or provision of services.

By considering factors that highlight car share feasibility, a set of reasonable municipal-wide targets can be developed. These would include timing of the network coverage targets, tailored to meet demographic needs, and financial sustainability of the CSPs. Moreover, these targets should work as guidelines for reference, enabling natural expansion of the network, in response to the evolving demographic, urban, and transport related conditions. The targets should not be used as caps, that would hinder growth where it is needed to meet local community needs.

It is recommended that the City of Port Phillip:

- Adopt a goal of 60% of households and businesses having access to car share services within 150m of their property.
- Adopt a goal of 90% of households and businesses having access to car share services within 250m of their property.
- Retain the membership goal of achieving 10% of the resident population as car share members, which currently would be approximately 13,362 people by 2026¹.
- Investigate the key factors that influence car share network expansion and use of the service.
- Strategically analyse the characteristics of the municipality to:
 - Identify areas with potential for car share, considering city objectives and enablers (factors that are common in successful deployments of car share).
 - Determine places where the Council would like to have car share vehicles to address inclusion and accessibility issues.
 - Specifically map Homes Victoria sites against the car share network to identify locations where residents could benefit from new car share bays at their front door.

¹ Based on ForecastID population forecast of 133,619 residents in 2026

- Based on this analysis, the municipality could estimate expected numbers or targets for car share, that should be flexible and adaptable to eventual changes.

Service Reliability

A key aspect of any transport service is reliability. Without reliability the users cannot be sure the service will meet their needs when they need it to. Ensuring that each pod of car share vehicles has enough capacity to meet local needs reliably is very important for the network manager (Council). For example, if Council promotes the service that is then considered unreliable, it reflects poorly on Council. When this has happened with services in the past, government often needs to step in and take over operating the service.

To improve service reliability across the network, Council should study possibilities to ensure vehicles availability in the pods, according to the profile of each area (considering demographics, density, urban form, and transport provision). Especially because the municipality has areas with different characteristics, and one solution does not fit all purposes. This could include deciding that each car share pod should typically have a minimum of two vehicles (from the same service provider) in denser and more demanded areas, for example. Moreover, if demand dictates, additional single vehicles (from any service provider) can be added. Whereas in less dense areas, where the demand is spread, this could mean having more distributed vehicles (of different types) The key is to ensure that at a base coverage level, there are two vehicles that can meet customer needs as they grow.

The suggested mechanisms for expansion to implement this approach and the areas where they could be applied are outlined in Table 7-2 below.

Overall, these mechanisms should be considered as guidance, enabling the network to grow naturally in applicable areas and encouraging the expansion in strategic ones.

Details of these mechanisms should be refined by Council officers (if considered feasible), in association with service providers (engaging them to workshop ideas) and based on any subsequent analysis. This set of mechanisms also represents an additional opportunity to determine the value of car share and their on-street bays to the City of Port Phillip, through a market-based approach.

Table 7-2: Mechanisms suggested for the car share network expansion

WHERE TO APPLY	MECHANISMS	DESCRIPTION
High car share demand areas	Adjust the existing process to allocate on-street bays, applying different financial conditions to "hot spaces".	<ul style="list-style-type: none"> • Use a bidding process to determine fees for on-street spaces (providers would inform how much they are willing to pay additionally for access to use these spaces). • Revenue generated can be reinvested in the network.
Average car share demand areas	Keep existing process to allocate on-street bays.	<ul style="list-style-type: none"> • Payment of standard establishment and annual fees. • Expansion on inclusion grounds could be funded from the Sustainable Transport Reserve.

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WHERE TO APPLY	MECHANISMS	DESCRIPTION
Council targeted areas	Allow floating vehicles (temporarily).	<ul style="list-style-type: none"> Initial operation with floating vehicles, to test the feasibility and acceptance of the areas. Bays made permanent upon demonstrated feasibility (utilisation and commercial).
	Offer different incentives for providers to add vehicles to the targeted areas and fill gaps of the network.	<ul style="list-style-type: none"> Network expansion to fill coverage gaps funded by the municipality by reinvesting revenue from resident parking permits and high demand areas. Enables better coverage into targeted areas. The guiding question is how much would service providers need to be paid to provide services in these days? Additional financial incentives could be considered including discounts on establishment fees, or annual fees or a subsidy for each new member.

Council targeted areas – areas that lack attractivity and commercial feasibility to operators, where the council would like to have car share coverage. The Council should understand why these areas are not attractive for providers and develop incentive measures tailored to these conditions.

Source: M&PC

The recommended mechanism to achieve the best network for the Port Phillip community is to offer financial incentive payments for the low viability spaces (in existing coverage gaps) and pay for these through tenders for the highest viability spaces, enabling CSPs to bid for the ‘franchise rights’ to specific spaces.

An alternative approach would be to pair-up two spaces (one high viability and the other low viability) and offer them as a pair on the basis that the service provider can only have access if services are maintained in both locations.

Some suggestions to encourage CSPs (particularly without financial incentives) to install vehicles where there is no demonstrated need are:

- Ask CSPs for ways to encourage them.
- Allow floating vehicles for a 6 or 12-month trial period (to be defined in collaboration with CSPs).
- Survey neighbourhoods and seek local support for service expansion.

7.3 Consider the feasibility of allocating car share bays more than twice a year

Over the last five years, the process to allocate new on-street bays has been bedded down and streamlined. There is an opportunity to increase the frequency of bay allocations based on this streamlined process.

To enable the expansion and improve the allocation of new bays, the City of Port Phillip should run a more agile process, allowing more frequent applications for new bays, such as *every 4 months (to start), and then move to a quarterly or monthly process, if feasible and applicable*. The most appropriate outcome should take into consideration staff workload, network expansion objectives and CSPs' views.

A more frequent process could accommodate demands and unforeseen issues, particularly practical ones that may emerge during the implementation phase, align with logistical aspects of acquiring vehicles, as well as their related timings and COVID-19

impacts, and give the increased flexibility needed to the process. Some issues to consider regarding this approach and process include:

- Council should not limit the number of bays available for each application round (if the service grows quickly that is a good thing).
- Council should identify the key bays to be included in each round of the bay allocation process.
- Council should give incentives, and perhaps some kind of priority during the application process (that does not comprise the applications for areas with high demand) to targeted expansion areas, where car share may not be commercially feasible (yet).
- The potential adoption of e-permits could be a platform to streamline processes to allocate on-street bays.
- Council should retain the siting and location criteria set for on-street sharing bays, adjusted to the expansion strategy chosen and any targets set by Council. The criteria should still consider relevant issues listed below (from the current policy and approach):
 - Potential areas for car share uptake and expansion identified by Council.
 - Car share vehicles need to be easily accessed by users, on or off-street.
 - On-street spaces are essential for a network of car share vehicles to work. They are easier to access and more visible, which helps to promote the system.
 - Station-based/roundtrip vehicles work better, in the sense of being an attractive alternative to private vehicles, when they are allocated close to users, in places where trips tend to start and finish, as they must be returned at the end of the usage.
 - Integration of car share with other modes to increase reliability and awareness of the car share network.

Experimental approach to changes

To ensure the proposed approach and mechanisms presented in sections 7.1 to 7.3 would enable a more strategic, tailored, and demand responsive expansion of the network in the City of Port Phillip, the Council could apply the changes through a series of pilots. Reinforcing that changes to the framework and process to allocate new bays need to evolve to meet overarching community expectations (specifically related to inclusion and service coverage), and will be key to making the trials a success. Permanent initiatives could be developed and implemented after the experimental phase, based on the experience acquired.

7.4 Build awareness, membership and the *Social Licence to Operate*

Building the 'Social Licence to Operate' within Port Phillip is one of the key challenges of the next phase of the car share network growth, because this phase is going to involve installation of more vehicles in contested locations.

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Improve communication with the community, by raising awareness of the purpose of car share, how it works, as well as the general benefits and value it adds (not only to users) among decision-makers, planners, and residents. It is crucial to sharpen the message being provided to the community, ideally with more effective and compelling (typically humorous and/or emotive) language and concepts to help the message cut through. Ideally by running a campaign capable of going viral, that highlights the emotional reasons that car share is a must have part of everyone's life and liveable community.

Car share delivers results for everyone's (residents in general) benefit in the municipality, not just for members, as it impacts on other residents too. For example, when people reduce their car use, parking availability on-street increases, reducing pressures for residents who need to park. A strategic understanding of this message and the emotions involved for residents, can significantly change awareness, understanding, and sentiment within the community. It can enable deeper comprehension of the reasons for having and supporting car share in Port Phillip.

Examples of possible initiatives to improve communication with the community are:

- Encourage and (if possible) develop marketing campaigns to reinforce the positive contribution of car share to the community. These initiatives should promote car share as a favourable alternative to the private car, helping to reinforce its image as a benefit, rather than a competition for parking spaces among residents. They could also stimulate a shift in transport behaviours, particularly in new areas and developments, considering that life milestones represent good opportunities to trigger behaviour change.
- Incentivise the work of advocates and champions in the community, who could help to raise awareness of the system among residents who are not acquainted with car share. This could be achieved through a partnership with another organisation, such as the St Kilda Film Festival, to offer an award and financial prize to the best submission highlighting benefits of car share.
- Implement engagement and education initiatives to raise awareness of car share and its potential positive factors among the community. For example, by showing that car share vehicles can reduce the need for parking by freeing more spaces in a city as a result of adequate implementation. This could help to reduce or prevent complaints from residents.
- Run mobility workshops, in partnership with providers, to demonstrate how to use the system. People who are not aware of car share do not know how it works and sometimes imagine it is more complicated than it actually is. Running demonstrations would be a way to let people try the process of booking and accessing the car, for example, perhaps reducing the psychological barrier and triggering a better understanding of the advantages of car share.
- Give incentives, discounts, or other benefits, in partnership with providers, to enable residents to try car share, especially in areas where the uptake is slower and the Council wishes to increase it (i.e., Elwood, St Kilda East and Middle Park). For example, by granting free or discounted subscriptions to potential members, or by offering cost free short rental periods for residents who use public transport.
- In general, the initiatives could be focused on:
 - Keeping current users.

- Addressing potential members and encouraging them to become car share users.
- Targeting households with two or more cars, stimulating them to reduce the number of private vehicles and use car share when an extra vehicle is needed.

Building Awareness

The City of Port Phillip can play a more significant role in building awareness of the service it manages by continuing existing promotion activities and committing to additional new activities.

Car share services create significant benefits to the local community, and are possibly one of the most under-rated things that Council does for the community. Additional ways of building awareness amongst the community could include:

- More communication about car share services in the Divercity eNews and on the News & Media section of Council's website.
- Additional signage using Council branding near each car share bay such as on the footpath or parking sign pole.
- Promotion and awareness raising at festivals and events.
- Inclusion of car share service options in a welcome pack for all new residents.
- Create a vignette advertisement for display on Council's website, outdoor screens and in the lobby of Council venues.
- Leverage competitions and events to find novel ways of engaging with people and teaching them about the benefits of car share services.

Council should also track the awareness of car share services over time in their annual surveys. This is important because those in the community unaware of car share services, could be the very people who would benefit most (particularly in terms of inclusion or reducing the cost of living).

7.5 Continue engaging and collaborating with service providers while evolving the 'franchise model' to implement the Catchment Based Network approach

The City of Port Phillip has a fruitful relationship with car share providers, communicating frequently with them to get feedback on the measures implemented, and asking for relevant information about their local operations.

The Council should maintain these relationships with service providers (involving them in decision-making processes where appropriate) and continue to understand their operational needs, to ensure initiatives implemented will be feasible and sustainable.

In terms of costs passed on to operators (and borne by residents who use the service) the best practice analysis leads to the following recommendations:

- Maintain the one-off fee that covers cost of physical works for bay installation.
- Maintain the current annual resident parking permit fee (treat the car as if it is a resident's vehicle).

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- Develop an approach to accept or offer payment (as franchise fee) for bays that are in high (or low) demand.

The two existing fees (installation and annual permit) are considered appropriate and align with best practice.

The need to encourage services to be provided in areas that might be considered less financially viable, generates the need to offer a 'franchise' payment for a service provider willing to provide the service to these communities. This will increase inclusion within the Port Phillip community. However, best practice would ensure that this process would be cost-neutral.

Council officers can make the process cost-neutral by either pairing-up car spaces for offer in future allocation rounds in such a manner that provides a high viability space to a service provider only if they also agree to serve a low viability space in a location that fills a coverage gap.

An alternative approach could operate like a tender for the best 10% of spaces (in terms of likely viability). These would attract offers of additional annual payment from the service providers. Any such annual payments would be directed to the Sustainable Transport Reserve and those funds would be used in a second tender seeking service providers to install cars at less viable locations based on an annual payment (from the Sustainable Transport Reserve) for the services.

7.6 Partner with CSPs to investigate the potential of car sharing in specific areas

The City of Port Phillip should partner with CSPs to investigate feasibility of potential car share bay locations in the service coverage gaps identified once the Council has adopted a service coverage goal.

Factors to consider when developing the network include

- Public transport nodes.
- Homes Victoria sites.
- Areas with high population density .
- Areas with high proportions of zero car households.

Council should then develop a network map of preferred long-term car share locations based on the key factors identified above and through any other analysis of the key factors that influence demand for car share services.

7.7 Integrate car share with public transport and other shared transport services

Explore ways to further integrate car share with local transport networks, especially with walking, bike riding, public transport, and shared micro-mobility, leveraging the innovative approach already applied to other modes by the City of Port Phillip. This integration could consider all types of car share operations available in the city (station-based/roundtrip and peer-to-peer), but also previewing a possible uptake of other types, such as free floating. Examples of possible initiatives include:

- The establishment of multimodal mobility hubs, in areas with concentration of public transport modes and with potential to incorporate other shared mobility modes operating in the city, following the examples of Bremen, Ghent, Milan,

Munich, and San Diego. For example, this could be done by improving areas around public transport stations or similar hubs for potential users with car share vehicles.

- These mobility hubs could be implemented around train stations, and connective tram and/or bus stops, including especial parking areas for car sharing, bike sharing, scooter sharing, and bike parking facilities.
- The regional approach proposed in section 7.8, in coordination with different surrounding municipalities, would be crucial for the success of these initiatives.
- Locations to consider for feasibility include the surroundings of: Bay St., in Port Melbourne; Bridge St. and Station St., in Port Melbourne; Victoria Ave and St. Vincent Gardens, in Albert Park; Clarendon St, on both extremes, in South Melbourne and Albert Park; Mills St. and Danks St, in Middle Park; Park St. and Fitzroy St., in St Kilda; along Fitzroy St., The Esplanade, and Carlisle St. in St Kilda, Balaclava Station, as well as along Chapel St. in the intersection with Carlisle St. in St Kilda East; the area between Ripponlea Station and Brighton Rd, in St Kilda East; Glen Huntly Rd and Ormond Rd, in Elwood; and different points along St Kilda Rd, mainly around St Kilda Junction, High St, and Domain Rd.
- The development of a Municipal Shared Transport Services Strategy, including other shared modes operating in the municipality, to plan them as part of the broader transport system and integrate them more strategically with the local initiatives.

7.8 Support a greater Melbourne approach to car share

Encourage developing greater Melbourne approaches to car share with input from inner Melbourne M9 councils and the Municipal Association of Victoria (MAV), similarly to the approaches applied by the “Future Mobility Taskforce”, led by the London Councils, and the Metropolitan Bay Area Carsharing Strategy Plan, in San Francisco. This could be done by acknowledging that the use of urban space (and, in this case, car share vehicles) is not conditioned to the invisible borders of councils, and that the providers operating in the region are the same to facilitate a more successful implementation of car share, with unified and more consistent approaches. Examples of possible initiatives include:

- Partner with M9 Councils to standardise data collection and reporting, and other management approaches.
- Partner with M9 Councils and CSPs to develop regional targets.
- Engage State Government to provide regional approaches to transport integration.
- Pilot a system that could be replicated in other areas of the region, with a similar and consistent approach. For example, by developing a regional Car share Action Plan or Strategy, in a similar way to how IMAP cities have been addressing the recent bicycle infrastructure issues – “vision for a better connected bike path across 5 councils – need a collaborative effort and partnership”- meeting 28/08/2020 (IMAP Inner Melbourne Action Plan, 2020).

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7.9 Consider how kerbside parking Vpermits can improve operations

The implementation of Vpermits provides an opportunity to rethink kerb space allocation, usage, and management, and develop new approaches. The City of Port Phillip should consider best practice ways to allocate and manage parking spaces, acknowledging multimodal behaviours, using a mobility hubs approach.

Digital permits in particular offer a way to streamline the vehicle permitting process for car share service providers. These will make it easier to update vehicle number plate details and switch cars between spaces. This permitting system could also make it much easier to operate a floating bay allocation system whereby a car share vehicle can be parked in any of a number of parking spaces within a designated block of the street.

This proactive approach could bring different benefits in terms of reducing the number of private vehicles and car trips in the municipality. However, it requires changes in the regulatory system to accommodate other types of mobility in more efficient and sustainable ways.

A possible approach could compare or translate the reasonings applied for the recent arrangements set up for parklets to the car share implementation. These arrangements indicate current ways of thinking about and pricing public parking spaces in the municipality for the use of local businesses.

7.10 Retain the qualification requirements for service providers

Continue to allow multiple providers to operate in the municipality and fulfill users demands, provided they meet the requirements established by the Council, enabling the market to evolve naturally.

The City of Port Phillip could study possibilities to facilitate the deployment of different technologies and operational models that may emerge due to the fast changes that occur in the field, and consider their implementation, provided they fulfill the municipality's aims and bring benefits to the community.

Regarding the development of electric mobility as an opportunity to tackle climate change issues, a viable network of EVs (shared and private) depends on a widespread charging infrastructure and on a cultural uptake of the vehicles. Globally, every car share service provider has suffered from reduced use of electric vehicles due to a range of awareness issues including 'range anxiety'. Coupled with the higher cost of leasing and operation, as well as service reliability (when a user forgets to plug in the vehicle), the risks for service providers are significant.

Council should not impose special requirements on service providers that are not imposed on residents. This is the only way to ensure inclusion of residents who do not own a car and are reducing their impact on parking and traffic congestion for the benefit of those residents that do own a car.

Moreover, the components of the new regulatory framework for car share related to electric vehicles should be tailored to the local conditions, with flexibility to accommodate changes, and should consider inputs from car share providers. Criteria could be based on and aligned with:

- The municipality's objectives for car share.
- The real conditions of local CSPs.

- The ability of a CSP to provide satisfactory services in terms of administrative, commercial, and operational issues, avoiding the transfer of eventual additional costs from operational requirements to users

7.11 Develop a more efficient data sharing system

Develop a more efficient and simplified data sharing scheme, that would also work as a monitoring and performance evaluation system. This would allow an accurate and representative understanding of car share demand and profile in the municipality, as well as ideally make analyses easier for the parts involved, especially the Council.

For example, this system could work as an analytical dashboard (with numbers, automatic interpretations, and graphs), fed with the most accurate and real-time information possible, including data from all CSPs. Service providers could add information straight to the system or keep sharing relevant information in the periodic reports (fixed or upon request) and in results from surveys with members. This system could help to measure the local impacts of car share and verify if the goals are being achieved, particularly considering issues such as reduced car use, congestion, and emissions, reduced need for parking spaces, increased active mobility and public transport use, as well as improved health conditions due to more active lifestyles.

These benefits are abstract, and it may be difficult to use them to advocate for car share if they are not measured regularly and carefully so that they become more concrete measures. This monitoring and evaluation system could also help to make these results more concrete, contributing to demonstrate the value of car share in the municipality. The existing fruitful relationship with providers would help to maintain and improve the effectiveness of this information system.

Although the City of Port Phillip already engages with the community, further understanding of the actual demand for car share in the municipality (by complementing data shared by operators with Inputs from residents and businesses) could also be part of this system. For example, this could be done by undertaking additional engagement with the community to collect inputs on a range of topics, including residents' awareness of the network, willingness to try the service, and views on acceptable walking distance to vehicles, through surveys or other consultation processes. Council could also ask for suggested locations for future car share bays, then match these with information from complaints and requests for car share bays.

This system could be consulted by decision makers on a regular basis, to inform analyses and decisions related to the development of initiatives for car share. A future Benefit Cost Assessment could utilise and complement this data system, helping to better understand the value of car share in the municipality. Information generated by this system could also be used to inform the community of the conditions and impacts of car share. The system could also include information from other shared mobility modes to enable a better understanding of their complementary nature in the transport system.

7.12 Engage with planners and CSPs to establish viable car share in developments

Keep encouraging the provision of car share in new developments, with the requirements already set for a more effective use of these vehicles, particularly in areas with potential for car share identified by the city; and promoting the regulatory changes needed to facilitate that. For example, by incentivising early car share usage in these areas through Green Travel Plans. Moreover, some ideas for early adoption include developers

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advertising that there will be car share vehicles on site, and car share bays being designated prior to being viable.

This idea could be implemented as a trial, setting up the bays before occupation, with signs indicating that a car share would be installed there later, and then add the vehicles when the building already has a level of occupation that would make car share operation commercially feasible. Permit conditions could also ensure that building developers and body corporates pay to enrol all residents in car share services and promote car share as part of their Sustainable Travel Plans.

In terms of adapting to the future development of electric mobility, the new regulatory framework could require wired bays for car share in new developments, leaving the infrastructure ready for an eventual installation of electric car share systems in future.

7.13 Use car share to complement the Council's fleet

The City of Port Phillip could use car share to complement or replace the corporate fleet vehicles. This is an efficient way to reduce operational cost and make Council resources (the standard fleet vehicles) available to members of the public for use outside business hours. This operational change has been made by the City of Adelaide and La Trobe University, and both organisations have saved significant operational expenditure while improving access to vehicles for their workforce (because every car share vehicle becomes a potential Council vehicle) and wider community.

Shared vehicles could be used for work related trips during business hours (blocking some vehicles for exclusive use of council staff) and remain available for bookings from general members during other periods, such as evenings and weekends. The Council could also use zero emissions vehicles as part of this service. The savings generated from this initiative could also contribute to a cost neutral car share management system.

Cities that implemented this option have seen significant reduction in costs related to their fleet management and experienced a more efficient use of vehicles, as they tend not to remain idle in between staff working hours. Additionally, by implementing this practice, local governments tend to learn how to calculate the benefits of car share for their business communities, by transferring concepts and lessons related to the benefits they achieve by using car share. The impact can be transformational with a significant increase in business productivity.

7.14 Summary of recommended policy changes

Policy improvement suggestions include:

- Adopt a Catchment Based Network approach to growing the car share network, to establish a flexible and agile (but simple) regulatory framework, capable of meeting community demand for car share services.
- Focus on coverage and inclusion to ensure the car share network is providing reliable services for the whole Port Phillip community, improving reliability in high-demand areas and filling coverage gaps in the existing network.
- Adopt a goal that 95% of households and businesses are served by car share within 250m of their property.
- Adopt a goal that 60% of households and businesses are served by car share within 150m of their property.

- Retain the membership goal of achieving 10% of the resident population as car share members, which currently would be approximately 13,362 people by 2026².
- Investigate the key factors that influence car share network expansion and use of the service.
- Develop a full network plan with future car share station locations across the whole municipality and use that plan as the basis for prioritising the future release of spaces.
- Study possibilities to ensure vehicle availability in each car share pod, according to the profile of each area (considering demographics, density, urban form, and transport provision).
- Consider the feasibility of allocating car share bays more than twice a year.
- Apply an experimental approach to the changes, with pilots.
- Build awareness, membership, and the *Social Licence to Operate*, by playing a more significant role in promoting car sharing and communicating the benefits and value it adds (not only to users), with a sharp, effective, and compelling message.
- Continue engaging and collaborating with service providers and continue to understand their operational needs, to ensure initiatives implemented will be feasible and sustainable.
- Partner with CSPs to investigate feasibility of potential car share bay locations in the service coverage gaps identified once the Council has adopted a service coverage goal.
- Establish multimodal mobility hubs, in areas with concentration of public transport modes and with potential to incorporate other shared mobility modes operating in the city.
- Encourage developing greater Melbourne approaches to car share in partnership with inner Melbourne M9 councils, the Municipal Association of Victoria (MAV), and CSPs, to standardise data collection and reporting, as well as other management approaches.
- Continue to allow multiple providers to operate in the municipality and fulfill users demands, provided they meet the requirements established by the Council, enabling the market to evolve naturally.
- Facilitate the deployment of different technologies and operational models that may emerge in future, and consider their implementation, provided they fulfill the municipality's aims and bring benefits to the community.
- Establish components related to electric vehicles in the new regulatory framework for car share tailored to the local conditions, with flexibility to accommodate changes, and considering inputs from car share providers.
- Engage with planners and CSPs to establish viable car share services in developments, particularly in areas with potential for car share identified by the city; and promoting the regulatory changes needed to facilitate that. For example:

² Based on ForecastID population forecast of 133,619 residents in 2026

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- Ensure building design locates car share vehicles in the optimal location and enables public access to car share vehicles while restricting public access to the rest of the building.
- Set permit conditions to ensure that building developers and body corporates pay to enrol all residents in car share services and promote car share as part of their Sustainable Travel Plans.
- Require wired bays for car share in new developments in the new regulatory framework, leaving the infrastructure ready for an eventual installation of electric car share systems in future.

7.15 Summary of operational improvement suggestions

Operational improvement suggestions include:

- To encourage CSPs to install vehicles in locations that fill coverage gaps in the network and increase inclusion within the Port Phillip community, including:
 - Ask CSPs for ways to encourage them.
 - Allow floating vehicles for a 6 or 12-month trial period (to be defined in collaboration with CSPs).
 - Pair up car spaces in highly valued areas with spaces in areas that have no service, to enable high use of one location to offset the risk of low use at the other location.
 - Survey neighbourhoods and seek local support for service expansion.
- Review and make necessary improvements to the process for reporting illegal parking in dedicated car share bays and finding an alternative location to park a vehicle.
- Investigate having flip signs to allow temporary relocation of car share vehicles due to events or road roadworks in car parking space.
- Develop marketing campaigns to reinforce the positive contribution of car share to the community.
- Encourage advocates and champions in the community, to share their stories about car share services among residents who are not acquainted with car share.
- Implement engagement and education initiatives to raise awareness of car share and its potential positive factors among the community.
- In partnership with providers, find new and novel ways to demonstrate how to use the car share service.
- Provide incentives, discounts, or other benefits, in partnership with providers, that encourage residents to try car share services.
- Add more communication about car share services in the Divercity eNews and on the News & Media section of Council's website.
- Add signage using Council branding near each car share bay such as on the footpath or parking sign pole.
- Promote and raise awareness of car sharing at festivals and events.

- Include car share service options in a welcome pack for all new residents.
- Create a vignette advertisement for display on Council's website, outdoor screens and in the lobby of Council venues.
- Leverage competitions and events to find novel ways of engaging with people and teaching them about the benefits of car share services.
- Track the awareness of car share services over time in their annual surveys.
- Maintain the one-off fee that covers cost of physical works for bay installation.
- Maintain the current annual resident parking permit fee (treat the car as equal to a resident's vehicle).
- Develop an approach to accept or offer payment (as franchise fee) for bays that are in high (or low) demand.
- Consider how kerbside parking Vpermits can improve operations, by exploring best practice ways to allocate and manage parking spaces, acknowledging multimodal behaviours and using a mobility hubs approach.
- Develop a more efficient and simplified data sharing scheme (as an analytical dashboard), that would also work as a monitoring and performance evaluation system, fed with the most accurate and real-time information possible, including data from all CSPs.
- Undertake additional engagement with the community to collect inputs on a range of topics, including residents' awareness of the network, willingness to try the service, and views on acceptable walking distance to vehicles, through surveys or other consultation processes.
- Ask the community for suggested locations for future car share bays, then match these with information from complaints and requests for car share bays.
- Include information from other shared mobility modes in the informational system to enable a better understanding of their complementary nature in the transport system.
- Implement strategies for early adoption of car sharing in new developments:
 - Developers to advertise that there will be car share vehicles on site, and car share bays being designated prior to being viable.
 - Set up car share bays before occupation in new developments, with signs indicating that a car share would be installed there later, and then add the vehicles when the building already has a level of occupation that would make car share operation commercially feasible.
- Use car share to complement or replace the corporate fleet vehicles.
- Review and make necessary improvements to the process for reporting illegal parking in dedicated car share bays and finding an alternative location to park a vehicle.
- Investigate having flip signs to allow temporary relocation of car share vehicles due to events or road roadworks in car parking space.

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8 Conclusions and Next Steps

The City of Port Phillip can use the insights and suggestions provided in this report to implement an approach that will enable further expansion of the car share network and impact positively in the public acceptance of the service, maximising the community benefits of car share.

Critical next steps to strengthen the robustness of implementation approaches include:

- Investigate the key factors that influence car share network expansion and use of the service.
- Adopt coverage targets for residents and businesses.
- Develop a network map of preferred long-term car share locations based on Homes Victoria sites, public transport nodes and the key factors identified.
- Determine a feasible frequency to perform the car space allocation process.
- Identify the priority bays to be included in each round of the bay allocation process.

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10.2 **ST KILDA TRIANGLE - NEXT STEPS**

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PREPARED BY: **FIONA VAN DER HOEVEN, HEAD OF CITY STRATEGY**

CRAIG MCLEAN, HEAD OF CITY DESIGN

JOANNE MCNEILL, EXECUTIVE MANAGER PROPERTY AND ASSETS

1. PURPOSE

- 1.1 To report back to Council, as requested by Council on 18 August 2021, on a proposed approach to undertake planning and initial market sounding for the St Kilda Triangle for decision.

2. EXECUTIVE SUMMARY

2.1 Council, on the 18 August 2021, requested Officers:

- Provide a report to Council on the costs, high level approach, staging and broad timeframes required to undertake planning and initial market sounding for the key commercial elements of the site as described in the 2016 St Kilda Triangle Masterplan, including carparking, a cultural institution that could include such things as a gallery, live music venue or performance space, and other elements of the masterplan, to test the level of interest in the market and inform the design of a future procurement process and a project delivery approach.
- Begin discussions with State Government about support to deliver the St Kilda Triangle Masterplan, including the development of a business case for investment in the St Kilda Triangle.

2.2 A new cultural facility is at the heart of the 2016 St Kilda Triangle Masterplan. At the time, the Victorian State Government was looking for a new home for the NGV Contemporary and the Triangle was proposed as one of the options. Unfortunately, the Triangle was not selected as the preferred option for the NGV and an alternative cultural facility has not been found to anchor a project. This presents a key challenge for implementation of the 2016 Masterplan.

2.3 As requested by Council in 2021, Officers have developed an approach that Council could consider to undertaking planning and initial market sounding for key commercial elements of the site. The approach, as outlined in this report, proposes testing the feasibility of a project anchored by a new performance/live music venue for Council consideration.

2.4 A performance/live music venue led project represents a significant departure from the Masterplan. It is likely that the requirements for a contemporary performance/live music venue at a scale that meets market demand and is commercially viable, would require a different built form envelope and operational space than what is currently allocated for a cultural institution in the Masterplan.

2.5 In this approach a feasibility study would investigate how a new performance/live music venue could be delivered within the spirit and intent of the masterplan, considering the specific requirements of a contemporary performance/live music venue, with a report back to Council for further direction.



- 2.6 The feasibility proposed through this report, would include technical investigations into ground conditions. Underground or decked parking structures are complex and expensive to build and maintain. How expensive depends on the ground conditions. Contamination, poor soils and a high-water table are expected on this site. While Council has previously done some initial investigations into soil conditions, more detailed investigations are required to enable accurate costing of underground/decked structures and foundations.
- 2.7 The work to deliver the feasibility investigations is estimated to take approximately six to nine months. The estimated cost of this work is \$430,000.
- 2.8 In addition to the \$430,000, additional resource, equivalent to 1 full time officer, would be required for the duration of the project, estimated at \$128,000. This would support the internal urban design, property/commercial and planning expertise required for the project.
- 2.9 In addition to these direct project costs, project management would be undertaken through reallocation of an existing resource. Officer time will also be required across the organisation to support the property, commercial and planning work required. Given that this work is not currently in the 2022/23 budget or organisational work plan, the project may impact delivery of existing Council priorities or require some reprioritisation.
- 2.10 The budget estimate assumes that sufficient existing internal resources can be redirected from other work. If this is not the case, then this cost may increase due to the need for heavier reliance on consultants/contractors.
- 2.11 The feasibility investigations would consider concepts, indicative costs, operating models and level of market interest. Pending the outcomes of the feasibility assessment, the project plan, budget and timelines would be further developed for consideration by Council.
- 2.12 Initial discussions have begun between the CEO and officers from Department of Environment, Land, Water and Planning (DELWP) and a meeting is scheduled with the local member of parliament to test availability of funding to support the project.
- 2.13 By early/mid 2023 officers would report to Council on the outcomes of the feasibility investigations and options for: concept development; community engagement; planning pathways; project plan and timeline towards delivery.
- 2.14 Councillors will then be able to decide whether or not to progress any options, and the pathway forward, including engagement with the community.

3. RECOMMENDATION

That Council:

- 3.1 Notes that Officers, as requested by Council on the 18 August 2021 have prepared a report to Council on the costs, high level approach and broad timeframes required to undertake planning and initial market sounding for the St Kilda Triangle site.
- 3.2 Notes that initial discussions have begun with State Government about support to deliver the St Kilda Triangle Masterplan, including the development of a business case for investment in the St Kilda Triangle.
- 3.3 Notes that the cost of the proposed feasibility work for the St Kilda Triangle is estimated at \$558,000, which does not include the internal resources required to support the

project.

- 3.4 Notes that the St Kilda Triangle feasibility assessment is not currently funded in the 2022/23 Council budget or organisational workplan and may require redirection of resources away from existing work. This may impact delivery of existing Council priorities or require reprioritisation of effort, which will be flagged with Council through the quarterly review process.
- 3.5 Notes that there are two options for Council. These are:
 - 3.5.1 Option 1 - Proceed with the feasibility work for the St Kilda Triangle, with the allocation of project budget to be considered by Council through the quarterly budget review process. The Mayor to write to the Victorian Government to advise them of Council's decision and to seek a funding commitment to this project.
 - 3.5.2 Option 2 - Defer this work to a future time.
- 3.6 Endorses *{insert selected Option}*
- 3.7 Authorises the CEO (or delegate) to deliver the endorsed option.

4. KEY POINTS/ISSUES

The site

- 4.1 The St Kilda Triangle is a unique development opportunity as one of Melbourne's last bayside renewal sites. This part of Melbourne has always embraced cultural innovation, pushed social boundaries, and is a key part of the city's cultural footprint. (St Kilda Triangle Masterplan 2016).
- 4.2 The St Kilda Triangle has a rich history of buildings and entertainment venues including Palais de Dance, Palais Pictures, The Palace Entertainment Complex, the Palais Theatre, the Stardust Lounge and a casino (Figure 1).



Figure 1: Evolution of the site

- 4.3 Conditions today are historically unusual with only the one building, and most of the site used for car parking. Figure 2 shows the footprints of venues on the site at snapshots in time.



Figure 2: venue footprint study (purple = building; dark grey = car park)

- 4.4 The site (as defined in the St Kilda Triangle Masterplan 2016) is approximately 21,700m² and includes: the car park; Lower esplanade; the Slopes; approximately 418 car parking spaces (337 in the car park and 81 on the Lower Esplanade). It excludes the Palais Theatre lease area.

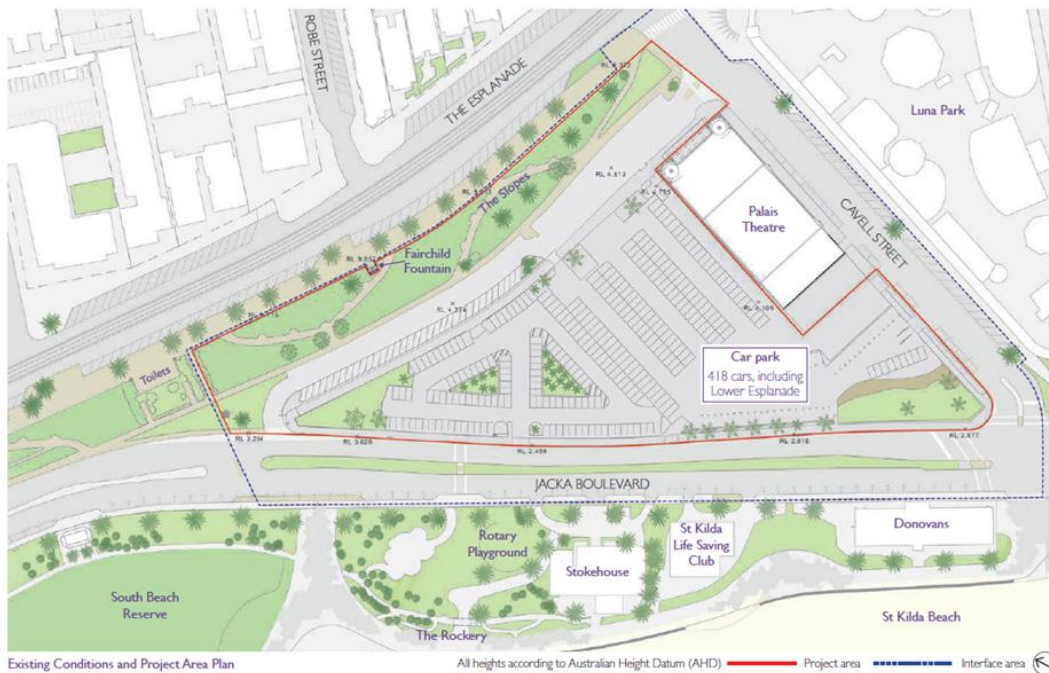


Figure 3: Site area in red

Urban context analysis
City of Port Phillip - St Kilda Triangle Masterplan



Masterplan

- 4.5 The St Kilda Triangle Masterplan 2016 <https://www.portphillip.vic.gov.au/about-the-council/projects-and-works/st-kilda-triangle> outlined Council and the community's agreed future aspiration for the development of the Triangle site.
- 4.6 It established a vision for the Triangle site and a framework that set out where built form should be located on the site, the massing and size of that form, character of the public realm and connections to the broader precinct.
- 4.7 The Masterplan vision provided for:
 - 4.7.1 19,835m² of landscaped public open space, including the Palais Forecourt, The Lawn, The Terrace, The Slopes, Garden Slopes and a plaza facing Jacka Boulevard
 - 4.7.2 Up to 21,310m² of built form located under The Lawn and around the Palais Theatre, comprising of uses such as:
 - cultural facility/s (14,085m²)
 - hotel (visitor accommodation) (4,650m²)
 - other uses that support the activation of the site and the operation of the Palais Theatre consistent with the St Kilda Triangle Cultural Charter (2,575m²).
 - 4.7.3 Underground car park and service areas, including: 350 parking spaces, loading bay, service area and back-of-house for the cultural facility and hotel (visitor accommodation).



Feasibility Testing

- 4.8 As requested by Council, Officers have developed an approach to undertaking planning and initial market sounding for key commercial elements of the site. The approach proposes testing the feasibility of a project anchored by a new performance/live music venue for Council consideration.
- 4.9 A performance/live music venue led project represents a significant departure from the Masterplan. It is likely that the requirements for a contemporary performance/live music venue at a scale that meets market demand and is commercially viable, would require a different built form envelope and operational space than what is currently allocated for a cultural institution in the Masterplan.
- 4.10 In this approach a feasibility study would investigate how a new performance/live music venue could be delivered within the spirit and intent of the masterplan, considering the specific requirements of a contemporary performance/live music venue, with a report back to Council for further direction.
- 4.11 The feasibility proposed through this report would include technical investigations into ground conditions. Underground or decked parking structures are complex and expensive to build and maintain. How expensive depends on the ground conditions. Contamination, poor soils and a high-water table are expected on this site. While Council has previously done some initial investigations into soil conditions, more detailed investigations are required to enable accurate costing of underground/decked structures and foundations.



- 4.12 Feasibility investigations would also inform the development of a delivery strategy, including procurement approach and would provide greater certainty to Council and the market about viability and deliverability of whatever is approved for the site.
- 4.13 This feasibility investigations would include:
- 4.13.1 Investigation of the demand for and requirements of a live music/performance venue that could support the activation of the site and complement the operation of the Palais Theatre.
- 4.13.2 Retain key considerations for new buildings as per The Masterplan
- Views to the bay from the Esplanade
 - Views towards Luna Park and the Palais Theatre
 - Retain the prominence of the Palais Theatre
 - Minimise overshadowing of foreshore
 - Locate built form away from The Slopes.
- 4.13.3 Create new/enhance public space.
- 4.13.4 Seek to improve connections through the site and across Jacka Boulevard to the beach.
- 4.13.5 Minimise parking loss.
- 4.14 Construction of a performance/live music venue on the site would reduce the existing amount of at grade parking. To mitigate the loss of parking, the feasibility of parking under the live music venue, or under open space would be considered through this proposed feasibility approach. The investigations into parking would also consider:
- 4.14.1 The Palais' parking requirements
- 4.14.2 Servicing and loading requirements
- 4.14.3 Parking requirements for the two venues
- 4.15 The feasibility investigations would involve the following:
- 4.15.1 Spatial feasibility:
- Test options for how a venue, parking, connections and open space can be arranged on the site
 - Understand size and requirements for a contemporary performance venue.
 - Test carparking configurations and access requirements
 - Quantity surveying and financial modelling of options
- 4.15.2 Market feasibility:
- Understand performance venue operating models and requirements
 - Investigate market gaps and market interest
 - Explore delivery models
 - Establish probity arrangements.



4.15.3 Environmental technical feasibility into ground conditions

- Detailed investigations into contamination, ground conditions and water table.
- Include a contamination management strategy to comply with new legislative and regulatory requirements
- Land survey.

4.16 Should the feasibility study result in viable options which Council decides to progress, it will be important to consider the approach to engaging the community and key stakeholders through the subsequent option refinement, planning and delivery stages.

4.17 The work to deliver the feasibility investigations is estimated to take approximately six to nine months. The estimated cost of this work is \$430,000.

4.18 In addition to the \$430,000, additional resource, equivalent to 1 full time officer, would be required for the duration of the project, estimated at \$128,000. This would support the internal urban design, property/commercial and planning expertise required for the project.

4.19 In addition to these direct project costs, project management would be undertaken through reallocation of an existing resource. Officer time will also be required across the organisation to support the property, commercial and planning work required this work. Given that this work is not currently funded in the 2022/23 budget or organisational work plan, the project may impact delivery of existing Council priorities or require some reprioritisation.

4.20 The budget estimate assumes that sufficient existing internal resources can be redirected from other work. If this is not the case, then this cost may increase due to the need for heavier reliance on consultants/contractors.

4.21 The feasibility investigations would consider concepts, indicative costs, operating models and level of market interest. Pending the outcomes of the feasibility assessment, the project plan, budget and timelines would be further developed.

5. CONSULTATION AND STAKEHOLDERS

5.1 Extensive community and stakeholder engagement informed the development of the St Kilda Triangle Masterplan 2016. As such there is likely to be significant interest and scrutiny of the project by the community, government, stakeholders and the market. Community engagement will be undertaken in this stage via an online survey on Council's Have Your Say page to inform the feasibility assessment.

6. LEGAL AND RISK IMPLICATIONS

6.1 Procuring appropriate legal and probity advice and input to the procurement and planning process will be key to the success of the project.

6.2 Partnering as appropriate with State Government bodies throughout each stage of the project will be important to ensure suitable legislative processes are undertaken and risks related to State Government requirements are managed.

7. FINANCIAL IMPACT

7.1 The work to deliver the feasibility investigations is estimated to cost \$558,000 including additional resourcing equivalent to one additional full-time resource. This does not factor in the cost of existing officer time, including project management, property, urban



design, planning and commercial expertise, that would need to be utilised to support the project.

- 7.2 Implementation of the remainder of the project, subject to the outcomes of the feasibility investigations, would then need to be confirmed in conjunction with the delivery strategy.

8. ENVIRONMENTAL IMPACT

- 8.1 Environmental considerations will be incorporated into the planning for the site.

9. COMMUNITY IMPACT

- 9.1 Redevelopment of the St Kilda Triangle would unlock economic and community benefits, including access to improved amenity and activation of the site.

10. ALIGNMENT TO COUNCIL PLAN AND COUNCIL POLICY

- 10.1 The St Kilda Triangle project aligns to all five strategic directions in the Council Plan:

- **Inclusive Port Phillip** – A City that is a place for all members of our community where people feel supported and comfortable being themselves and expressing their identities.
- **Liveable Port Phillip** – A City that is a great place to live, where our community has access to high quality public spaces, development and growth are well-managed, and it is safer and easy to connect and travel within.
- **Sustainable Port Phillip** – A City that has a sustainable future, where our environmentally aware and active community benefits from living in a bayside city that is greener, cooler, cleaner and climate resilient.
- **Well-Governed Port Phillip** – A city that is leading local government authority, where our community and our organisation are in a better place as a result of our collective efforts.

11. IMPLEMENTATION STRATEGY

11.1 TIMELINE

- 11.1.1 The outcomes of the feasibility investigations will be reported to Council by mid-2023.
- 11.1.2 Should Council decide to progress beyond this feasibility stage, subsequent stages would include options refinement, engagement, design guidelines, planning and procurement. These stages would take between 2 and 5 years.

11.2 COMMUNICATION

- 11.2.1 The Council website will be updated with Council's decision, approach and next steps.
- 11.2.2 Should Council decide to proceed with feasibility work for the St Kilda Triangle, early engagement will be undertaken as part of this stage of the project.
- 11.2.3 The Triangle project database of interested community members, key stakeholders and other interested parties will be used to provide updates at key points of the project.

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11.2.4 Initial discussions have begun between the CEO and Officers at the Department of Environment, Land, Water and Planning (DELWP) and a meeting is scheduled with the local member to test availability of funding to support project implementation.

12. OFFICER DIRECT OR INDIRECT INTEREST

12.1 No officers involved in the preparation of this report have any material or general interest in the matter.

ATTACHMENTS Nil



10.3 **SOUTH MELBOURNE STRUCTURE PLAN**

EXECUTIVE MEMBER: **KYLIE BENNETTS, GENERAL MANAGER, CITY GROWTH AND DEVELOPMENT**

PREPARED BY: **JEREMY ADDISON, PRINCIPAL STRATEGIC PLANNER**
MATTHEW BUDAHAZY, SENIOR STRATEGIC PLANNER
FIONA VAN DER HOEVEN, HEAD OF CITY STRATEGY

1. PURPOSE

1.1 To seek Council endorsement of the Discussion Paper for the South Melbourne Structure Plan for public engagement.

2. EXECUTIVE SUMMARY

- 2.1 The South Melbourne Structure Plan will be an integrated planning framework to guide change in South Melbourne over a 20-year period. It will address critical matters such as employment and economic recovery, built form, housing, public realm improvements and accessibility and movement. It will respond to challenges such as climate change and the COVID-19 pandemic.
- 2.2 Preparation of the South Melbourne Structure Plan is a key project for this Council. It will contribute to achieving all strategic directions of the *Council Plan 2021-31*.
- 2.3 Phase 1 community engagement was undertaken in March-April 2021. It involved introducing the project to the community and improving our understanding of community perceptions and priorities for South Melbourne.
- 2.4 Council officers have prepared a South Melbourne Structure Plan Discussion Paper (Discussion Paper) for the next round of stakeholder and community engagement proposed for August-September this year (Phase 2 community engagement).
- 2.5 Phase 2 community engagement is proposed to occur for 4 weeks and will focus on seeking community feedback on the vision, key directions and series of ideas in the Discussion Paper. It will build on the engagement undertaken in Phase 1 and inform the preparation of the Structure Plan.
- 2.6 Key objectives for the Phase 2 engagement are to:
- Outline what we heard during the Phase 1 engagement;
 - Present key issues for consideration during the structure planning process;
 - Create opportunities for stakeholders to share their thoughts and aspirations for the study area within the context of the issues identified in the Discussion Paper;
 - Test different ideas that respond to the findings from Phase 1;
 - Introduce the local community, landowners and other stakeholders to the project and inform them about why the project is being undertaken, if they were not already familiar with the project; and
 - Maintain interest in the project following Phase 1.



3. RECOMMENDATION

That Council:

- 3.1 Notes the report on the South Melbourne Structure Plan Discussion Paper;
- 3.2 Endorses the South Melbourne Structure Plan Discussion Paper at **Attachment 2** for the purposes of community consultation on the South Melbourne Structure Plan;
- 3.3 Endorses the technical reports at **Attachments 3-6** as supporting documents to the South Melbourne Structure Plan Discussion Paper for the purposes of community consultation; and
- 3.4 Authorises the Chief Executive Officer (or delegate) to finalise and make minor changes that do not materially alter the South Melbourne Structure Plan Discussion Paper at **Attachment 2** for the purposes of enabling community consultation.

4. KEY POINTS/ISSUES

South Melbourne Structure Plan

- 4.1 The South Melbourne Structure Plan will guide change in South Melbourne over a 20-year period. It will address matters such as:
 - 4.1.1 The location of new housing and employment.
 - 4.1.2 How new buildings should be designed.
 - 4.1.3 Generating job opportunities and economic recovery.
 - 4.1.4 How people of all ages and backgrounds are included in the community.
 - 4.1.5 How people move around and stay connected.
 - 4.1.6 Enhancing streets and parks.
 - 4.1.7 Protecting heritage and character.
 - 4.1.8 Enhancing sustainability; and
 - 4.1.9 Social and physical infrastructure improvements.
- 4.2 The study area for the project is at **Attachment 1**.
- 4.3 The South Melbourne Structure Plan will replace the current *South Melbourne Central Structure Plan & Implementation Strategy* and associated Urban Design Framework that were completed in August 2007. A new structure plan is needed to deliver improved development outcomes and to reflect current and emerging community values, demographic and economic change, landowner aspirations, challenges such as climate change and the COVID-19 pandemic, and current State Government policies.
- 4.4 This project will implement State planning policy at a local scale. In particular, it aligns to *Plan Melbourne 2017-2050: Metropolitan Planning Strategy* and its desire to provide access to jobs closer to where people live, plan for adequate commercial land, and create walkable, healthy and cohesive neighbourhoods with a vibrant local economy. The study area includes a State-designated 'major activity centre' and 'regionally significantly industrial land'. There are State policy directions to be addressed for these areas.



- 4.5 The structure plan needs to be prepared in accordance with the State Government requirements. Importantly, it will need to be comprehensive and have rigour to provide adequate strategic justification for any proposed changes to the planning scheme requirements.
- 4.6 Preparation of the South Melbourne Structure Plan is being supported by a range of technical investigations, such as land use, built form, public realm, demographics, economics, transport and movement, heritage and community infrastructure. **Attachments 3 – 6** are technical documents which informed the Discussion Paper. It will also align with other projects being undertaken by Council, including the municipal-wide Housing Strategy.
- 4.7 The finalised South Melbourne Structure Plan will be implemented over a 20-year period through multiple avenues. It is primarily a planning strategy so will need to be included in the Port Phillip Planning Scheme. Planning controls will direct how future development in the area is to be undertaken, including land uses and built form. The planning scheme amendment process generally takes up to 2 years and will need to be approved by the Minister for Planning.
- 4.8 The Structure Plan will also have non-statutory implementation actions, including capital works (for example, streetscape and public open space improvements), Council programs (for example, place activation and community services) and advocacy (for example, State government responsibilities).

South Melbourne Structure Plan Discussion Paper (Discussion Paper)

- 4.9 The Discussion Paper (**Attachment 2**) provides an overview of the project, what we understand about South Melbourne, including: what we've heard from the community and stakeholders; how the area has evolved; its key features; who lives and works in the area; and how it currently performs as a walkable neighbourhood.
- 4.10 It includes a vision for South Melbourne, which 'sets the scene' for what Council wants the area to be like by the end of the 20-year Structure Plan (e.g. by 2042). The proposed vision for South Melbourne is:

Recognised as a traditional gathering place for First Nations, South Melbourne continues to be one of Melbourne's great social hubs and dynamic economies. People from all backgrounds are welcome to live, work and visit this vibrant, liveable and diverse community.

The network of walkable, green streets and comfortable public spaces, combined with valued heritage places and attractive buildings, provide a variety of memorable destinations, productive businesses, creative industries and local services.

South Melbourne is a unique blend of the past and present – and is always looking to the future.

- 4.11 The Discussion Paper proposes three key directions to inform how the structure plan will help deliver the vision for South Melbourne. The proposed key directions are:
- *Quality Places;*
 - *Quality Buildings; and*
 - *Quality Experiences.*
- 4.12 It also sets out ideas or potential initiatives the structure plan could investigate to deliver the above key directions, respond to identified issues and capitalise on



identified opportunities. Each idea is linked to one of the key directions. This approach is aimed to test possible outcomes early in the process. The ideas require various levers to effect change (e.g., planning policy, capital works, programs or advocacy to State Government).

4.13 The suite of proposed ideas has been derived from:

- 4.13.1 Relevant actions in the *Council Plan 2021-31* and other Council strategies.
- 4.13.2 State Government planning policy, including Plan Melbourne 2017-2050: Metropolitan Planning Strategy.
- 4.13.3 Comments received from the community during Phase 1 engagement undertaken in March / April 2021.
- 4.13.4 Issues, opportunities and key themes that have been identified for this project (as presented at the Council Briefing on 10 November 2021).
- 4.13.5 Technical investigations, including early stages of the Urban Design Framework, the South Melbourne Economic, Employment and Land Use Study and the Movement and Transport Study; and
- 4.13.6 Current and emerging demographic and economic change, landowner aspirations and emerging challenges.

4.14 The proposed ideas are:

- 4.14.1 Options for providing new parks.
- 4.14.2 Maximise tree canopy cover.
- 4.14.3 Protect and enhance employment areas.
- 4.14.4 Embracing creative industries
- 4.14.5 Expanded South Melbourne Market economy
- 4.14.6 More efficient road spaces
- 4.14.7 Streets for people
- 4.14.8 Emerald Hill cultural gathering space
- 4.14.9 Integrated public housing estates
- 4.14.10 Protecting character
- 4.14.11 Approach to new buildings
- 4.14.12 Flood-responsive development:
- 4.14.13 Sunlight to public spaces
- 4.14.14 More accessible tram stops
- 4.14.15 Connections beyond the boundary
- 4.14.16 Improving pedestrian amenity and accessibility along Kings Way.

5. CONSULTATION AND STAKEHOLDERS

- 5.1 Preparation of the South Melbourne Structure Plan will include multiple points of engagement with the community, as well as key stakeholders such as residents, traders and business owners, community groups, government agencies, and property owners.
- 5.2 There are three community engagement phases within the project:



Phase	Purpose	Timing
Phase 1	Introduce the project and explain structure planning Understand community perceptions and priorities for South Melbourne	Completed
Phase 2	Comment on the Discussion Paper	August-September 2022
Phase 3	Comment on the draft Structure Plan	2 nd half 2023

5.3 Outside these phases, informal consultation continues with internal and external stakeholders and community members.

Phase 1 Community Engagement

5.4 Phase 1 community engagement was undertaken in March-April 2021. Objectives for this initial engagement were to:

- 5.4.1 Introduce the local community, landowners, businesses, and other stakeholders to the project.
- 5.4.2 Inform stakeholders about why the project is being undertaken.
- 5.4.3 Generate interest in the project amongst stakeholders.
- 5.4.4 Create community engagement opportunities for stakeholders to share their thoughts and aspirations for the study area; and
- 5.4.5 Understand stakeholders' perceptions, priorities and ideas for the future of South Melbourne.

5.5 The engagement program consisted of four community conversation pop-up events at key locations in South Melbourne, two sessions with local public housing residents, and seven targeted stakeholder workshops with Council-facilitated advisory committees/groups and local cultural groups. There was also an online survey on Council's *Have Your Say* platform. Hardcopy surveys were available as needed.

5.6 During this program, Council officers engaged with around 550 people. The pop-up sessions and targeted stakeholder meetings resulted in 1,709 individual comments being received, and a total of 241 surveys completed. Social media advertising reached 120,000 people.

5.7 Key elements that people **valued most** about South Melbourne were:

- 5.7.1 Closeness to Melbourne's CBD and the beach.
- 5.7.2 Easy access to green and open spaces.
- 5.7.3 Sense of community, which is diverse and friendly; and
- 5.7.4 South Melbourne Market.

5.8 When asked what they wanted to **hold onto** into the future, people described their love of:

- 5.8.1 The character of South Melbourne, particularly heritage façades, architecture and low-rise streetscapes.



- 5.8.2 Shopping strips with their array of distinctive retail, hospitality and entertainment options.
- 5.8.3 Green areas; and
- 5.8.4 South Melbourne Market.
- 5.9 When asked about what they wanted to **change** about South Melbourne, people nominated:
 - 5.9.1 Transport and movement, particularly easier parking, lower levels of traffic and congestion, and improving cycling and pedestrian infrastructure.
 - 5.9.2 Safety and security, particularly around feeling safe moving around the neighbourhood and reducing crime and anti-social behaviour in South Melbourne.
 - 5.9.3 Managing development at existing densities to limit the proportion of higher density development in South Melbourne; and
 - 5.9.4 Increasing greenery in South Melbourne, with some highlighting more open space is required in South Melbourne to cater for current and future populations.
- 5.10 When asked what South Melbourne's **future challenges** would be, people mentioned:
 - 5.10.1 New development negatively changing the character of South Melbourne.
 - 5.10.2 Residents, visitors and workers accessing adequate services, facilities and infrastructure.
 - 5.10.3 Increasing traffic making it harder for drivers, pedestrians and cyclists to move around the area; and
 - 5.10.4 Maintaining South Melbourne's liveability into the future, including responding to climate change and improving the sustainability of development and transport.

Phase 2 Community Engagement

- 5.11 Phase 2 consultation on the Discussion Paper is proposed for 4 weeks in August – September this year. This process will be used to seek community feedback on the vision, key directions and series of ideas that will form the basis for the Structure Plan. It will build on the engagement undertaken in Phase 1.
- 5.12 Key objectives for the Phase 2 engagement are to:
 - 5.12.1 Outline what we heard during the Phase 1 engagement.
 - 5.12.2 Present key issues for consideration during the structure planning process.
 - 5.12.3 Create opportunities for stakeholders to share their thoughts and aspirations for the study area within the context of the issues identified in the Discussion Paper.
 - 5.12.4 Test different ideas that respond to the findings from Phase 1.
 - 5.12.5 Introduce the local community, landowners and other stakeholders to the project, if they were not already familiar with the project.
 - 5.12.6 Inform stakeholders about why the project is being undertaken, if they were not already familiar with the project; and
 - 5.12.7 Maintain interest in the project following Phase 1.



5.13 The engagement program is proposed to consist of community conversation pop-up events at key locations in South Melbourne and targeted stakeholder workshops (including with Council-facilitated advisory committees/groups). Council's *Have Your Say* online engagement platform will host a survey and other engagement activities based on the Discussion Paper's content. Hardcopy surveys will be available.

5.14 Phase 2 engagement will also continue ongoing conversations with stakeholders such as traders and business owners, residents, community groups, government agencies and property owners.

6. LEGAL AND RISK IMPLICATIONS

6.1 The new South Melbourne Structure Plan seeks to update the land use and development framework and planning controls for this area to ensure current and emerging community issues are met. This will mitigate risks and legal issues (such as VCAT appeals) associated with outdated controls. It will also help to mitigate emerging risks such as climate change.

7. FINANCIAL IMPACT

7.1 Consultation on the Discussion Paper is within the allocated budget for the South Melbourne Strategic Plan project.

8. ENVIRONMENTAL IMPACT

8.1 The South Melbourne Structure Plan will highlight and address key environmental issues in the area, including water management, sea level rise and urban heat island effect.

8.2 The Discussion Paper includes ideas that address key environmental issues in the area.

9. COMMUNITY IMPACT

9.1 The focus of the South Melbourne Structure Plan is to guide future change and growth in ways that protect and enhance community values and character, and ensure it remains a great place to live, work and play.

9.2 Phase 2 engagement will provide the opportunity for the community to share their thoughts on the vision, directions and ideas that will shape the Structure Plan and guide change over the next 20 years.

10. ALIGNMENT TO COUNCIL PLAN AND COUNCIL POLICY

10.1 The South Melbourne Structure Plan will contribute to achieving all strategic directions of the *Council Plan 2021-31*, particularly 2: Liveable Port Phillip, 3: Sustainable Port Phillip and 4: Vibrant Port Phillip.

10.2 It will help achieve outcomes and key actions of Council's core strategies – *Act and Adapt: Sustainable Environment Strategy 2018-28*; *Move, Connect, Live: Integrated Transport Strategy 2018-28*; *Art and Soul: Creative and Prosperous City Strategy 2018-22*; *Don't Waste It: Waste Management Plan 2018-28* and *Places for People: Public Space Strategy 2022-32*.

10.3 The South Melbourne Structure Plan will support Council's commitment to the climate emergency declaration from September 2019 by helping reduce emissions and enhance community resilience to future climatic conditions.



10.4 It will also support Council's response to the economic emergency that it declared on 16 September 2020. It will explore ways to support business attraction, retention and growth in response to COVID-19 and other external change, such as:

10.4.1 Improving planning certainty to support investment.

10.4.2 Enhancing attractiveness of the local area as a destination (including streetscape and accessibility improvements, protecting amenity and urban greening).

10.5 The South Melbourne Structure Plan will form the basis for updating the current planning policy and controls for the area in the Port Phillip Planning Scheme.

11. IMPLEMENTATION STRATEGY







11.1 TIMELINE

11.1.1 Phase 2 community engagement on the Discussion Paper will occur in August-September this year. Consultation on the draft Structure Plan would occur in the second half of 2023.

12. OFFICER DIRECT OR INDIRECT INTEREST

12.1 No officers involved in the preparation of this report have any material or general interest in the matter.

ATTACHMENTS

1. South Melbourne Structure Plan Study Area  [Download](#)
2. South Melbourne Structure Plan Discussion Paper  [Download](#)
3. South Melbourne Structure Plan Analysis of Population, Demographics, Liveability and Economics  [Download](#)
4. South Melbourne Structure Plan Urban Design Existing Conditions Paper  [Download](#)
5. South Melbourne Structure Plan Urban Design Issues and Opportunities Report  [Download](#)
6. South Melbourne Economic, Employment and Land Use Study – Background Analysis  [Download](#)

These Attachments have been provided separately due to their size



10.4 AMENDMENT C203PORT TO THE PORT PHILLIP PLANNING SCHEME - CONSIDERATION OF ADOPTION

EXECUTIVE MEMBER: KYLIE BENNETTS, GENERAL MANAGER, CITY GROWTH AND DEVELOPMENT

PREPARED BY: MATTHEW BUDAHAZY, SENIOR STRATEGIC PLANNER
KELLY WHITE, HEAD OF CITY POLICY

1. PURPOSE

- 1.1 To consider the report and recommendations of the independent Planning Panel appointed by the Minister for Planning to review Amendment C203port (Planning Scheme Review) to the Port Phillip Planning Scheme (**the Amendment**).
- 1.2 To determine whether to adopt the Amendment (with or without changes) and request Ministerial approval.

2. EXECUTIVE SUMMARY

- 2.1 The Amendment is the outcome of a targeted review of local content in the planning scheme to improve its usability and efficiency as well as enable better decision making. This work has been underway since 2018 through the preparation of the *Port Phillip Planning Scheme Review Audit* (23 May 2018).
- 2.2 The Amendment also responds to Victorian Government changes to the format and content of planning schemes introduced in 2018 through Amendment VC148.
- 2.3 A summary table that provides an overview of new and amended Planning Scheme provisions and documents is at **Attachment 1**.
- 2.4 The Amendment was exhibited for 5 weeks from 11 November 2021 to 17 December 2021. A total of 9 submissions were received, including 1 late submission, of which 8 sought changes to the Amendment and 1 raised no objection.
- 2.5 An independent Planning Panel Hearing was held on 6 June 2022 via video conference. The one-person Panel considered all written submissions received to the Amendment, including verbal submissions made during the Panel Hearing by Council (represented by counsel from Maddocks and relying on evidence from a heritage expert) and one submitter.
- 2.6 The Panel Report was received on 15 July 2022 (included as **Attachment 2**).
- 2.7 The Panel recommends that Council adopts Amendment C203, subject to specific changes to the:
 - 2.7.1 Draft local Heritage Policy (Clause 15.03-1).
 - 2.7.2 Draft City of Port Phillip Heritage Design Guidelines, 2021 (proposed as a Background Document).
 - 2.7.3 Schedule to the Heritage Overlay (Clause 43.01) - Application requirements.
 - 2.7.4 Draft Environmentally Sustainable Development policy (Clause 15.01-2L-02).
 - 2.7.5 Renumbering and reordering of some policies in the Planning Policy Framework because of State Government planning scheme amendments that have been gazetted while the Amendment has progressed.



- 2.8 Officers are generally supportive of the Panel's recommendations and recommend modifying the Amendment documentation to reflect most of the changes proposed by the Panel. Two of the Panel's recommendations are only partly supported. Detail about officer's recommendations and the rationale for supporting or not supporting the Panel's recommendations can be found in **Attachment 4** of this report.
- 2.9 Council now needs to make a formal decision about whether to adopt the Amendment (with or without changes) or abandon the Amendment.
- 2.10 Should Council decide to adopt the Amendment, officers will submit the Amendment to the Minister for Planning with a request for Ministerial approval within 10 business days of the meeting.
- 2.11 Meeting the timeframes above is critical to providing sufficient time for the Minister (or delegate) to make a final decision on this Amendment ahead of the Victorian Government election caretaker period. Alternatively, a decision is likely to be delayed until 2023.

3. RECOMMENDATION

That Council:

- 3.1 Adopts Amendment C203port to the Port Phillip Planning Scheme, pursuant to section 29 of the *Planning and Environment Act 1987* (the Act), with the changes reflected in the amendment documentation provided at **Attachments 3, 7 and 8**.
- 3.2 Authorises the Chief Executive Officer (or delegate) to finalise the amendment documentation for Ministerial approval.
- 3.3 Submits the adopted Amendment C203port documentation, together with prescribed information, to the Minister for Planning for approval, pursuant to section 31 of the Act.
- 3.4 Advises the Minister for Planning that Council accepts the Panel's recommendations in part, for the reasons outlined in **Attachment 4** of this report.
- 3.5 Writes to all submitters to Amendment C203port to advise them of Council's decision and thank them for their participation in the amendment process.

4. KEY POINTS/ISSUES

Background

- 4.1 The Amendment is the outcome of a targeted review of local content in the planning scheme to improve its usability and efficiency as well as enable better decision making. In particular, the Amendment:
 - 4.1.1 Delivers Council's statutory obligation as Planning Authority under the Planning and Environment Act 1987 to undertake a regular review of its planning scheme. The last review commenced in 2006 and was completed in 2011. It does this by:
 - Implementing recommendations of the *Port Phillip Planning Scheme Review Audit Report* (City of Port Phillip, 2018) (Audit Report).
 - Making updates to local content to implement Council documents and strategies adopted or prepared since the last Planning Scheme Review, including the *Council Plan 2017-27, Act and Adapt – Sustainable Environment Strategy 2018-28, Art and Soul – Creative and Prosperous*



City Strategy 2018-22; Don't Waste It! – Waste Management Strategy 2018-28, In Our Backyard – Growing Affordable Housing in Port Phillip 2015-25, Move, Connect, Live – Integrated Transport Strategy 2018-28 and Places for People: Public Space Strategy 2022-32.

- Introducing 11 new VicSmart application types for minor application types, to facilitate a streamlined planning assessment.
 - Removing obsolete incorporated and reference documents.
- 4.1.2 Restructures, translates and redrafts all local policy content in the Municipal Strategic Statement and Local Planning Policy Framework to comply with Victorian Government changes to planning schemes introduced by Amendment VC148 in 2018. It does by this by:
- Including a new Municipal Planning Strategy (MPS) which includes Council's vision for the City, outlines key planning issues within the municipality and the strategic directions for land use planning and development in Port Phillip. The MPS will set the basis for local content in the planning scheme.
 - Combining State and Local policy into the Planning Policy Framework (PPF).
- 4.2 Most of the translation of content into the new PPF format is 'policy neutral' and does not alter the meaning of the policy. Where it is not policy neutral, it gives effect to adopted Council strategies, as described above. There are some exceptions including updates to Council's local heritage policy based on a review of the policy under Council's Heritage Program.
- 4.3 All local content currently contained in the Municipal Strategic Statement and Local Planning Policy Framework of the Port Phillip Planning Scheme has been reviewed and translated into the new format (MPS and PPF). Exceptions include two policies applying to the Fishermans Bend Urban Renewal Area, which will be addressed by the City of Port Phillip, City of Melbourne and Victorian Government in the future.
- 4.4 A summary table providing an overview of new and amended Planning Scheme provisions and documents is at **Attachment 1**. The Explanatory Report used for the exhibition of the Amendment contains the complete list of all changes to the Planning Scheme and can be found in **Attachment 3**.

Overview of submissions received to the Amendment

- 4.5 The amendment was exhibited for 5 weeks from 11 November 2021 to 17 December 2021. A summary of engagement activities is detailed in the Section 5 of this report.
- 4.6 9 submissions were received, including 1 late submission, of which 8 sought changes to the Amendment and 1 raised no objection.
- 4.7 The key issues raised in the submissions include:
- 4.7.1 Refinements to the proposed Heritage Policy and Heritage Design Guidelines, in response to concerns about Council's overall approach to heritage and assessing planning permit applications in the Heritage Overlay.



- 4.7.2 The proposed Environmentally Sustainable Design (ESD) policy has been weakened by the removal of references to best practice, with other recommended changes required to the ESD policy.
- 4.7.3 Requesting the removal of exemptions to mandatory height controls in the Design and Development Overlay Schedule 26 (DDO26) – St Kilda Road North Precinct.
- 4.7.4 Requesting the preparation of a standalone policy for rooming houses and social housing to manage amenity issues and regulate rents charged to tenants.

Council's Submission to the Panel

- 4.8 The following changes to the Amendment were recommended to the Panel in response to submissions, based on the position endorsed by Council at its 2 March 2022 Council Meeting:
 - 4.8.1 Minor refinements to the Heritage Policy at Clause 15.03-1L to improve the clarity of the policy, without changing the intent.
 - 4.8.2 Minor refinements to the Heritage Design Guidelines to update demolition guidelines to acknowledge that some places in the Heritage Overlay graded Significant do not have a Statement of Significance, refinements to provide greater direction around the proportion of a building to be conserved and other minor clarifications.
- 4.9 Council officers also identified and recommended the following administrative changes:
 - 4.9.1 Inserting a new map at Clause 11.03-6L-01 (St Kilda Foreshore) to more accurately convey the location of the St Kilda Triangle site.
 - 4.9.2 Renumbering Clause 18 (Transport) policies in response to the approval and gazettal of State Government Amendment VC204.
 - 4.9.3 In the Heritage Design Guidelines, correcting grammatical errors, spelling, typographical errors, making formatting changes and deleting duplicated content.

Panel Hearing and recommendations

- 4.10 The Panel Hearing was held on Monday 6 June 2022 via video conference. The one-person Panel considered all written submissions received to the Amendment, including verbal submissions made during the Panel Hearing by Council (represented by counsel from Maddocks and relying on evidence from a heritage expert) and one submitter.
- 4.11 The Panel Report was received on 15 July 2022 (included at **Attachment 2**).
- 4.12 Key issues discussed during the hearing included:
 - 4.12.1 The adequacy of the Heritage Design Guidelines and the local heritage policy proposed at Clause 15.03-1L (Heritage).
 - 4.12.2 The content of proposed Clause 15.03-1L (Heritage).
 - 4.12.3 The changes to Clause 15.02-1L (Environmentally Sustainable Development) (ESD) required by the Minister for Planning at authorisation, and concerns that this consequently weakened the proposed ESD policy, especially the removal of references to best practice.



- 4.12.4 The removal of exemptions to mandatory height controls in the Design and Development Overlay Schedule 26 (DDO26) relating to the St Kilda Road North Precinct.
- 4.12.5 The preparation of a standalone policy for rooming houses and social housing to manage amenity issues and regulate rents charges to tenants.
- 4.13 In its report, the Panel concludes that the Amendment is “*well founded and strategically justified*”. In particular, the Panel agrees that the “*Audit Report provides a sound strategic basis for the review of the Port Phillip Planning Scheme*”, acknowledging the breadth of work undertaken by Council to improve the efficiency and usability of the Port Phillip Planning Scheme over the last five or so years.
- 4.14 On this basis, the Panel recommends that the Amendment be adopted subject to the following specific changes:
- 4.14.1 Recommendation 1: Replacing the Heritage Policy at Clause 15.03-1 with the Panel preferred version included in Appendix B of the Panel report.
- 4.14.2 Recommendation 2: Replacing the City of Port Phillip Heritage Design Guidelines, 2021 with the Panel preferred version included in Appendix C of the Panel report.
- 4.14.3 Recommendation 3: Reviewing the following elements of the City of Port Phillip Heritage Design Guidelines, included in Appendix C of the Panel report:
- The timber cladding profiles shown in Figure 2.1.
 - The explanation attached to Photo 2 which should reference the location of the removed verandah.
 - The use of Photo 12 given that it is also an example of facadism which is not encouraged by the guidelines.
- 4.14.4 Recommendation 4: Making generally minor amendments to the application requirements in the schedule to the Heritage Overlay at Clause 43.01.
- 4.14.5 Recommendation 5: To reinforce their intent to apply to minor planning permit applications, making small amendments to the second, third, fifth and seventh class of application listed in the schedule to Local VicSmart Applications at Clause 59.15 to respectively read:
- *Minor external alteration of a building if the alterations are located to the rear or side of the building and are not visible from the street (other than a lane) or public park.*
 - *Minor external alteration of a roof, if the alterations are not visible from a street (other than a lane) or public park.*
 - *Construct or carry out minor works normal to a dwelling, including vehicle accessways, pedestrian paths or similar.*
 - *Demolition of removal of a non-original or non-heritage sign.*
- 4.14.6 Recommendation 6 and 7: Renumbering Environmentally Sustainable Development from Clause 15.02-1L to Clause 15.01-2L-02 and Urban Art from Clause 15.01-2L-02 to Clause 15.01-2L-03 in response to the gazettal of Amendment VC216 addressing State ESD policy on 10 June 2022.



4.14.7 Recommendation 8: Replacing the text under the heading ‘Strategies’ in Clause 15.01-2L-02 (Environmentally Sustainable Development) to better align with Council’s previously adopted position to ensure its local ESD policy is consistent with the approach taken by the Council Alliance for a Sustainable Built Environment (CASBE) and other councils.

4.15 A detailed analysis of the Panel’s recommendations and officers recommended response is provided at **Attachment 4**.

4.16 Most of the Panel’s recommended changes are consistent with the position presented by Council at the Panel hearing and are supported by Council officers, however there are some recommendations officers do not support in full.

4.17 A summary of the Panel recommendations officers support in part only, and the reasons why are outlined in the table below:

Panel recommendation	Officer response
<p>Recommendation 1:</p> <p>A number of changes are proposed to the Heritage Policy (Clause 15.03-1) including:</p> <ul style="list-style-type: none"> • changes to improve the alignment between the proposed Heritage Policy and Heritage Overlay. • clarifications to reinforce and strengthen the intent of the proposed Heritage Policy. • removing duplications in the proposed Heritage Policy and other parts of the planning scheme. • providing specific guidance on roof terraces and roof decks. • deleting policy guidelines and diagrams relating to sightlines for development and signs, and making consequential changes to the policy, to remove duplication with the Heritage Design Guidelines (proposed to be included as a Background Document). 	<p>Support in part</p> <p>The recommended changes are generally supported and do not alter the intent of Heritage Policy, while also responding to some of the matters raised by submitters. The changes improve the clarity and operation of the proposed planning provisions and background documents, ensuring they can facilitate appropriate and sustainable development outcomes for the City that recognise its rich architectural heritage.</p> <p>However, officers do not support removal of the sightline provisions because:</p> <ul style="list-style-type: none"> • They are a translation of the existing ‘performance measure’ provisions in the current Heritage Policy (Clause 22.04) and provide important policy guidance on the degree of concealment considered acceptable for upper storey additions; • VCAT has generally found the ‘performance measure’ or policy guideline a helpful guide as to the degree of visibility that will ordinarily be acceptable; • As described in the Victorian Government’s Practitioner’s Guide to Planning Schemes, policy guidelines can be helpfully included in planning policy; • The sightline policy guidelines are among the most commonly used and well understood provisions in the existing Planning Scheme; and • The sightline policy guidelines and images illustrate how the heritage policy might be achieved, also assisting users of the Planning Scheme understand the intent of the policy without having to refer to documents, external to the Planning Scheme.
<p>Recommendation 8:</p> <p>Environmentally Sustainable Development (Clause 15.01-2L-02)</p>	<p>Support in part</p> <p>The Panel supports the inclusion of strategies in this policy that better align with Council’s adopted position and that of CASBE’s. However, the Panel notes that the expiry provisions at Clause 22.13-08 refer to</p>



Panel recommendation	Officer response
	<p>a 'comparable provision', rather than the 'equivalent wording' sought by CASBE.</p> <p>Consistent with the approach of CASBE and other councils, officers recommend the word 'comparable provision' be replaced with 'equivalent provision'.</p>

4.18 The changes resulting from the Panel's recommendations required to the Environmentally Sustainable Development policy (Clause 15.01-2L-02), Heritage Policy (Clause 15.03-1), schedule to the Heritage Overlay (Clause 43.01), schedule to Local VicSmart Applications (Clause 59.15) and Heritage Design Guidelines are documented in **Attachment 5**.

Adoption of Amendment documentation

4.19 The package of Amendment documentation recommended for Council adoption includes:

4.19.1 Attachment 3 comprising the explanatory report, instruction sheet and ordinance.

4.19.2 Attachment 7 containing the Background Documents to be referenced in the Planning Scheme.

4.19.3 Attachment 8 containing supporting documents further setting out the Amendment's strategic justification, namely the Port Phillip Planning Scheme Audit Report May 2018, Update to Local Heritage Policy: Strategic assessment report, June 2021 and Introduction of Local VicSmart Provisions: Strategic assessment report, October 2021.

Options for Council

4.20 Under the Act, Council must consider all the Panel's recommendations but is not obligated to accept them. If in determining to adopt the amendment Council does not accept one or more of the Panel's recommendations, it must provide its reason(s) why.

4.21 The options available to Council under the Act are:

4.21.1 Option 1: Adopt the Amendment without changes (not accepting any of the Panel's recommendations).

4.21.2 Option 2: Adopt the Amendment with changes (accepting some or all the Panel's recommendations).

4.21.3 Option 3: Abandon the Amendment.

4.22 Adoption of the Amendment without changes (Option 1) is not recommended given the findings of the Panel and further refinements to the Amendment recommended by Council officers.

4.23 Adoption of the Amendment with changes (Option 2) is recommended, aligned to the position summarised in the table at **section 4.21** and documented in **Attachment 4**. The Amendment will ensure the Port Phillip Planning Scheme is current, complies with Victorian Government requirements for planning schemes, facilitates clear and consistent decision-making on development applications, and reflects the land use directions in Council's adopted strategies.



- 4.24 Abandoning the Amendment (Option 3) is not recommended. This is because Council will not be fulfilling its statutory obligation as Planning Authority under the Act to review and maintain its Planning Scheme, Council's adopted strategies will not be reflected in the planning scheme and Victorian Government requirements for planning schemes will not be met.

5. CONSULTATION AND STAKEHOLDERS

- 5.1 The Amendment was Exhibited over five weeks from 11 November 2021 to 17 December 2021, in accordance with the requirements of the Act and involved:
- 5.1.1 Direct notification (letters) to approximately 1,500 owners and occupiers of properties affected by the proposed removal of obsolete incorporated documents.
 - 5.1.2 Direct notification (letters) to Prescribed Ministers, statutory authorities and key stakeholder groups.
 - 5.1.3 Public Notices in The Age and Government Gazette.
 - 5.1.4 Posts on Council's social media channels.
 - 5.1.5 Articles in the October and November editions of Diversity.
 - 5.1.6 A dedicated project webpage on Council's Have Your Say website. Approximately 272 unique visits to the Have Your Say website were recorded over the exhibition period.
 - 5.1.7 Four online information sessions were held.
 - 5.1.8 Availability of the Amendment documentation and supporting information on the State Government's Planning Amendments Online website.
 - 5.1.9 Availability of amendment documentation at the Port Melbourne Library and Town Hall, St Kilda Town Hall and St Kilda Library.
- 5.2 Following appointment of a Panel, Planning Panels Victoria liaised with submitters to communicate the Panel process including any requests to speak, and the Directions and Panel hearing dates.

6. LEGAL AND RISK IMPLICATIONS

- 6.1 The Amendment is being processed in accordance with the requirements of the Act, including statutory notification to all affected owners and occupiers.
- 6.2 In considering a planning scheme amendment, Council must consider only its role as Planning Authority to ensure transparency of its decision making.
- 6.3 Planning scheme amendments are subject to Ministerial approval. The Minister may approve the Amendment with or without changes.

7. FINANCIAL IMPACT

- 7.1 Costs associated with progressing Amendment C203port include panel hearing fees, expert evidence and representation at the Panel and statutory fees at the approval stage. Provision for these costs is made in the annual Planning Scheme Amendments Program budget for the financial years 2021/22 and 2022/23.



8. ENVIRONMENTAL IMPACT

- 8.1 There will be a positive environmental impact from aligning the planning scheme with Council's existing vision and priorities including *Act and Adapt*, *Move, Connect, Live*; and *Don't Waste It*, as well as updating the local ESD policy.

9. COMMUNITY IMPACT

- 9.1 There will be a positive community impact from aligning the planning scheme with Council's existing vision and priorities, along with improving its usability.

10. ALIGNMENT TO COUNCIL PLAN AND COUNCIL POLICY

- 10.1 The Amendment makes updates to local content in the planning scheme to implement the land use and development directions in Council documents and strategies adopted or prepared since the last Planning Scheme Review, including the Council Plan 2017-27, *Act and Adapt – Sustainable Environment Strategy 2018-28*, *Art and Soul – Creative and Prosperous City Strategy 2018-22*; *Don't Waste It! – Waste Management Strategy 2018-28*, *In Our Backyard – Growing Affordable Housing in Port Phillip 2015-25*, *Move, Connect, Live – Integrated Transport Strategy 2018-28* and *Places for People: Public Space Strategy 2022-32*.
- 10.2 Therefore, the amendment broadly aligns with the five strategic directions in the adopted Council Plan 2021-31 of:
- 10.2.1 1 – Inclusive Port Phillip;
 - 10.2.2 2 – Liveable Port Phillip;
 - 10.2.3 3 – Sustainable Port Phillip;
 - 10.2.4 4 – Vibrant Port Phillip; and
 - 10.2.5 5 – Well Governed Port Phillip.
- 10.3 The Amendment will improve the usability and efficiency of the planning scheme, providing a clearer decision-making framework. In doing so, the amendment will enable better decision making, including with respect to Council's declared Climate Emergency and Economic Emergency.

11. IMPLEMENTATION STRATEGY

11.1 TIMELINE

- 11.1.1 Should Council decide to adopt the Amendment (with or without changes), Council officers will lodge a request for approval to the Minister for Planning within 10 business days of this Council meeting.

11.2 COMMUNICATION









- 11.2.1 All submitters will be notified of Council's decision on the Amendment.
- 11.2.2 Council's website will be updated to reflect the decision at this meeting.
- 11.2.3 Should the Minister for Planning approve the Amendment (with or without changes), notice of its approval will appear in the *Government Gazette* and the Amendment would come into effect.



12. OFFICER DIRECT OR INDIRECT INTEREST

12.1 No officers involved in the preparation of this report have any material or general interest in the matter.

ATTACHMENTS

1. Overview of new and amended planning scheme provisions to be introduced by Amendment C203port  [↓](#)
2. Amendment C203port Panel Report  [↓](#)
3. Amendment C203port explanatory report, instruction sheet and ordinance for adoption  [↓](#)
4. Analysis of Panel recommendations  [↓](#)
5. Planning scheme provisions updated in response to Panel recommendations  [↓](#)
6. Administrative changes in response to State Government Amendment VC204  [↓](#)
7. Amendment C203port Background Documents for adoption  [↓](#)
8. Amendment C203port supporting documents for adoption  [↓](#)

These attachments have been provided separately due to their size



11.1 ACT AND ADAPT REVIEW & CLIMATE EMERGENCY ACTION PLAN APPROACH

EXECUTIVE MEMBER: KYLIE BENNETTS, GENERAL MANAGER, CITY GROWTH AND DEVELOPMENT

PREPARED BY: BETH MCLACHLAN, HEAD OF SUSTAINABILITY AND CLIMATE CHANGE

RENAE WALTON, SENIOR SUSTAINABILITY POLICY AND STRATEGY ADVISOR

1. PURPOSE

1.1 To seek Council endorsement of the approach and timeline for the review of the *Act and Adapt Strategy* and development of a *Climate Emergency Response Action Plan*.

2. EXECUTIVE SUMMARY

2.1 The *Act and Adapt Strategy* (the Strategy), adopted by Council on 20 June 2018 (*Attachment 1*), is a 10-year strategy (2017/18 to 2027/28) that includes a review every 4 years (this Review).

2.2 At a *Council* meeting on 18 September 2019, Council passed a resolution in which Council declared that climate change, including sea level rise and mass species extinction, poses serious risks to the people of Port Phillip and Australia, and should be treated as an emergency (the Climate Emergency Response resolution) (*Attachment 2*).

2.3 In November 2021, Council requested that a costed proposal on options to develop a five-year Climate Emergency Action Plan (Action Plan), for Council to effectively act on the *Climate Emergency*, be developed. This work was undertaken and considered by Council through the 2022/23 Council Plan and Budget process and budget was allocated to develop an Action Plan throughout 2022/23.

2.4 This report outlines a proposed approach for the 4-year review of the Strategy and the development of an Action Plan for consideration by Council. Council direction on a preferred approach will assist officers to progress work over the coming months.

3. RECOMMENDATION

That Council endorses:

3.1 The review of the *Act and Adapt Strategy* and the development of Council's Climate Emergency Action Plan be included in two separate but related documents: the *Act and Adapt Strategy* and the *Climate Emergency Response*.

3.2 The review of the *Act and Adapt Strategy* retaining the existing 5 key Priority Areas in the current *Act and Adapt Strategy*.

3.3 The *Climate Emergency Response* focussing on Council's response to human induced climate change caused by the burning of fossil fuels and landfill that generates greenhouse gas emissions resulting in rising temperatures, sea level rises and floods that will significantly impact the Port Phillip community.

3.4 That the review of the *Act and Adapt Strategy* and the development of Council's *Climate Emergency Response*:



- 3.4.1 Includes an evaluation of progress made delivering the *Act and Adapt Strategy* and considers if existing actions and targets in the *Act and Adapt Strategy* should be amended, and if additional actions and targets should be included.
- 3.4.2 Considers updated climate science and technological advancements.
- 3.4.3 Considers changes to the Local Government Act and other State and Federal Government legislation and policies.
- 3.4.4 Considers the work of other governments (including other local governments) and the private sector.
- 3.4.5 Considers partnership and advocacy opportunities.
- 3.4.6 Incorporates targets and actions from relevant Council Strategies and Plans, including Don't Waste It Strategy, Move Connect Live Strategy, Asset Management Enterprise Plan, Open Space Strategy, Housing Strategy, Municipal Emergency Management Plan, Greening Port Phillip and Foreshore Management Plan.

4. KEY POINTS/ISSUES

- 4.1 The Strategy has the following 5 key Priority Areas:
 - 4.1.1 **A greener, cooler more liveable City-** Ensuring a greener, cooler city by supporting healthy trees, better building design and smarter use of water.
 - 4.1.2 **A City with lower carbon emissions-** Supporting the community to embrace zero carbon living and ensuring Council's facilities are carbon neutral.
 - 4.1.3 **A City that is adapting and resilient to climate change-** Designing our assets and supporting the community to increase resilience to climate change.
 - 4.1.4 **A water-sensitive City-** Using stormwater to irrigate open spaces, using smart technology to ensure water is not wasted and capturing water in the landscape to reduce flooding.
 - 4.1.5 **A sustained reduction in waste-** Enhancing systems to ensure waste is managed sustainably and diverted from landfills.
- 4.2 The Strategy includes 47 Priority Actions across the 5 Key Priority Areas, 18 Targets and 2 measures. An internal Implementation Plan breaks these Priority Actions into 146 sub-actions.
- 4.3 Initial analysis of progress in delivering the Strategy shows that 42% of sub-actions are complete and 41% of actions are in progress, part way into the life of the Strategy.
- 4.4 On 18 September 2019 Council adopted a climate emergency resolution (Attachment 2). This resolution stated that Council:
 - 4.4.1 Declares that climate change, including sea level rise and mass species extinction, poses serious risks to the people of Port Phillip and Australia, and should be treated as an emergency.
 - 4.4.2 Updates all relevant Council strategies and policies to incorporate and embed this declaration.
 - 4.4.3 Requests that the CEO takes into account the impact of the climate emergency as part of organisational decision-making and planning.



- 4.4.4 Notes the City of Port Phillip's commitment to the following strategies: Move, Connect Live (Integrated Transport) Strategy 2018-28, Don't Waste It (Waste) Strategy 2018-28 and Act and Adapt (Environmental Sustainability) Strategy 2018-28.
- 4.4.5 Notes that the City of Port Phillip, through its Act and Adapt Strategy, has a focus on reducing emissions, reducing contamination of land and water, restoring biodiversity, and adaptation to Climate Change including reduction of heat island effect and other health issues related to a warming climate.
- 4.4.6 Notes the City of Port Phillip's membership of the Melbourne Renewable Energy Project, as well as its commitment to generation of renewable energy through solar on council assets.
- 4.4.7 Requests that regular reporting on organisation-wide response to the climate emergency be included as a permanent item in the CEO report.
- 4.5 In November 2021, as outlined in (Attachment 3), Council: -
- 4.5.1 Noted the Council resolution on 18 September 2019 declaring that climate change, including sea level rise and mass species extinction, poses serious risks to the people of Port Phillip and Australia, and should be treated as an emergency.
- 4.5.2 Requested that the CEO:
- Developed a summary of Council's climate emergency response, including information regarding local climate change impacts, Council and community emissions, actions Council has taken to mitigate and adapt to climate change since September 2019 and a summary of commitments in the Council Plan 2021 and core strategies that are intended to address the climate emergency (completed).
 - Make this summary available on Council's website and present the summary to Council as part of a monthly CEO report at the earliest opportunity (completed).
 - Reviews information on Council's website to ensure that information about Council's climate emergency response is clear and easily accessible to the community (completed).
- 4.5.3 Requested that the CEO produce a costed proposal on options to develop a five-year Climate Emergency Action Plan, for Council to effectively take action on the Climate Emergency. The purpose of the Action Plan being to incorporate targets, goals and actions from the Council Plan 2021, Council's core strategies, including Act & Adapt, Don't Waste It!, and Move Connect Live, as well as science-based targets for the five year action plan period. The proposal should outline options on information required and possible consultation approaches in addition to any resources required to develop a Plan, so this can be consulted on and considered as part of the 2022/23 Council Plan and budget process (completed).
- 4.5.4 Noted that Council's Act and Adapt, Sustainable Environment Strategy, including a commitment that it be reviewed every four years and updated if needed and that this review is due to commence on 20 June 2022 (commenced).



Requested that the CEO, as part of the review of the Act and Adapt Strategy, consider the following (commenced):

- Council's climate emergency declaration.
- Global and local changes since the adoption of the Strategy, including political, legislative, social, environmental and financial changes.
- Current best available information and scientific research to inform actions and targets.
- Advocacy and partnership opportunities.

4.6 In February 2022, Councillors were presented with costed options for the development of the Action Plan and the review of the Strategy and funding was subsequently included through the 2022/23 Council Plan and Budget process. In July 2022, Councillors were presented with a more detailed approach to the project. The approach outlined in this paper incorporates feedback obtained from these discussions. Council direction on the approach is now sought to enable officers to progress work over the coming months.

Approach:

4.7 It is proposed to have two separate documents. The **structure of the two documents**, detailed below, seeks to ensure their content is consistent and accessible to the community and that there is a clear purpose to each document. The proposed structure of the two documents is:

4.8 *Act and Adapt Strategy* (the 4-year review of the existing Strategy)

4.8.1 Noting the high-level nature of the 5 Key Priority Areas in the Strategy and noting that Council is undertaking a 4-year review of the existing Strategy, it is recommended to maintain the 5 Key Priority Areas.

4.8.2 It is proposed the review evaluates progress made towards delivering the Strategy and considers if existing actions and targets should be amended, and if additional actions and targets should be included.

4.8.3 It is proposed that the revised Strategy outlines sustainability and climate change commitments, actions and budget.

4.8.4 Noting the Council's other current strategies and plans do not cover climate change adaptation, climate change mitigation and water management, these areas will be a particular focus of the revised Strategy.

4.8.5 It is proposed that the revised Strategy incorporates targets and actions from relevant Council Strategies and Plans Don't Waste It Strategy, Move Connect Live Strategy, Asset Management Enterprise Plan, Open Space Strategy, Housing Strategy, Municipal Emergency Management Plan, Greening Port Phillip and Foreshore Management Plan. It is proposed not to review or develop new content in areas already covered by other Council Strategies and Plans.

4.9 *Climate Emergency Response* (development of a new standalone Action Plan)

4.9.1 It is proposed that the *Climate Emergency Response* focuses on Council's response to human induced climate change caused by the burning of fossil fuels and landfill that generates greenhouse gas emissions resulting in rising temperatures, sea level rises and floods that will significantly impact the Port Phillip community.



4.9.2 It is proposed that the *Climate Emergency Response* documents Council's response to climate change and covers:

- Why Council declared a climate emergency.
- Impacts on our community and Council's operations.
- Government, economic, social, technological, legal and scientific approaches and how these influence Council's response.
- What Council has achieved.
- Alignment with the Council Plan and Council's responsibilities.
- Relevant targets, goals and actions that will detail Council's response to climate change over the next 5 years.
- Advocacy and partnership opportunities.

4.10 Given the inter-relationships between both the Strategy and the Action Plan, it is proposed that work is undertaken in parallel and will: -

4.10.1 Include an evaluation of progress made delivering the Strategy and consider if existing actions and targets in the Strategy should be amended, and if additional actions and targets should be included.

4.10.2 Consider updated climate science and technological advancements.

4.10.3 Consider changes to the Local Government Act and other State and Federal Government legislation and policies.

4.10.4 Consider the work of other governments (including other local governments) and the private sector.

4.10.5 Consider partnership opportunities and if Council should advocate for State or Commonwealth Government policy changes.

5. CONSULTATION AND STAKEHOLDERS

5.1 Direct targeted internal and external consultation is proposed to inform the review of the Strategy and development of the Action Plan.

5.2 Internal stakeholder engagement is underway with Property and Assets, Waste, Open Space, Procurement and Transport teams and will include regular briefings with Councillors.

5.3 Planned external consultations will include:

5.3.1 Targeted engagement with interested community groups.

5.3.2 Engagement through Council's advisory committees.

5.3.3 Broader community engagement on draft documents between April-May 2023 alongside the Council Plan and Budget, with community engagement to include a standalone *Have Your Say* page.

5.3.4 Presence at community pop-ups.

6. LEGAL AND RISK IMPLICATIONS

6.1 To ensure the outcome of the Project aligns with Council's legislative obligations particularly in the Local Government Act 2020 and the Victorian Climate Change Act 2017 the scope of the Project includes consideration of Council's legislative obligations.



7. FINANCIAL IMPACT

- 7.1 Council has allocated \$125,000 in the 2022/23 financial year to the Project.
- 7.2 Financial implications of any new actions will be considered as part of the 2023/24 Council Plan and Budget process.
- 7.3 Initiatives to be considered for delivery in 2023/24 will be identified early to align with Council's budget timelines. A concurrent process will therefore be undertaken to identify early initiatives while other Project initiatives are under development.

8. ENVIRONMENTAL IMPACT

- 8.1 The *Act and Adapt* Strategy and Climate Emergency Response will set the direction for Council's actions in managing environmental impacts.

9. COMMUNITY IMPACT

- 9.1 The Project will seek to identify for the community Council's approach to the climate emergency and its sustainability commitments.
- 9.2 A gender impact assessment will be undertaken as part of the project.
- 9.3 Engagement with Council's standing advisory committees will ensure community impacts are understood and considered as part of the project.

10. ALIGNMENT TO COUNCIL PLAN AND COUNCIL POLICY

- 10.1 The *Act and Adapt* Strategy and the Climate Emergency Response will outline Council's approach to delivering the Strategic Direction Sustainable Port Phillip - as outlined in the Council Plan and Budget 2021-31 (Year Two).
- 10.2 The Climate Emergency Response will outline how Council is addressing the Climate Emergency.
- 10.3 The revised *Act and Adapt* Strategy will replace the current strategy.
- 10.4 This Project aligns with the following strategies and plans: *Don't Waste It Strategy, Move Connect Live Strategy, Asset Management Enterprise Plan, Public Space Strategy, Housing Strategy, Municipal Emergency Management Plan, Greening Port Phillip* and *Foreshore Management Plan*.

11. IMPLEMENTATION STRATEGY

11.1 TIMELINE

11.1.1 The timeline for the delivery of this project is outlined in the table below.

Phase	Key Milestone	Timing
Foundational	Appointment of project manager	August –Sept 2022
	Confirm <i>Act and Adapt Strategy/Climate Emergency Response</i> directions and architecture	August 2022
	Review progress of current <i>Act and Adapt Strategy</i>	August –Sept 2022
	Benchmarking against other Councils	

MEETING OF THE PORT PHILLIP CITY COUNCIL

17 AUGUST 2022



Phase	Key Milestone	Timing
	PESTLE assessment (changes in Political, Economic, Sociological, Technological, Legal and Environmental contexts)	
	Council feedback on foundational outputs	Oct 2022
Build content	Engagement including with existing community networks (e.g., business networks, advisory committees, government partners)	Nov 2022
	Identify actions and potential changes to existing programs, targets and new opportunities including initial budget initiatives	August- Dec 2022
	Brief Council on outcome of review and propose new targets/measures/actions	Early 2023
Develop draft	Write up the documents and seek Council approval for community consultation on draft	Early/Mid 2023
Consultation	Community consultation on draft (as part of Council Plan and Budget engagement)	April-May 2023
Develop final	Revise content based on feedback	Jun- Aug 2023
	Final documents' approval	Sept 2023




11.2 COMMUNICATION

11.2.1 The documents will be made available on Council's website. Promotion of documents will be undertaken once the project has been completed.

12. OFFICER DIRECT OR INDIRECT INTERESTS

12.1 No officers involved in the preparation of this report have any material or general interests in the matter.

ATTACHMENTS

1. **Current Act and Adapt- Sustainable Environment Strategy 2018-28**  [↓](#)
2. **CoPP Motion to Declare a Climate Emergency**  [↓](#)
3. **CoPP Motion to develop a climate emergency response**  [↓](#)

Act and Adapt

Sustainable Environment Strategy 2018-28





Act and Adapt - Sustainable Environment Strategy 2018-28

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We are seeking to ensure a sustainable future for the City of Port Phillip by creating a City that is greener, cooler and more liveable

Womin djeka

Council respectfully acknowledges the Yaluk-ut Weelam Clan of the Boon Wurrung.

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

We acknowledge and uphold their continuing relationship to this land and water on which we rely.

We recognise the intrinsic connection of the Traditional Owners to Country and acknowledge their contribution in the management of land, water and resources.



MESSAGE FROM THE MAYOR

Act and Adapt: Sustainable Environment Strategy 2018-28

On behalf of the Councillors, I am pleased to present Act and Adapt: Sustainable Environment Strategy 2018-28.

Council is committed to supporting a sustainable future for our City, as reflected by strategic direction three of the Council Plan - We have smart solutions for a sustainable future. This Strategy creates a framework to deliver on this commitment over the next 10 years, including key priorities such as:

- a greener, cooler more liveable City to reduce the impacts of heat and improve enjoyment of our public space
- a City with lower carbon emissions to reduce the environmental footprint of Council and community
- a City that is adapting in order to be resilient and better manage the impacts of a changing climate
- a water sensitive City that will enable Council to maintain our parks and sports fields while reducing pollutants entering the bay
- a sustained reduction in waste, adapting to changes in the industry and managing waste more efficiently.

This Strategy details actions that will deliver on these priorities, allocates budget and specifies a timeline indicating our long-term commitment to ensuring that as a community we can adapt to the pressing challenge of climate change. We are looking to do

this while also enhancing our City's green spaces and foreshore, being financially responsible and reducing the broader impact we have on greenhouse gas emissions and waste.

All members of our community are custodians of our land, and we have a collective role to play in protecting its future and meeting the environmental challenges ahead. That is why we are:

- planting more trees
- harvesting water to make sure it isn't wasted
- helping to keep our bay clean
- dealing with waste in more efficient and local ways.

We are excited to present this Strategy and look forward to working with you over the next 10 years to create a more sustainable Port Phillip.



Cr Bernadene Voss
Mayor
City of Port Phillip

Council is committed to supporting a sustainable future for our City, as reflected by strategic direction three of the Council Plan - we have smart solutions for a sustainable future.





As custodians of this land, it is our responsibility to protect and enhance this land for future generations. Council values traditional knowledge and the teaching of old ways to care for the environment into the future. We look forward to partnering with all our community who are connected to this land and are proud to call it home, to ensure it thrives into the future.

WOMIN DJEKA

Womin djeka, Mar-ran biik biik. Boon Wurrung Nairm derp bordupren uther weelam. Welcome!

Welcome to my Country, the land of the great bay of the Boon Wurrung people, our beautiful home. On behalf of the Boon Wurrung, a clan of the greater Kulin nations, I welcome you to our land.

Euro Yuroke, more commonly known as St Kilda, and its surrounds, are special places that continue to carry forward the spirit of our tradition.

This land will always be protected by the creator Bundjil, who travels as an eagle, and by Waarn, who protects the waterways and travels as a crow.

As the spirit of my ancestors lives, let the wisdom and the spirit of generosity which Bundjil taught us influence the opportunities that may arise at this meeting place.

N'arweet Carolyn Briggs
Boon Wurrung Elder

Sharing the story of the land

Boon Wurrung Elder
- N'arweet Carolyn Briggs

One day - many, many years ago - there came a time of chaos and crisis.

The Boon Wurrung and the other Kulin nations were in conflict. They argued and fought. They neglected their biik (land). The murrnong (yam daisy) was neglected. Too many animals were killed and not always eaten. The gurnbak (fish) were caught during their spawning season. The iilk (eel) were not harvested. As the chaos grew, the warreeny (sea, ocean) became angry and began to rise. The wurneet (river) became flooded and eventually the whole flat plain was covered in baany (water). It threatened to flood their whole barerarerungar (country).

N'arweet Carolyn shares how the terrified people sought assistance from Bundjil, but explains how Bundjil was angry with his people, and he told them that they would have to change their ways if they wanted to save their land.





A time of chaos - Jarra Steel, 2015



EXECUTIVE SUMMARY

What is Act and Adapt: Sustainable Environment Strategy 2018-28?

Act and Adapt: Sustainable Environment Strategy 2018-28 outlines the City of Port Phillip's commitment to environmental sustainability for the organisation and the wider community. It establishes a pathway that will assist to transition the City to a greener, cooler more liveable City where we are all reducing our impact on the environment and are more resilient to the impacts of climate change.

This Strategy contains 47 priority actions that outline how Council will respond to strategic direction three of the Council Plan, '**We have smart solutions for a sustainable future**' and is designed to help our City thrive.

Each action can be measured against corporate and community goals in relation to the Council Plan priorities of:

- A greener, cooler and more liveable City
- A City with lower carbon emissions
- A City that is adapting and resilient to climate change
- A water sensitive City
- A sustained reduction in waste.

Actions within this Strategy will influence city planning and urban design, waste and water management, and community outreach. They also embed sustainability into Council operations and projects to ensure the City of Port Phillip is working towards a more sustainable future. This Strategy recognises that a long-term plan is required to bring about change and so has planned the delivery of the actions across the next 10 years.

Why is it important?

The City of Port Phillip is an attractive destination for residents, businesses and visitors. We have 11 kilometres of bay foreshore, beautiful tree-lined streets, and many attractive parks and open spaces that attract many native species of animals and plants

We are already Victoria's most densely populated municipality, with resident numbers projected to increase 23 per cent by 2027, to 136,300. Residential growth is compounded by worker growth, which is also set to increase by over 30,000 additional jobs in the Fishermans Bend precinct alone by 2050. Sustainably managing growth is a key challenge for the City of Port Phillip.

Managing this growth to keep the City of Port Phillip beautiful, liveable, caring, inviting, bold and real has never been more important.

Our growth challenge is compounded by the effects of a changing climate. Lower than average rainfall means our water supply is estimated to reduce by up to 11 per cent by 2020 *. Increased erosion of the foreshore due to a greater number and intensity of storm surges is expected and with most of the City only one to three metres above sea level we are vulnerable to rising sea levels.

Rising temperatures are also having an impact on our environment and heat-related health stress is acutely felt by those who are the most vulnerable in our community.

The challenge of environmental sustainability is not just limited to the City of Port Phillip; it is a worldwide issue. This Strategy not only outlines our leadership and the contribution we can make at the local level, it also underpins our commitment to the Global Covenant of Mayors for Climate and Energy, which is creating a more sustainable future for cities worldwide.

What will we achieve through this Strategy?

We are seeking to ensure a sustainable future for the City of Port Phillip by creating a City that is greener, cooler and more liveable; a City with lower carbon emissions; a City that is adapting and resilient to climate change; a City that is water sensitive with a sustained reduction in waste.

FACTS

23%

projected increase in resident growth by 2027.

11%

estimated reduced rainfall in 2020

14%

of the City's greenhouse gas emissions are due to private vehicles

* CSIRO, Climate Change in Australia - Technical Report. CSIRO, Melbourne, 2007

As our City continues to grow at an unprecedented rate, we need to look at all we do, all we will need to do, and how we can best deliver value for our community.



WHY DO WE NEED THIS STRATEGY?

The City of Port Phillip aspires to be an international leader in sustainability; to be a City that builds on our success and learns from our failings in order to do better and create a better environment for all who live, work and play here.

Climate change is now affecting every country on every continent. It is affecting lives, costing people, communities and countries dearly and disrupting national economies.

The greenhouse gas emissions from human activities are driving climate change and they continue to rise. They are now at their highest levels in history. Without action, the world's average surface temperature is projected to rise over the 21st century and is likely to surpass three degrees Celsius this century - with some areas of the world expected to warm even more. The poorest and most vulnerable people are being affected the most.

Climate change is a global challenge that does not respect national borders. Emissions anywhere affect people everywhere.

Source: United Nations Sustainable Development Goal 13
<https://www.un.org/sustainabledevelopment/climate-change-2/>

To create a sustainable City, this Strategy drives critical actions and measures progress toward:

1. a greener, cooler and more liveable City
2. a City with lower carbon emissions
3. a City that is adapting and resilient to climate change
4. a water sensitive City
5. a sustained reduction in waste

WHY DO WE NEED THIS STRATEGY?

Many other plans, policies and strategies within Council will also contribute to these outcomes.

A set of Guiding Principles were used to develop the actions in **Act and Adapt**:

- We make an impact for our community
- We prioritise fairness and equity
- We harness partnerships and collaboration
- We invest wisely to benefit our community now and tomorrow
- We adapt to change by testing, learning and monitoring

For the most part, the actions in **Act and Adapt** will be applied across the municipality. However, some actions may be delivered differently within neighbourhoods.



CHALLENGES WE FACE

Several significant long-term challenges were identified in the City's Council Plan 2017-27.

Each of these challenges provide us with opportunities to think differently about how we function as a City as we move toward a more sustainable future.



Population growth and urbanisation

As Victoria's most densely populated municipality, and with resident growth projected to increase 23 per cent by 2027 (taking our resident population to 136,300) sustainably managing growth is a key challenge for the City of Port Phillip.

To accommodate this increase in population, there is significant pressure for higher density developments. If not planned well, increased density has the potential to significantly impact on the environment, reducing tree canopy, trapping more heat in our streets, increasing concrete and stormwater runoff and placing more demand on our parks and foreshore.

Managing this growth sustainably to keep the City of Port Phillip beautiful, liveable, caring, inviting, bold and real has never been more important.



Climate change

Our sustainable growth challenge is compounded by the effects of a changing climate, one of the most pressing social challenges of our time.

Lower than average rainfall means our water supply is estimated to reduce by up to 11 per cent by 2020 and with 68 per cent of the City below three metres above sea level, we are significantly vulnerable to rising sea levels.

Increased erosion of the foreshore due to a greater number and intensity of storm surges is also a significant issue.

Rising temperatures are having an impact on our environment and heat-related health stress is acutely felt by those who are the most vulnerable in our community.



Legislation and policy

All Victorian councils must comply with legislation and policy, which is constantly under review and subject to change.

With government funding being reduced and more expectation being placed on councils to fill this gap, ensuring we can survive and thrive in a changing environment will require us to adapt and consider new ways of managing our natural environment and assets.

* Forecast.id projections



Technology

The rapid evolution of technology comes with increased demands from our community for alternative methods of service delivery.

Although challenging to keep up with the emergence of this technology, it is also an opportunity. New technology, real-time data and connectivity can help us plan our public spaces to be cooler, water our parks only when needed and let you know when an electric vehicle charging station is free.



Transport

A growing City with a road network that is at capacity and cannot be increased, requires a rethink of how more sustainable modes of transport can be used. Transport infrastructure and services can support sustainable and healthy behaviours like safe walking, bike riding and the use of public transport.



Changing economy

As changing economic conditions mean that more of our community will travel outside the municipality for work, providing more sustainable travel choices will be more important than ever.

Global challenges, local impacts

The challenge of environmental sustainability is not just limited to the City of Port Phillip; it is a worldwide issue. This Strategy outlines the contribution we can make at the local level. It is also an important part of addressing our commitment to the Global Covenant of Mayors for Climate and Energy, and the United Nations Sustainable Development Goals. Both agendas signify a global commitment to end poverty, safeguard the planet and ensure prosperity for cities worldwide.

We have the opportunity to work with governments and research organisations from all over the world to develop ways of combating these challenges on a local scale. Creating a thriving community resilient to the future impacts of climate change is a major priority for the City.



GLOBAL CHALLENGES, LOCAL IMPACTS

Health and wellbeing

- Increasing risks and discomfort for those most vulnerable in our community – people who are elderly, on a low income, living in isolation or with health conditions or impairments
- Increased strain on emergency and community support services means not everyone gets help when they need it
- Discomfort, premature death and ill health due to heat

Rising sea levels

- Damage to seaside infrastructure and property
- Increased erosion of our beaches
- Decreased quality of foreshore recreation areas and habitat

Warmer weather

- More localised hot spots where heat is trapped in concrete, asphalt and other hard surfaces
- Businesses lose income during extreme heat events
- Increased frequency of interrupted electricity supply affecting the way we live

Storm events

- Flood damage to homes, businesses and Council infrastructure
- Large clean-up costs after extreme weather events
- Insurance premiums increase
- More stormwater pollution entering the Bay after storms

Rainfall and droughts

- Our parks and gardens are drier and more expensive to maintain
- Our unique leafy character is threatened
- More frequent water restrictions





BIG OPPORTUNITIES EXIST

Changing environmental conditions will require us to think about how we deliver services to ensure we keep our residents and visitors safe. As a growing municipality, our commitment to caring for our City and to not only maintain, but enhance our local environment, is more important than ever.

Doing the right things

Understanding our current and future challenges, and evaluating our impacts to focus our investment and efforts in programs and projects that have tangible benefits for our community.

Doing things right

Inspiring our community through demonstrating environmental leadership in our own operations. Ensuring our assets and services are managed effectively and efficiently to facilitate our community to reduce their environmental impact.

Supporting Councillors and officers to become leaders in environmentally sustainable work practices.

Doing things with partners

Leveraging our strong and productive relationships with state and local governments, not-for-profit organisations, research organisations and community groups to maximise our combined impact.

Doing things differently

Embracing the rapid evolution of technology and investing in our technology systems to make it easier and cheaper for Council and the community to improve environmental outcomes.



This is the community and the environment that we are committed to protecting and enhancing.

WHERE ARE WE NOW?

From our community to our heritage buildings, we are a City of personality and character. Covering an area of 21 square kilometres, we are one of the smallest municipalities in Victoria, and we are also the most densely populated.

Half of our community live in rented accommodation. Port Phillip is also home to 19,441 businesses that collectively employ over 87,000 people.

Our proximity to Melbourne, the 11 kilometres of bay foreshore, beautiful tree-lined streets and the many attractive parks and open spaces, makes Port Phillip a popular destination for residents, businesses and tourists. As a City, we attract 2.8 million visitors a year, second only to the City of Melbourne as the most visited municipality in Victoria.

This is the community and the environment that we are committed to protecting and enhancing. This Strategy responds to the challenge of a growing population and changing environmental conditions, providing a pathway to remain the bold, liveable, caring and beautiful place we are today.

The changing climate we are already experiencing in our City brings many real challenges that demand a considered response:

1. lower than average rainfall with water supply estimated to be reduced by up to 11 per cent by 2020
2. rising temperatures, which will result in more heat-related health stress and deaths.
3. rising sea levels that will affect much of Port Phillip, which is only one to three metres above sea level
4. increased erosion of the foreshore due to an increase in the number and intensity of storm surges.

Working together

As an established municipality, opportunities to influence our urban environment to make it more resilient to these impacts can be hindered by the lack of available public space and volume of established infrastructure. However, Port Phillip is home to an engaged, committed community, which provides opportunities to unlock unique collaborative solutions.

Sustainability-focused technologies, like battery storage, bio digesters and electric vehicles, are rapidly developing, and could support Council and the community to lower emissions. Our continued investment in technology will allow us to capture and analyse large amounts of data to inform our strategic objectives and evaluate our impacts.

We have strong and productive relationships with the Victorian Government and our neighbouring councils, not-for-profit organisations and community groups. Whether it's the Melbourne Renewable Energy Project, Association of Bayside Municipalities or the Cities Power Partnership, we are able to leverage these partnerships to maximise our impact.

6.87 ha

The average Australian has an ecological footprint of 6.87 global hectares - the equivalent of a four planet lifestyle.*

Our consumption of natural resources is measured using ecological footprinting. By looking at how much energy and water we use, what type of food we eat and what we throw away, we can calculate the number of global hectares of land used to support our lifestyle.

This can then be translated into the number of planets needed if everyone on earth lived the same way.

* Global Footprint Network. (2018). National Footprint Accounts - Edition 2018. Available at: <http://data.footprintnetwork.org>

LISTENING TO OUR COMMUNITY

We are proud to have an engaged and committed community who are passionate about sustainability. We will need to work collaboratively with the community to meet our sustainability challenges head on and we need your help.

In preparing this Strategy we have engaged with the community through sustainability surveys, forums and focus groups to understand your concerns.

You told us you wanted:

Greater focus on reducing our City's carbon emissions

A proactive approach in adapting to climate change

To get people out of their cars through better public transport connections¹

More information and education to support behaviour change

Council to play a leadership role in supporting the community to take sustainability actions.

You also told us that you want actions that have real, measurable outcomes. We are committed to tracking and reporting progress through measurable indicators for each of the five outcomes.

We've listened to what you have told us and combined this with international best practice, current research and what we have already learned, to shape and inform a strategy that will guide us all to achieve our vision together.

¹ Move, Connect, Live - Integrated Transport Strategy 2018-28 was developed in 2018



The choices we make every day have an impact on the sustainability of our City.

You can choose to buy less stuff, recycle, reduce the energy and water you use, take public transport, plant a tree and so much more.

WHAT WILL BE DIFFERENT

The City of Port Phillip has a vision to be a beautiful, liveable, caring, inviting, bold and real City. This vision will be realised through delivering the Council Plan.

Act and Adapt embeds change and collaborative actions across a range of council services including:

- urban design and city planning
- open space planning
- health and wellbeing
- foreshore management
- waste management
- transport
- economic development
- tourism.



Low carbon living

- Our City is a leader in zero carbon living and climate change resilience. All of Council's facilities are carbon neutral.
- Houses and apartments are cleverly designed to reduce energy use and to access power from renewable sources. Green roofs and walls reduce the urban heat island effect for all of us.



Transport

- New sustainability technology is embraced. Electric vehicles are commonplace and charge points are available for use by the community.
- A smart public transport system and safe connected walking and bicycle routes provide popular and convenient alternatives to car travel.



Partnerships

- Council is partnering with all levels of government and research organisations to ensure a collaborative approach to caring for Port Phillip and its people.



Working together

- Everyone works together to prepare for the extreme weather events and to keep our community safe. Services are designed to be reliable in all conditions.
- Council events are delivered without single use plastics and generate very little waste. Community and corporate events are supported to do the same.



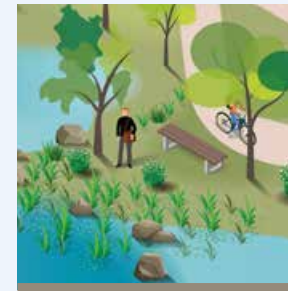
Technology

- Smart technology and the Internet of Things help to keep our streets, parks, creeks and beaches clean. Less waste is produced. The waste that is generated is managed so that 80 per cent of it is diverted from landfill.



Urban ecology

- Healthy trees and the use of water in the landscape make our City greener and cooler.
- A diverse range of birds, insects and animals live in public spaces and on private land.



Water sensitive

- Stormwater is used to irrigate open spaces, and smart technology ensures that water isn't wasted. Water is captured in the landscape to reduce flooding and to cool the City.
- Council, the community and other stakeholders collaborate to implement cost effective solutions to reduce flooding in the Elster Creek catchment.

OUR PARTNERS

The City of Port Phillip works with key partners to deliver community focused solutions, drive regional outcomes and ensure efficient use of our resources. The initiatives outlined in this Strategy will require significant collaboration across public and community sector organisations, the private sector and our communities.

During the life of this Strategy we expect that the way we work with our partners will vary depending on the requirements of each stage of implementation. Our partners are subject to change and will evolve over time. Council values the support of our partners in helping us deliver the important initiatives in this Strategy, as we recognise we cannot achieve them alone.

Our City is affected by Federal and Victorian Government legislation and policies, the actions of neighbouring councils, the businesses and organisations that operate within our boundaries and everyone that lives, works and visits.

This context presents both opportunities and challenges for delivering the actions in this Strategy. In some instances, we will have direct control over specific actions, especially those relating to Council operations. In other cases, we will advocate to other levels of government for change and leverage opportunities to benefit our community.

Council's role

Trusted service provider

Providing high quality assets and services that are managed sustainably to ensure we minimise environmental impact and increase community resilience to the challenges of climate change.

Trusted partner and broker

Advocating to and partnering with State, Federal, and other local governments, utility providers and research organisations to drive systemic sustainability improvements in response to community needs.

Trusted advisor and agent

Working efficiently to achieve our City vision and strategic directions through delivering programs that facilitate sustainability practices in homes and businesses.

Trusted steward

Showcasing best practice sustainability practices in our own operations and trialling new ways of working to inspire our community.

Monitoring and reporting

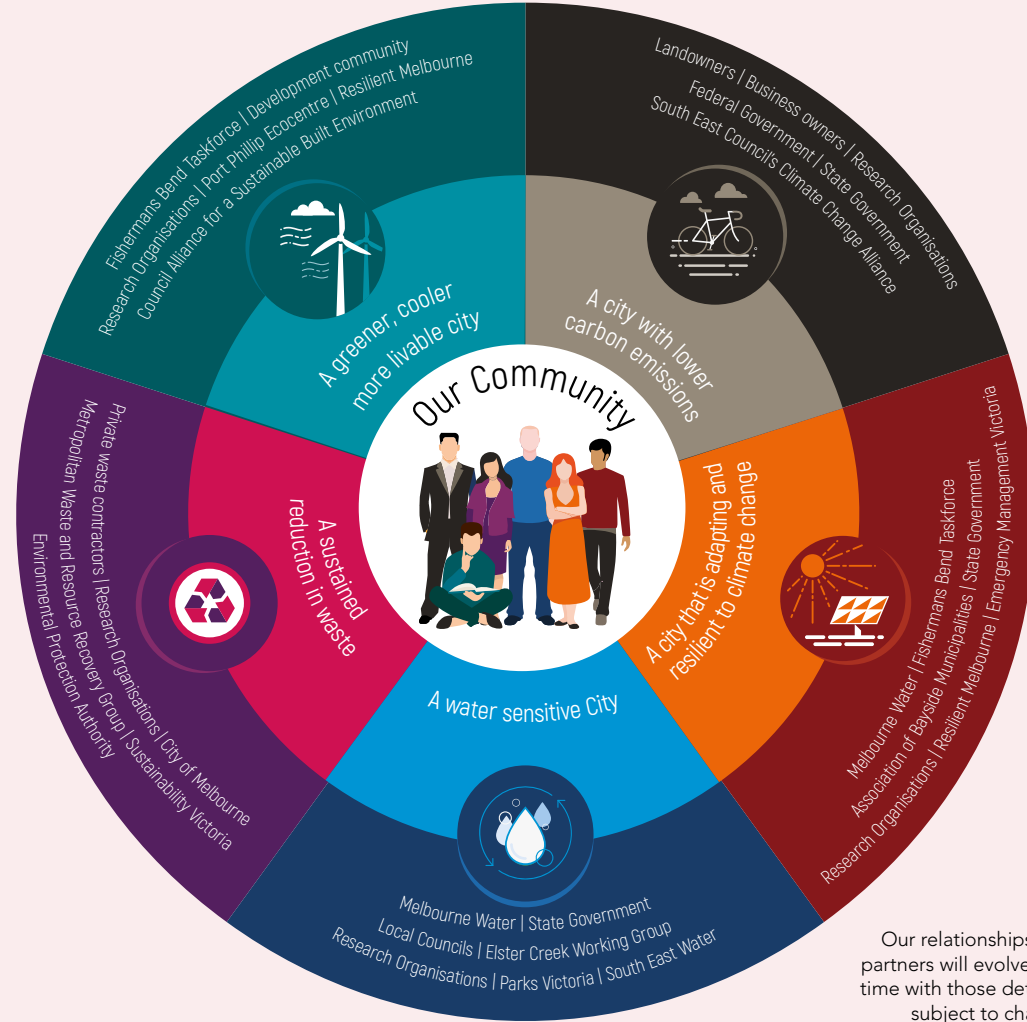
Monitoring and reporting against the key sustainability indicators outlined in this Strategy to develop a shared understanding of progress and to identify opportunities.

Key partners

The key to creating a sustainable Port Phillip is working with others. Our community, local and Victorian Government partners, research organisations and private industry all have a critical role to play.

Across Port Phillip there are already hundreds of organisations, businesses and individuals showing leadership, implementing solutions and making sustainability a part of everyday life. Building on our history of success, we must continue to come together and scale up our activities.

Each of us has a role in acting together to create a sustainable future.



Our relationships with partners will evolve over time with those detailed subject to change.

As a local government, Council exists within the larger government system. We are directly affected by the action or inaction that occurs in other municipalities and at the state and federal levels. Through collaboration and partnerships, we play a role in moving toward a system-wide approach to sustainability.

Partnering with the Victorian and Federal governments

- development of planning scheme amendments that deliver stronger outcomes for sustainable design, stormwater management, management of waste and action on climate change adaptation
- upgrade of sustainability assessment tools available to the public
- development of minimum mandatory standards for rental properties to improve thermal performance, ensure appropriate heating and cooling, and deliver lower energy bills
- development of minimum thermal safety standards in the planning scheme to drive improved energy efficiency and thermal safety and comfort of buildings
- access to funding that supports low income households and the energy efficiency of public housing and community housing, including support to upgrade high cost, high-energy using household fixtures such as hot water systems, heating and cooling
- addressing climate vulnerability among public housing tenants, with a particular focus on heat stress
- supporting health and wellbeing service delivery in Port Phillip, with consideration to increasing climate related health concerns such as extreme heat
- ensuring ongoing sustainable management and health of our beaches and Port Phillip Bay through regulation of Water Sensitive Urban Design to assist pollution reduction
- developing coastal adaptation responses that are sensitive to the ecological processes of Port Phillip Bay and the needs of our community
- actualising Victorian Government-run randomised onsite compliance checks for new buildings and landscapes
- progressing the development of a metropolitan organic waste processing facility
- reduction in use of balloons, plastic bags and single use plastics.

Melbourne Water and councils within Yarra and Elster Creek catchments

- collaborating to ensure a whole of catchment approach to flood prevention
- continued infrastructure upgrades to decrease flood risks locally and downstream
- continued stormwater capture and treatment to reduce the amount of pollutants entering Port Phillip Bay.

OUR PARTNERS

The role of residents and businesses

The choices you make every day have a massive impact on the sustainability of our municipality. You can choose to buy less stuff, recycle, reduce the energy and water you use, take public transport, plant a tree and so much more. When you do these things, you not only make a direct contribution to Port Phillip's sustainability, you also play a powerful role in influencing those around you.

The Sustainable City Community Action Plan (SCCAP), endorsed in March 2018 provides details of the

programs funded by Council to support the wider community to reduce greenhouse gas emissions, waste generation and water consumption. Although the SCCAP predates Act and Adapt, it is not a duplication or contradiction. Rather, it is now included in this Strategy under Action Seven. The SCCAP includes a range of education and behaviour change initiatives as well as practical support for renters, apartment buildings, businesses and community services.

The role of landlords

More than half of our residents live in rented accommodation. Landlords hold significant power and influence over what infrastructure is installed in their properties, including air conditioning, hot water, lighting, and water systems. They also control the quality of the building shell and can decide to install things like insulation and draft proofing. The combination of these factors has a huge impact

on occupant comfort, utility costs and environmental impacts.

We encourage landlords to consider upgrading tenanted properties to improve water and energy efficiency. This will not only improve liveability for tenants, it will also contribute to the appeal of the property in a rapidly changing marketplace.



Council is committed to supporting our community to become more sustainable. The **Sustainable City Community Action Plan** details exciting initiatives that Council will take over the coming years to support the community to reduce their greenhouse gas emissions, waste and water consumption.

Read more about the plan or sign up for our newsletter at:

www.sustainableportphillip.com

Building partnerships

Water Sensitive City partners

Reducing the impact of flooding in Elster Creek, particularly in Elwood, is a challenging problem. The creek runs through four council areas and is managed by Melbourne Water. Elwood is heavily impacted by the rain that falls in Glen Eira and Bayside municipalities. Council will continue to advocate for catchment-wide solutions. We rely on our government partners to help reduce the impact felt by the community.

Dumped rubbish, litter, oils and other pollutants can end up in our stormwater system and will eventually flow into the bay. This is where we rely on our community to help us create a safer, cleaner environment and a healthy bay. By partnering with the Port Phillip EcoCentre, Beach Patrol and Love Our Streets volunteers, we can educate our community about the harmful impact pollution has on our bay, encouraging greater care for our environment.

Cooler, greener more liveable City partners

The Port Phillip Planning Scheme offers significant potential to influence new developments and retrofitting of our built environment, but there are also limits to what it can achieve. We need to work with our government partners to advocate for housing that will better cope with our future environment.

Seventy-five per cent of the land in our City is privately owned. In order to create a cooler and greener City where heatwaves have less impact, we need the community's help. Opportunities to keep large trees in our environment while we face the challenge of densification and population growth is a complex problem. We must look to a range of options like green roofs, walls and facades.

Climate Adaptation partners

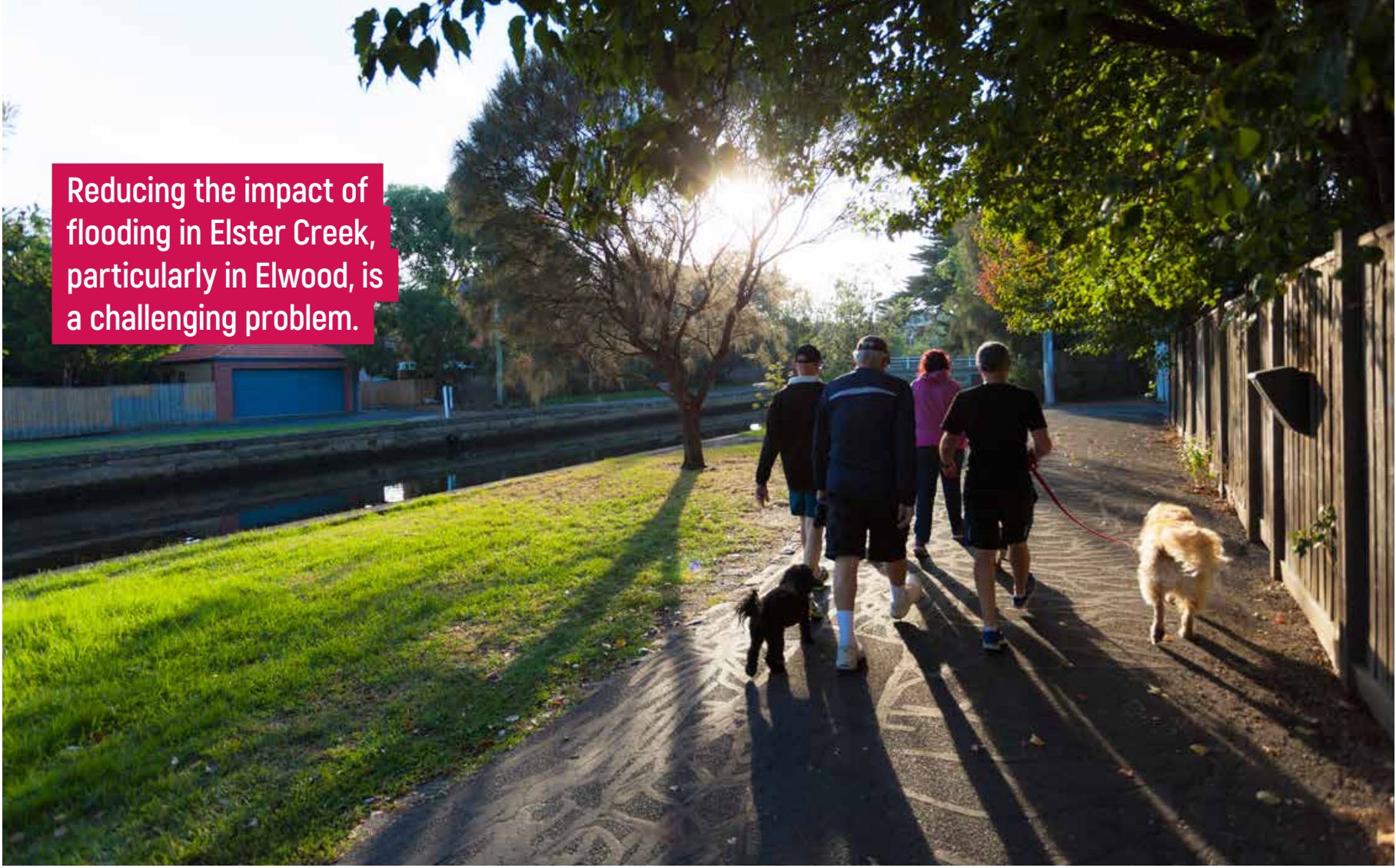
Council is committed to the Global Covenant of Mayors for Climate and Energy (formerly the Compact of Mayors), a global coalition of city leaders addressing climate change by pledging to cut greenhouse gas emissions and prepare for the future impacts of climate change. Our partnership with Resilient Melbourne also enables us to access and partner with researchers and other local governments to identify ways to adapt to climate change.

Get involved

Join us in creating smart solutions for a sustainable future. Come along to a workshop, join a local sustainability focused community group, visit the EcoCentre (ecocentre.com) or Council's sustainability website:

 www.sustainableportphillip.com

Reducing the impact of flooding in Elster Creek, particularly in Elwood, is a challenging problem.



A greener, cooler, more liveable City

Recent highlights:

Council increased areas vegetated with Indigenous species by 2,500m² including plantings at Turner Reserve Port Melbourne, Elwood Canal and Head Street Reserve.

Through Council plantings in streets and parks, and community tree planting days, 4,101 trees were planted on public land in 2016-17.

In partnership with inner Melbourne councils, the City of Port Phillip developed the Growing Green Guide - a 'how to' guide for installing green walls, roofs and facades.

We live, work and play in a landscape of natural beauty, with residents and millions of visitors enjoying our beaches and lush open spaces each year.

Healthy ecosystems are vital for our City and the health of our whole community. Cities play a crucial role in connecting people to nature, and through careful planning and investment we have the ability to improve our community's quality of life.

Good planning in the past has left a legacy of beautiful and green historic parks, public and private gardens, and many tree lined streets that contribute to a mature tree canopy cover and greening across most of our neighbourhoods. There are a number of significant areas of habitat that act as biodiversity hotspots and form corridors for animals to move through our suburbs.

With increased densification, more concrete and average temperatures increasing year on year, we are finding that the City is getting hotter not only during the day, but also overnight. This is known as the urban heat island effect and it has a large impact on our community's health and wellbeing.

We will continue to deliver green and blue connections that support our local animals and an active community who enjoy a cooler, more liveable City.

We have the goal of making our whole City greener, and for that we need your help. Our key challenge is that 75 per cent of the land in the City is privately owned, so all landowners in the City hold some responsibility for creating a greener, cooler City.

Through the actions in this Strategy and the Greening Port Phillip urban forest strategy, our partnerships with the Port Phillip EcoCentre and other environmental groups, and through working with you, we are aiming to expand our urban forest, increase biodiversity corridors, increase porous surfaces and reduce the urban heat island effect across the whole of the City.

Key partners

The community
 Resilient Melbourne
 Victorian Government
 Port Phillip EcoCentre

Key strategies

Greening Port Phillip Strategy
 Move, Connect, Live ²
 Water Sensitive City Plan ³
 Climate Change Adaptation and Greenhouse Plan ⁴
 Public Space Strategy ⁵
 Foreshore and Hinterland Vegetation Management Plan
 Foreshore Management Plan

Measuring progress

MEASURE	2015/16	2027/28
Street canopy cover	19%	Increase 10%
Council's Greening Port Phillip - An Urban Forest Approach, also contains suburb-based targets that are reported against every five years.		
Canopy cover on private land	11%	Increase 10%

Green and blue connections use both vegetation and water to enhance public open spaces, making cities more vibrant, inviting in biodiversity and cooling the surrounding area. These spaces can be natural or highly urbanised streetscapes. Also known as Blue-Green infrastructure, this school of urban planning has been proven to have a positive impact on the liveability of a City.*

*Making Cities Liveable - http://issuu.com/ramboll/docs/bgi_new?e=4162991/34845282

² Council's Integrated Transport Strategy - has been developed
³ To be developed in 2018/19
⁴ To be developed in 2018/19
⁵ In development - will replace Open Space Strategy

A greener, cooler, more liveable City

ACTIONS		2018-2020	2021-2024	2025-2028
1	Implement the Greening Port Phillip Strategy and Street Tree Planting Program, including ongoing investment in species diversification, park trees, streetscape improvements and a stronger focus on enhancing biodiversity by planting indigenous and climate tolerant species			
2	Implement the Foreshore and Hinterland Vegetation Management Plan			
3	Develop a Biodiversity Study and Action Plan			
4	Maintain heat mapping and solar analysis data. Use data, along with Socio-Economic Index for Areas and flood data to guide project and service delivery Communicate information to the community through a web-based platform			
5	Deliver technical guidance and implement regulatory interventions to protect vegetation and increase canopy cover on private property, including green roofs, walls and facades			
6	Encourage and enforce sustainable, climate resilient buildings through the planning process by applying environmentally sustainable design planning policy guidelines and by providing clear, accessible information to the community			

Studies have shown that a well placed shade tree can significantly cool a house in summer, making it more comfortable for residents as well as reducing energy bills associated with cooling by 30 per cent*

* Peak Power and cooling energy savings of shade trees; Akbari et Al; Energy and buildings V25 Issue 2 1997



Photo - St Kilda EarthCare and Friends of Elster Creek

A City with lower carbon emissions

Recent highlights:

Council has committed to purchase all of its electricity through the Melbourne Renewable Energy Project.

Council has installed a 172 kW solar system on St Kilda Town Hall, reducing emissions by 300 tonnes and saving Council \$44,000.

Council facilitated the community to install 102 solar systems on homes.

One of the most significant challenges the world faces is transitioning away from our use of fossil fuels and reducing our carbon emissions.

Council has joined with the Victorian Government and countries around the world to play our part in reducing greenhouse gas emissions, in an attempt to keep the global temperature rise to under two degrees.

To do this we must work collaboratively. Council produces only 0.6 per cent of the overall emissions in the City, and as we move towards a low carbon future we need to work with our community.

We are committed to taking real action and to supporting our community to do the same. The community can create an energy smart lifestyle by building or retrofitting houses, apartments and commercial properties with insulation and double glazing, energy efficient lighting and appliances, and by accessing renewable energy.

In 2015 at the United Nations Framework Convention on Climate Change, the international community committed to the Paris Agreement on Climate Change - to keep the rise in global temperatures to below 2°C above preindustrial levels, and to work towards limiting the rise to 1.5°C. Australia ratified this agreement on 9 November 2016.

Key partners

- _____
- The community
- _____
- Victorian Government
- _____
- South East Councils Climate Change Alliance
- _____
- Council Alliance for the Sustainable Built Environment

Key strategies

- _____
- Sustainable City Community Action Plan
- _____
- Climate Change Adaptation and Greenhouse Plan ¹¹
- _____
- Move, Connect, Live - Integrated Transport Strategy 2018-28
- _____
- Don't Waste It - Waste Management Strategy 2018-28

Measuring progress

GREENHOUSE GAS EMISSIONS tCO ₂ e	2016/17 BASELINE	2027/28
Council	10,950 tCO₂e ⁶	520 gross emissions
Council	6,464 tCO₂e	Zero net emissions
Community	1.7 M tCO₂e ⁷	Zero* net emissions by 2050 ⁸
ELECTRICITY FROM RENEWABLE SOURCES	2016/17 BASELINE	2027/28
Council	293 kW	100 % (includes onsite and offsite)
Community	5,100 kW	50 % penetration ⁹ (29,000 kW)
ENERGY CONSUMPTION	2016/17 BASELINE	2027/28
Energy consumption in buildings and streetlights ¹⁰	8,900 MWh	7,300 MWh

⁶ Gross emissions are the total emissions for City of Port Phillip, before accounting for any purchased offsets. Gross emissions include scope 1, 2 and 3 emissions (relevant scope 3 emissions will be reported in accordance with a recognised standard). Offsets are subtracted from gross emissions to calculate Council's net emissions.
Scope 1, direct emissions: the emissions released to the atmosphere as a direct result of an activity. For example, emissions from the burning of diesel fuel in Council vehicles.
Scope 2, indirect energy emissions: the emissions released to the atmosphere from the indirect consumption of an energy commodity. For example Council using electricity produced by a coal fired power station.
Scope 3, indirect emissions: the emissions that are generated in the wider economy (other than scope 2 emissions). They occur as a consequence of Council's activities, but from sources not owned or controlled by Council. For example, the emissions released as a result of powering streetlights throughout the City.

⁷ This figure is an estimate based on the best available data and takes into account emissions generated through energy use, transport, waste and water across the residential, commercial and industrial sectors in our municipality. It has been compiled in accordance with the Global Protocol for Community Scale Greenhouse Gas Emission Inventories. It should be noted however that due to the unavailability of publicly available data sets some of the supporting data is based on interpolation from state wide and national emissions information.

⁸ Aligned with Victorian State Government GHG emissions target for whole of state as per Victorian Climate Change Act 2017

⁹ Based on standalone and semi-detached homes as per 2016 ABS data

¹⁰ Electricity and gas consumption included. Joules of gas have been converted to an equivalent kWh

¹¹ To be developed in 2018/19

* Interim emissions to 2025 to be confirmed in late 2018

A City with lower carbon emissions

ACTIONS		2018-20	2021-24	2025-28
7	Deliver behaviour change and education programs through the Sustainable City Community Action Plan (SCCAP) and support environmental education programs in schools			
8	Review Council services to identify opportunities to reduce carbon emissions and implement changes			
9	Reduce energy use in Council buildings by investing in renewable energy, energy efficiency in Council buildings and changing our behaviour			
10	Increase the sustainability of South Melbourne Market by installing renewable energy			
11	Embed sustainability into Council's procurement and investment policies and practices, including minimum sustainability performance requirements for suppliers			
12	Introduce green lease provisions targeting tenant energy consumption, cleaning and waste management into new and renewed leases of Council buildings			
13	Transition the Council fleet to zero emissions, prioritising electric vehicles and charging stations, traditional and electric bikes, car share and low emissions vehicles			
14	Where viable, progressively convert Council buildings to fully electric power through maintenance and renewal programs			
15	Deliver an energy efficient street lighting upgrade (category V lights)			
16	Deliver a program that supports households, particularly those on a low income, to invest in sustainability retrofits, solar panels and pay back their investment through an alternative financing arrangement (SCCAP)			
17	Work with partners to drive the uptake of Environmental Upgrade Agreements for commercial and (legislation pending) residential buildings (SCCAP)			

ACTIONS		2018-20	2021-24	2025-28
18	Work with the community to determine the viability of a collective purchase of offsite renewable energy for a consortium of apartment buildings (SCCAP)			
19	Seek a partnership to test and increase uptake of solar retrofit and energy sharing platforms for apartment buildings (SCCAP)			
20	Support the community to increase the sustainability of their homes during the planning and design phases			
21	Support the uptake of electric vehicles, including installation of public charging stations and investigation of planning controls to require charging infrastructure in new developments			
22	Advocate to developers for buildings designed to achieve low energy properties and precincts above Victorian planning policy regulations			
	Advocate to the Fishermans Bend Taskforce and Victorian Government for planning policy regulation to support their commitment to an accredited Greenstar Community in Fishermans Bend			

Melbourne Renewable Energy Project (MREP)

Council is participating in an innovative wind power project that will reduce our total emissions by 87 per cent. Everything from street lights to Council buildings will be powered by zero-emission electricity starting in 2019.

We are part of an Australian first and a model for the future - partners working together for shared sustainability and prosperity using new, market-based approaches to transform and move Australia's electricity system away from fossil fuels.

Led by the City of Melbourne, the MREP partners plan to purchase 88 GWh of electricity each year, the equivalent to powering more than 17,000 households in Melbourne annually. Because the wind farm will produce more electricity than the MREP partners need, the total emission savings will be even greater.

14% of our City's greenhouse gas emissions are due to private vehicle use.

As a growing municipality, reducing car use is a key way to reduce our City's carbon emissions and air pollution.

Move, Connect, Live - Council's Integrated Transport Strategy (due for release 2018) contains actions that will help residents and visitors to drive less and hop on public transport, walk or ride their bikes instead.

By 2028 Council is aiming for:



by foot of all daily trips by pedestrians



by bike of all daily trips by bike



by public transport of all daily trips by public transport



by car of all daily trips by car





Reducing car use is a key way to reduce our City's overall impact on carbon emissions and air pollution.

A City that is adapting and resilient to climate change

Recent highlights:

Council joined the South East Councils Climate Change Alliance in 2016, partnering to deliver climate adaptation and carbon mitigation projects regionally.

Through our involvement in the Association of Bayside Municipalities, we joined with nine neighbouring councils to develop the Bay Blueprint. The Blueprint is a coastal adaptation planning framework that ensures councils use a consistent methodology to address coastal impacts of climate change.

Council heatmapped the City to understand where the 'hotspots' are, so we can concentrate our efforts to cool particular locations through trees, shading and water in the landscape.

Climate change is already having an impact around the world. Preparing for a different future where extreme heat events, flooding, coastal storm surges and drought are more prevalent requires commitment, innovation and collaboration.

How we respond and adapt to climate change is crucial for our community, especially the most vulnerable.

Adaptation planning is based on:

- understanding expected climatic changes
- understanding our current services and assets, and how they may cope in the future
- predicting how vulnerable our community and environment is to climate risks

- using this information to establish ways we can manage these risks and support our community to be resilient and our environment to thrive
- monitoring our response and adjusting our approach as needed.

We are getting ready for the future now, proactively preparing our assets and thinking about how we can best support our community.

We aspire to increase our resilience, ensuring changing environmental conditions won't affect Council's ability to deliver the services that support our business community and residents.

People are the heart of our City. Through the actions contained in this Strategy and partnering with community organisations, emergency services and all levels of government, we will enhance our City, maintain our reputation as Melbourne's playground and keep our community healthy and safe.

Key partners

- The community
- Victorian Government
- South East Councils Climate Change Alliance
- Emergency management organisations
- Association of Bayside Municipalities
- Resilient Melbourne

Key strategies

- Climate Change Adaptation and Greenhouse Plan¹³
- Sustainable City Community Action Plan
- Greening Port Phillip Strategy
- Asset Management Strategy¹⁴
- Public Space Strategy¹⁵

Measuring progress

Measuring the impact our action will have on our community's resilience to climate change is difficult, as most of the benefits are dependent on an individual's perception of comfort and safety, which is different for everyone. To ensure we keep track of how the community is impacted by climate change we will monitor several indicators and use these to help us plan for improved service delivery.

These indicators are:

- number of houses impacted by extreme weather¹²
- temperature hotspots
- use of Council facilities in extreme weather.

We will also measure and report:

- actions taken to retrofit Council buildings to combat climate change.

¹² Subject to data being made available by the insurance industry

¹³ To be developed in 2018/19

¹⁴ Under development

¹⁵ Under development - to replace Open Space Strategy

Heatwaves

Heatwaves impact on our comfort levels, the health and safety of our community and pets, and cause significant increased demand on our electricity network.

The extreme heat experienced in Melbourne between 14 to 17 January 2014 is estimated to have cost business within the City of Melbourne approximately \$37 million in lost revenue.

59% of businesses reported an impact on the comfort, motivation or morale of their workforce.

40% reported an impact on the reliability of their workforce.

62% experienced additional operational costs such as increased use of air conditioning.

Source: A Quantitative Research Report on: 2014 Heatwave Business Impacts Social Research, Sweeny Research, 24 March 2014. Commissioned by City of Melbourne. melbourne.vic.gov.au/sitecollectiondocuments/eco-impact-of-heat-waves-on-business-2014.pdf


A City that is adapting and resilient to climate change

ACTIONS		2018-20	2021-24	2025-28
23	Create a revised Climate Adaptation and Greenhouse Plan in order to identify which tools will help the community increase their resilience to climate change, including managing the impact of heat and extreme weather			
24	Contribute to the EcoCentre redevelopment (subject to external funding). Continue to invest in EcoCentre programs that support an environmentally aware community			
25	Examine the effectiveness of establishing a Port Phillip Energy Foundation or partnering with an existing foundation to undertake advocacy, research, advisory and community engagement initiatives			
26	Conduct vulnerability assessments and financial risk modelling of Council's assets and develop minimum environmental performance standards and design guidelines for Council buildings Embed these standards into our maintenance and construction programs			
27	Assess recommendations from the state-led Coastal Hazard Vulnerability Assessment and develop an implementation strategy and action plan to help protect the City of Port Philip against sea level rise and inundation			
28	Develop concept design of blue-green infrastructure that protects against flooding and sea level rise, and enhances the natural environment			
29	Investigate alternative funding models for environmental initiatives to deliver priority projects			

Council works closely with Emergency Services Victoria and the State Emergency Service (SES) to ensure the safety of our community during storms, floods and heatwaves.

Council plays a supporting role during these times and a maintenance role after the event. During an emergency, the SES and Emergency Services Victoria are the people who respond, and should be who our community calls. The SES also provides education and support materials to ensure you can prepare for these types of weather events.

For more information visit:

 <http://www.portphillip.vic.gov.au/be-alert.htm>



A water sensitive City

Recent highlights:

Gaining commitment from Melbourne Water and neighbouring local governments in the Elster Creek Catchment to collectively work on flooding issues.

Installing our 200th raingarden in our streetscapes to treat stormwater and remove pollutants before they enter the bay.

Commencing CCTV investigation of the City's stormwater system to assess its condition and identify opportunities for improvements.

Here in Port Phillip we have a deep connection to water. Port Phillip Bay is at our doorstep, Albert Park Lake at our core, the Yarra River to our west and Elster Creek to our east.

Creating a water sensitive City requires collaboration with Melbourne Water and South East Water to manage all aspects of the water cycle - mains water, stormwater, wastewater and groundwater - in an integrated way.

Climate change has had a significant impact on how we use urban water, and in a growing City there is increased demand being placed on our parks and open spaces.

Through treating our City as a catchment, we plan to capture water for use and work with our partners to reduce flooding.

We will not only maintain, but enhance our public spaces by using water efficiently, as well as reducing pollutants flowing into Port Phillip Bay, ensuring its health into the future.

To create a truly water sensitive City we need the community's help. Through policy changes, regulation and guidance, Council can provide support, but developers and home owners will need to take action to reduce the amount of concrete and paving on private property, ensuring that water has a chance to soak into the ground.

This will have multiple benefits, including groundwater recharge, cooling the City and reducing flooding. We may, at times, also need to disrupt parks to install water harvesting or upgrade irrigation to make them more resilient to future droughts, delivering a better long-term outcome for our community.

Key partners

- The community
- Victorian Government
- Melbourne Water
- South East Water
- Research organisations
- Neighbouring local governments

Key strategies

- A Water Sensitive City¹⁷
- Climate Change Adaptation and Greenhouse Plan¹⁸
- Sustainable City Community Action Plan
- Greening Port Phillip Strategy
- Public Space Strategy¹⁹

Measuring progress

MAINS WATER USE	2016/17 BASELINE	2027/28	REDUCTION
Council	238 ML/y	203 ML/y ¹⁶	15 %
Community	178 L person per day	155 L person per day	27 %
POLLUTANTS REMOVED ANNUALLY	TOTAL RELEASED IN CATCHMENT	REMOVED IN 2016/17	REMOVED BY 2027/28
Total suspended solids	717,035 KG/y	71,369 (10%)	192,813 (27%)
Total phosphorous	1,880 KG/y	139 (7%)	374 (20%)
Total nitrogen	15,009 KG/y	1,033 (7%)	2,222 (15%)

¹⁶ Goals and budgets are dependent on particular projects. If these projects do not proceed, goals will be reviewed and if needed updated.

¹⁷ To be developed in 2018/19

¹⁸ To be developed in 2018/19

¹⁹ In development

Note: These pollutants have been identified as key pollutants that have a major role in negatively impacting the long-term health of the Bay. By targeting them, a broad range of other pollutants will also be captured, including litter, oils and heavy metals that wash off our rooftops, roads and other surfaces.

A water sensitive City

ACTIONS		2018-20	2021-24	2025-28
30	Develop a Water Sensitive City Plan to drive an integrated approach to water management			
31	Reduce water use by renewing irrigation infrastructure and improving controls and management while maintaining highly valued green spaces			
32	Investigate and implement high value opportunities for stormwater harvesting to provide alternatives to potable water use for key Council open spaces			
33	Support plans for recycled water processing at Fishermans Bend, with water being used by residents and for irrigation of Council reserves			
34	Investigate mechanisms to require onsite stormwater detention in new developments, and technology to monitor tank levels and empty prior to storm events			
35	Implement the Elster Creek Action Plan			
36	Develop and implement a Stormwater Asset Management Plan and invest in drainage improvements			
37	Plan and deliver Water Sensitive Urban Design projects to reduce the amount of pollution entering Port Phillip Bay			
38	Complete a study of permeability potential for Council land and introduce place-based permeability targets Embed these standards into our maintenance and construction programs			
39	Update Council policy and engage with the community to achieve greater permeability on private property			

Litter and other pollutants wash into our stormwater drains when it rains. This means anything that reaches the gutter, be it litter, detergents, dog droppings or dirt and grit off the road, will flow directly into our stormwater system, Port Phillip Bay and onto our beaches.

One way Council is working to improve the quality of stormwater is through raingardens. Raingardens look like a regular garden with one major difference – they are positioned to receive rainwater from hard surfaces like roads.

Using layers of soil and gravel for filtration and planted with a combination of plants, shrubs and grasses, a raingarden reduces the amount of stormwater that would otherwise wash pollutants into the stormwater system.

This raingarden in Middle Park will remove 1.4 tonnes of dirt and 13 kg of nitrogen per year.



A sustained reduction in waste

Recent highlights:

A GaiaRecycle unit installed at the South Melbourne Market converts 360 tonnes of food waste to organic fertiliser each year.

Solar powered compaction bins installed in public spaces have increased the amount of rubbish that can be put in the bins before collection is needed.

Council is leading the standard of hard waste recycling with 70 per cent of waste being diverted from landfill. The Victorian average is 15 per cent.

The growth and increased densification of our City is placing increased pressure on waste services. This also stimulates the need for service improvements.

To respond to these changes **Don't Waste It!**, a new 10-year Waste Management Strategy is currently being developed.

The Strategy is a roadmap detailing how we will become a leader in municipal waste management through investment in new technologies, focused education campaigns and better planning.

In addition to our growth challenges, the waste industry in Victoria is experiencing significant stress due to the closure of multiple landfills and uncertainty within the recycling industry. These combined pressures will result in increased costs to manage waste.

Along with challenges, there are opportunities for City of Port Phillip regarding waste management. Urban renewal of Fishermans Bend within Port Phillip has caused a rethink as to where our services for waste should be located, while maintaining the high standard of services that the community expect.

The option to relocate the depot and transfer station facilities has created potential opportunities to increase the use of 'Smart Solutions' for waste management, and to seek out partners to share the new facilities to ensure full effectiveness and efficiency of waste management in the area.

Despite all the technological improvements that will be implemented, minimisation of waste is the biggest challenge we face as a Council. This is where we need your help, through:

- avoiding excess and unrecyclable packaging, like using your own coffee cup and avoiding disposable single-use plastics
- reducing waste and avoiding recycling being placed in the wrong bin, which will end up in landfill or contaminate the recycling bin
- keeping our streets and beaches litter free by using public bins, and accessing the free hard waste collection service²¹.

²¹ ☎ ASSIST 03 9209 6777 to book a collection.

Key partners

- The community
- Victorian Government
- Metropolitan Waste and Resource Recovery Group
- Sustainability Victoria

Key strategies

- Sustainable City Community Action Plan
- Don't Waste It!** Waste Management Strategy ²¹

Measuring progress

PERCENTAGE OF WASTE DIVERTED	2017/18 BASELINE	2027/28
Council	38 %	85 % ²²
Community (houses)	33 %	80 %
Community (apartments/units)	23 %	85 % ²³
WASTE GENERATED	2016/17 BASELINE	2027/28
Council facilities	61 kg/FTE/year	20 % reduction from baseline
Waste generation households (inclusive of apartments and houses)	554 kg/HH/year	20 % reduction from baseline

Note: Progress on these targets will be done through the Don't Waste It! - Waste Management Strategy 2018-28.

²¹ Was developed in 2018

²² Draft targets are subject to external funding partner commitments and will be confirmed in the **Don't Waste It!** Waste Management Strategy.

²³ Average of multi-unit dwellings from throughout Victoria - referenced from Sustainably Victoria

A sustained reduction in waste

ACTIONS	2018-22	2023-28
<p>40 Implement a new Waste Management Strategy that will deliver:</p> <ul style="list-style-type: none"> • a City that reduces waste • a City that maximises reuse and recycling • a City with clean streets, public spaces and foreshore areas • a City that uses new technology to process waste better and reduce environmental impacts 		
<p>41 We will set guidelines for developers to make sure it's possible for people who live in apartments to recycle guidelines for apartments and implement education programs to maximise reuse and recycling</p>		
<p>42 We will partner and explore the feasibility of a sustainability hub to better address our future waste and recycling need, including:</p> <ul style="list-style-type: none"> • supplying recycled water to public spaces • access to Advanced Waste Treatment • providing Community access to better waste drop-off facilities • a new shared depot and service facility • community education, training spaces and sporting facilities 		
<p>43 We will educate and support residents, businesses and Council staff to have good recycling habits, recycling more and ensuring recycled waste is not contaminated</p>		
<p>44 We will trial community composting and other communal food recycling opportunities for commercial premises</p>		
<p>45 We will promote a reduction of single use plastics (e.g. plastic bags and coffee cups)</p>		
<p>46 We will make sure Council purchasing practices prioritise the use of recycled and recyclable products</p>		
<p>47 We will make sure Council's waste contracts maximise recycling</p>		

Note: Progress on Actions 41-47 will be done through the Don't Waste It! Waste Management Strategy.

Community having an impact

Beach Patrol

Through the power of local residents and community spirit, Beach Patrol is helping to clean the beaches of Melbourne.

Beach Patrol is a chain of volunteer community groups whose members donate an hour of their time each month to keep the beaches cleaner and safer for the greater enjoyment of all. Starting in Port Phillip in 2009 with 3206 Beach Patrol - Middle Park, there are now more than 24 groups and 2,200 people registered as volunteers keeping our beaches clean.

For more information visit:

www.beachpatrol.com.au

Port Phillip EcoCentre

The EcoCentre is leading research on litter and microplastics with several ongoing citizen science projects focused on tracking and preventing litter before it gets to the beaches of Port Philip. Beach Patrol, the Yarra Riverkeeper and local Scout groups are partnering to deliver this work.

Penguin Friendly Event project

In the Penguin Friendly Event project, Albert Park Primary School, St Kilda Primary School and the EcoCentre collaborated to create kits for landfill and litter-free fetes and festivals. Replacing single-use items with "war on waste washing up kits" prevented thousands of food, beverage and cutlery items from going in the bin - best bit is that these kits will continue to be used and build impact over time.

For more information visit:

www.ecocentre.com/penguin_friendly



MEASURING AND REPORTING

Act and Adapt is a 10 year strategy. It will be reviewed every four years and updated if needed.

We will be reporting our progress each year through Council's annual report (unless otherwise stated).

OUTCOME	INDICATOR	BASELINE	2020/21	2027/28
Council goals				
A greener, cooler more liveable City	Street tree canopy cover ²⁴	19 %	2 % increase on baseline (19.2%)	10 % increase on baseline (21%)
A City with lower carbon emissions	GHG emissions (tCo2-e) Gross	10,950 <small>(2016/17)</small>	1,200	520
	GHG emissions (tCo2-e) Net	6,464 <small>(2016/17)</small>	Zero net	Zero net
	Electricity from renewable sources (%)	293 kW <small>(2016/17)</small>	100 %	100 %
	Energy consumption in Council buildings and streetlights (MWh) ^{25 26}	8,900 MWh <small>(2016/17)</small>	7,200MWh	7,300MWh
A City that is adapting and resilient to climate change	Actions taken to retrofit buildings to combat climate change	Baseline and targets to be developed through Climate Adaptation and Greenhouse Action Plan		
A water sensitive City	Potable water use	238 ML/y <small>(2016/17)</small>	257 ML/y ²⁷	203 ML/y
		Pollutant reduction load (kg/year)	(percentage reduction load/year)	
	Total suspended solids	71,369	16 %	27 %
	Total phosphorous	139	12 %	20 %
	Total nitrogen	1,033	10 %	15 %
A sustained reduction in waste ²⁸	Percentage of waste diverted (%)	38 % <small>(2017/18)</small>	58 %	85 %
	Waste generated in Council buildings (Kg/FTE/yr)	61 <small>Kg/FTE/yr</small>	20 % reduction (from baseline)	20 % reduction (from baseline)

²⁴ Reported every five years

²⁵ Decrease in energy consumption is expected by 2020/21. Beyond this time a slight increase is forecast due to growth in Council's asset base and electrification of Council's vehicle fleet

²⁶ Electricity and gas consumption included. Joules of gas have been converted to an equivalent kWh

²⁷ The initial increase is to account for growth and increased watering and establishment of parks. Following this irrigation upgrades and efficiencies and more alternative water will result in an overall decrease towards 2027/28 targets

²⁸ Draft targets are subject to external funding partner commitments and will be confirmed in the **Don't Waste It!** Waste Management Strategy

Note: Progress on these targets will be done through the Don't Waste It! - Waste Management Strategy 2018-28.

OUTCOME	INDICATOR	BASELINE	2020/21	2027/28
Community goals				
A greener, cooler, more liveable City	Canopy cover on private land	11 %	2 % increase on baseline (11.2 %)	10 % increase on baseline (12.1 %)
A City with lower carbon emissions	GHG emissions (tCo2-e)	1,700,000 (2016/17)	Zero net emissions by 2050 ²⁹ (interim emissions to 2025 to be confirmed in late 2018)	
	Electricity from renewable sources (%)	5,100 kW (2016/17)	10,400 kW (18 % penetration rate)	29,000 kW (50 % penetration rate)
A City that is adapting and resilient to climate change	Indicators to be reported on - number of houses impacted by extreme weather; temperature hotspots; use of council facilities during extreme weather.			
A water sensitive City	Potable water use	178 L person per day (2016/17)	155 L person per day	155 L person per day
A sustained reduction in waste	Houses: Percentage of waste diverted (%)	33 % (2016/17)	TBC	85 %
	Multi-unit dwellings: Percentage of waste diverted (%)	23 %	TBC	85 %
	Households: Inclusive of apartments and houses	554 Kg/HH/yr	TBC	20 % reduction (from baseline)

Note: Refer to Don't Waste It! - Waste Management Strategy 2018-28 for full list of targets.

²⁹ Aligned with Victorian State Government GHG emissions target for whole of state as per Victorian Climate Change Act 2017

APPENDIX 1

Actions and financial overview

STRATEGY	ACTIONS	ESTIMATED COST
A greener, cooler more liveable City	1. Implement the Greening Port Phillip Strategy and Street Tree Planting Program, including ongoing investment in species diversification, park trees, streetscape improvements and a stronger focus on biodiversity and climate tolerant species selection	\$7,475,000
	2. Implement the Foreshore and Hinterland Vegetation Management Plan	
	3. Develop a Biodiversity Study and Action Plan	
	4. Maintain heat mapping and solar analysis data; use data, along with Socio-Economic Index for Areas and flood data to guide project and service delivery; communicate information to the community through a web-based platform; use data for reporting and to track intervention impact	
	5. Deliver technical guidance and implement regulatory interventions to protect vegetation and increase canopy cover on private property, including green roofs, walls and facades	
	6. Encourage and enforce sustainable, climate resilient buildings through the planning process by applying environmentally sustainable design planning policy guidelines and by providing clear, accessible information to the community	

STRATEGY	ACTIONS	ESTIMATED COST
A City with lower carbon emissions	7. Deliver behaviour change and education programs through the Sustainable City Community Action Plan and support environmental education programs in schools	\$7,358,000
	8. Review Council services to implement opportunities to reduce carbon emissions and incorporate changes	
	9. Reduce energy use in Council buildings by investing in renewable energy and energy efficiency initiatives and changing our behaviour	
	10. Increase the sustainability of South Melbourne Market by installing renewable energy	
	11. Embed sustainability into Council's procurement and investment policies and practices, including minimum sustainability performance requirements for suppliers	
	12. Introduce green lease provisions targeting tenant energy consumption, cleaning and waste management into new and renewed leases of Council buildings	
	13. Transition the Council fleet to zero emissions, prioritising electric vehicles and charging stations, traditional and electric bikes, car share and low emissions vehicles	
	14. Where viable, progressively convert Council buildings to fully electric power through maintenance and renewal programs	
	15. Deliver an energy efficient street lighting upgrade (category V lights)	
	16. Deliver a program that supports households, particularly those on a low income, to invest in sustainability retrofits and solar, and pay back their investment through an alternative financing arrangement (SCCAP)	
	17. Work with partners to drive the uptake of Environmental Upgrade agreements for commercial and (legislation pending) residential buildings (SCCAP)	
	18. Work with the community to determine the viability of a collective purchase of offsite renewable energy for a consortium of apartment buildings (SCCAP)	

STRATEGY	ACTIONS	ESTIMATED COST
A City with lower carbon emissions (continued)	19. Seek a partnership to test and increase uptake of solar retrofit and energy sharing platforms for apartment buildings (SCCAP)	\$7,358,000
	20. Support the community to increase the sustainability of their homes during the planning and design phases	
	21. Support the uptake of electric vehicles, including installation of public charging stations and investigation of planning controls to require charging infrastructure in new developments	
	22. Advocate to developers for buildings designed to achieve low energy properties and precincts above Victorian planning policy regulations Advocate to the Fishermans Bend Taskforce and Victorian Government for planning policy regulation to support their commitment to an accredited Greenstar Community in Fishermans Bend	
A City that is adapting to climate change	23. Create a revised Climate Adaptation and Greenhouse Plan in order to identify which tools will help the community increase their resilience to climate change, including managing the impact of heat and extreme weather	\$3,740,000
	24. Examine the effectiveness of establishing a Port Phillip Energy Foundation or partnering with an existing foundation to undertake advocacy, research, advisory and community engagement initiatives	
	25. Conduct vulnerability assessments and financial risk modelling of Council's assets and develop minimum environmental performance standards and design guidelines for Council buildings. Embed these standards into our maintenance and construction programs	
	26. Assess recommendations from the state-led Coastal Hazard Vulnerability Assessment and develop an implementation strategy and action plan to help protect the City of Port Phillip against sea level rise and inundation	
	27. Develop concept design of blue-green infrastructure that protects against flooding and sea level rise, and enhances the natural environment	
	28. Investigate alternative funding models for environmental initiatives to deliver priority projects	

STRATEGY	ACTIONS	ESTIMATED COST
A water sensitive City	29. Develop a Water Sensitive City Plan to drive an integrated approach to water management	
	30. Reduce water use by renewing irrigation infrastructure and improving controls and management while maintaining highly valued green spaces	
	31. Investigate and implement high value opportunities for stormwater harvesting to provide alternatives to potable water use for key Council open spaces	
	32. Support plans for recycled water processing at Fishermans Bend, with water being used by residents and for irrigation of Council reserves	
	33. Investigate mechanisms to require onsite stormwater detention in new developments, and technology to monitor tank levels and empty prior to storm events	
	34. Implement Elster Creek Action Plan	\$28,870,000
	35. Develop and implement a Stormwater Asset Management Plan, and invest in drainage improvements	
	36. Plan and deliver Water Sensitive Urban Design projects to reduce the amount of pollution entering Port Phillip Bay	
	37. Complete a study of permeability potential for Council land, introduce place-based permeability targets. Embed these standards into our maintenance and construction programs	
38. Update Council policy and engage with the community to achieve greater permeability on private property		

STRATEGY	ACTIONS	ESTIMATED COST
A sustained reduction in waste	39. Implement a new Waste Management Strategy that will deliver: <ul style="list-style-type: none"> • City that reduces waste • City that maximises reuse and recycling • City with clean streets, public spaces and foreshore areas • City that uses new technology to process waste better and reduce environmental impacts 	\$4,723,000
	40. We will set guidelines for developers to make sure it's possible for people who live in apartments to recycle guidelines for apartments and implement education programs to maximise reuse and recycling	
	41. We will partner and explore the feasibility of a sustainability hub to better address our future waste and recycling need, including: <ul style="list-style-type: none"> • supplying recycled water to public spaces • access to Advanced Waste Treatment • providing Community access to better waste drop-off facilities • a new shared depot and service facility • community education, training spaces and sporting facilities 	
	42. We will educate and support residents, businesses and Council staff to have good recycling habits, recycling more and ensuring recycled waste is not contaminated	
	43. We will trial community composting and other communal food recycling opportunities for commercial premises	
	44. We will promote a reduction of single use plastics (e.g. plastic bags and coffee cups)	
	45. We will make sure Council purchasing practices prioritise the use of recycled and recyclable products	
	46. We will make sure Council's waste contracts maximise recycling	

Note: Progress on Actions 41-47 will be done through the Don't Waste It! Waste Management Strategy.





For more information, please contact us via:

www.portphillip.vic.gov.au/contact_us.htm

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SMS: 0432 005 405

You can also visit our website:

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ORDINARY MEETING OF COUNCIL
18 SEPTEMBER 2019



15. NOTICES OF MOTION

15.1 Motion to Declare a Climate Emergency

I, Councillor Tim Baxter, give notice that I intend to move the Motion outlined below at the Ordinary Meeting of Council on 18 September 2019:

That Council:

1. Declares that climate change, including sea level rise and mass species extinction, poses serious risks to the people of Port Phillip and Australia, and should be treated as an emergency.
2. Updates all relevant Council strategies and policies to incorporate and embed this declaration.
3. Requests that the CEO takes into account the impact of the climate emergency as part of organisational decision-making and planning.
4. Notes the City of Port Phillip's commitment to the following strategies: Move, Connect Live (Integrated Transport) Strategy 2018-28, Don't Waste It (Waste) Strategy 2018-28 and Act and Adapt (Environmental Sustainability) Strategy 2018-28.
5. Notes that the City of Port Phillip, through its Act and Adapt Strategy, has a focus on reducing emissions, reducing contamination of land and water, restoring biodiversity, and adaptation to Climate Change including reduction of heat island effect and other health issues related to a warming climate.
6. Notes the City of Port Phillip's membership of the Melbourne Renewable Energy Project, as well as its commitment to generation of renewable energy through solar on council assets.
7. Requests that regular reporting on organisation-wide response to the climate emergency be included as a permanent item in the CEO report.

Supporting Information

The climate emergency has resulted from humans putting additional greenhouse gases in our atmosphere. These have heated our planet and at current levels are already a true disaster on a global scale. Unless removed, these gases will result in a level of global warming that will be catastrophic for humanity and much of the world's remaining ecosystems.

An ethical and moral response to this emergency would be based around the goal of maximum protection of human and non-human life. Maximum protection would mean reversing global warming and creating a global cooling as soon as possible.

To create a global cooling we need to:

1. reduce our emissions to as close to zero as possible in all sectors of our economy, including energy, agriculture, landuse, and industrial process; and
2. draw down past emissions.

If we don't succeed in creating a global cooling impacts will be disastrous. According to Philip Sutton from RSTI, even if we stabilise temperatures at the Paris Agreement's best case cap of +1.5°C, this will:

ORDINARY MEETING OF COUNCIL
18 SEPTEMBER 2019



- fail to prevent the Pacific and Indian Ocean atoll nations from being permanently flooded; fail to prevent permanent flooding of low-lying, heavily populated areas (Bangladesh, Vietnam, China, Egypt, etc. where over 100 million people live);
- fail to prevent the destruction of coral reefs around the world including the Great Barrier Reef;
- fail to prevent the mobilisation of the huge carbon stores in the Arctic, that will cause releases of CO₂ and methane that could exceed the emissions from all fossil fuels so far;
- fail to provide food security; and
- fail to provide a foundation for military security and positive peace.

Ref: <https://www.caceonline.org/what-is-the-climate-emergency.html>

Attachment

MEETING OF THE PORT PHILLIP CITY COUNCIL
3 NOVEMBER 2021



14. NOTICES OF MOTION

I, Councillor Peter Martin, give notice that I intend to move the Motion outlined below at the Ordinary Meeting of Council on 03 November 2021:

That Council:

1. Notes the Council resolution on 18 September 2019 declaring that climate change, including sea level rise and mass species extinction, poses serious risks to the people of Port Phillip and Australia, and should be treated as an emergency.
2. Requests that the CEO:
 - a) Develops a summary of Council's climate emergency response, including information regarding local climate change impacts, Council and community emissions, actions Council has taken to mitigate and adapt to climate change since September 2019 and a summary of commitments in the Council Plan 2021 and core strategies that are intended to address the climate emergency.
 - b) Makes this summary available on Council's website and presents the summary to Council as part of a monthly CEO report at the earliest opportunity.
 - c) Reviews information on [Council's website](#) to ensure that information about Council's climate emergency response is clear and easily accessible to the community.
3. Requests that the CEO:
 - a) Produces a costed proposal on options to develop a five-year Climate Emergency Action Plan, for Council to effectively take action on the Climate Emergency. The purpose of the Action Plan will be to incorporate targets, goals and actions from the Council Plan 2021, Council's core strategies, including Act & Adapt, Don't Waste It!, and Move Connect Live, as well as science-based targets for the five year action plan period.
 - i. The proposal should outline options on information required and possible consultation approaches in addition to any resources required to develop a Plan, so this can be consulted on and considered as part of the 2022/23 Council Plan and budget process.
4. Notes that Council's Act and Adapt, Sustainable Environment Strategy, includes a commitment that it will be reviewed every four years and updated if needed and that this review is due to commence on 20 June 2022.
5. Requests that the CEO, as part of the review of the Act and Adapt Strategy, consider the following:
 - Council's climate emergency declaration
 - Global and local changes since the adoption of the Strategy, including political, legislative, social, environmental and financial changes
 - Current best available information and scientific research to inform actions and targets
 - Advocacy and partnership opportunities



9. VIBRANT PORT PHILLIP

Nil

13. WELL GOVERNED PORT PHILLIP

13.1	<i>Annual updated Audit and Risk Committee Charter and Audit and Risk Committee Biannual Report as at 30 June 2022</i>	2805
13.2	<i>2022 Cost Review</i>	2819
13.3	<i>Appointment of Authorised Officer Pursuant to the Planning and Environment Act 1987</i>	2825



13.1 ANNUAL UPDATED AUDIT AND RISK COMMITTEE CHARTER AND AUDIT AND RISK COMMITTEE BIENNIAL REPORT AS AT 30 JUNE 2022

EXECUTIVE MEMBER: CLAIRE STEVENS, GENERAL MANAGER, GOVERNANCE AND ORGANISATIONAL CAPABILITY

PREPARED BY: JULIE SNOWDEN, COORDINATOR RISK AND ASSURANCE

1. PURPOSE

- 1.1 To adopt the updated Audit and Risk Committee Charter 2022.
- 1.2 To present the Audit and Risk Committee Biannual Report as at 30 June 2022.

2. EXECUTIVE SUMMARY

- 2.1 Council is required by the Local Government Act (LGA) 2020 to establish an Audit and Risk Committee (the Committee) as an advisory committee of Council.
- 2.2 Under the LGA, the Audit and Risk Committee must prepare and approve an Audit and Risk Committee Charter (the Charter) which sets out the Committee's objective, authority, composition, tenure, role and responsibilities, reporting and administrative arrangements with the Charter to be reviewed annually. The Audit and Risk Committee must also prepare a biannual report on activities to Council.
- 2.3 This paper satisfies this reporting requirement and the annual review of the charter for adoption by Council.
- 2.4 The last update provided to Council was the presentation of the Audit and Risk Committee Biannual report as at 31 December 2021.

3. RECOMMENDATION

That Council:

- 3.1 Adopts the updated Audit and Risk Committee Charter (Attachment 1).
- 3.2 Notes the Audit and Risk Committee Biannual Report as at 30 June 2022, which details activities of the Committee covering scheduled meetings held on 25 February 2022, 3 May 2022 (annual workshop) and 21 June 2022.
- 3.3 Notes that the updated Audit and Risk Committee Charter will be published on Council's website.

4. KEY POINTS/ISSUES

4.1 Proposed changes to the Charter

- 4.1.1 The major changes to the Committee Charter in 2020 ensured compliance with the new LGA 2020. This year some minor changes have been made:
 - Updated CoPP policy template;
 - Information / references updated where required;
 - Officer title/s updated where required;
 - Charter approval date and review dates updated.



4.1.2 The Audit and Risk Committee adopted the proposed changes to the Charter at its 21 June 2022 meeting for subsequent Council endorsement at the next available meeting.

4.2 Matters considered by the Committee at its 21 February 2022 meeting were:

4.2.1 Chief Executive Officer's Report

The Committee noted the overview from the CEO on key activities, including an update on the long term financials and ongoing challenges, including the impacts of the recent decision regarding rates exemption on social housing, and general organisational wellbeing, where the focus is on refreshing COVID Plans / business continuity sub plans and staff recovery and engagement.

4.2.2 Strategic Risk and Internal Audit (SRIA)

The Committee noted the regular SRIA update, the Internal Audit Recommendations Status Report, an insurance update with a focus on policy exclusions, and a general fraud update.

4.2.3 Assurance Activities Update

The Committee discussed the audit findings from the Cyber Security internal audit and agreed the scope for the COVID Grants Acquittals compliance testing, The Committee also noted the Internal Audit Plan status report 2020/21.

4.2.4 External Audit

There were no items for discussion at this meeting.

4.2.5 Compliance Monitoring

The Committee noted the regular Compliance update and the Occupational Health and Safety (OHS) 6 monthly update.

4.2.6 Financial Monitoring

The Committee noted the financial sustainability standing report.

4.2.7 Supplementary Reports

The Committee noted the following reports: Digital and Technology Services 6 monthly update, External Publication – IBAC Corruption risks associated with government funded human services and a Project Delivery Progress update.

4.3 Matters considered by the Committee at its 3 May 2022 workshop were:

4.3.1 Workshop Discussion

The Committee discussed the business, risk and assurance landscapes to help inform the input into the strategic three-year internal audit plan 2022/23 – 2024/25 and focus for the 2022-23 internal audit plan.

4.4 Matters considered by the Committee at its 21 June 2022 meeting were:

4.4.1 Chief Executive Officer's Report

The Committee noted the overview from the CEO on key activities, including an update on the Rating and Waste Strategies, Organisational Health and Wellbeing and the new WorkSafe psychological regulations and the new emerging risk



relating to cladding, with the proposition that this risk be handed back to Councils from the Victorian Building Authority.

4.4.2 Strategic Risk and Internal Audit (SRIA)

The Committee noted the regular SRIA update, including an update on the potential Defined Benefits superannuation call and high staff turnover. The Committee also noted the Internal Audit Recommendations Status Report.

4.4.3 Assurance Activities Update

The Committee discussed the audit findings from the following audits: Compliance Framework, Asset Management, COVID Grant Acquittals, Councillor Expenses Follow-up and Parklet Permits. The Committee also noted the Internal Audit Plan status report 2020/21, endorsed the strategic three-year internal audit plan 2022/23 – 2024/25, and agreed the focus areas for the first six months of the 2022-23 internal audit plan.

4.4.4 External Audit

External representative from HLB Mann Judd, the agent appointed by the Victorian Auditor General's Office (VAGO) discussed the Draft Audit Strategy and status of audit, noting audit work was well progressed.

4.4.5 Compliance Monitoring

The Committee noted the regular Compliance update and the Occupational Health and Safety (OHS) update, as well as an update on Councillor expenses to March 2022.

4.4.6 Financial Monitoring

The Committee noted the financial sustainability standing report and endorsed the Investment and Treasury Management Policy recommending the policy for approval by Council.

4.4.7 Supplementary Reports

The Committee noted the South Melbourne Market six monthly update.

4.4.8 Audit and Risk Committee Charter Review

The Committee adopted the proposed changes to the Audit and Risk Committee Charter for subsequent endorsement by Council at the next available meeting.

5. ALIGNMENT TO COUNCIL PLAN AND COUNCIL POLICY

- 5.1 Strategic Direction 5 – Well Governed Port Phillip: Supporting sound decision-making through transparency, accountability, community participation, risk management and compliance.

6. OFFICER DIRECT OR INDIRECT INTEREST

- 6.1 No officers involved in the preparation of this report have any material or general interest in the matter.

ATTACHMENTS 1. Audit and Risk Committee Charter 2022  



City of Port Phillip Audit & Risk Committee Charter

Version 1, June 2022



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1 Preface

Section 53 (1) of the Local Government Act 2020 (the Act) states that “a Council must establish an Audit and Risk Committee”. Section 54 (1) of the Act states “a Council must prepare and approve an Audit and Risk Committee Charter.”

This Charter has been developed in response to the Act requirements. It has been developed with regard to “*Audit Committees - A Guide to Good Practice for Local Government*” issued by the Minister for Local Government and the Victorian Auditor-General’s report on *Audit Committee Governance* issued in August 2016.

2 Introduction

The Audit and Risk Committee (the Committee) plays an important role in providing oversight of Port Phillip Council’s governance, risk management, and internal control practices. This oversight mechanism also serves to provide confidence in the integrity of these practices. The Committee performs its role by providing independent oversight to the Executive and the Council, in overseeing internal and external audit functions¹.

3 Background

The Committee’s previous Charter was reviewed and approved by Council on 1 September 2021. This Charter has been developed in accordance with the Section 54(7) of LG Act 2020.

4 Purpose

The Committee is an advisory committee of the Council established to assist the Council discharge its responsibilities under the Act Section 54 (1), (2), (3) to:

- monitor the compliance of Council policies and procedures with:
 - the overarching governance principles;
 - the Act and the regulations and any Ministerial directions; and
 - other relevant laws and regulations;
- monitor internal controls;
- monitor Council financial and performance reporting, including the external financial and performance framework;
- monitor and provide advice on risk management and fraud prevention systems and controls;
- oversee internal and external audit function;

¹ Section 54(2)(d) of the Local Government Act 2020

The Charter sets out the committee's objective, authority, composition and tenure, roles and responsibilities and reporting and administrative arrangements.

The Committee's objective is to provide appropriate independent advice and recommendations to Council on matters relevant to the Committee's Charter to facilitate decision-making by Council in relation to the discharge of Council's accountability requirements.

The internal and external auditors and other assurance providers support the Committee by providing independent and objective assurance on internal corporate governance, risk management, internal control, and compliance.

An Audit & Risk Committee annual calendar of activities (work program) is provided at each meeting to ensure the Committee can effectively discharge its responsibilities Section 54(3)

5 Mandate

The Audit Committee has been established under Section 53 of the Local Government Act 2020 (and previously Section 139 of the Local Government Act 1989). The Act states that the Audit and Risk Committee is not a delegated committee.

The Committee does not have executive powers or authority to implement actions in areas over which management has responsibility and does not have any delegated financial responsibilities. The Committee does not have any management function and is therefore independent of management.

6 Membership

6.1 The Council will appoint as members of the Committee:

- the Mayor and one other Councillor; and
- three (3) independent members, one of whom will be appointed by Council as Chairperson.

6.2 Council will appoint Committee members and the Committee Chairperson.

6.3 In addition to the committee members, the following have a standing invitation to attend the committee meetings: The Chief Executive Officer, the GM Governance & Organisational Capability, the Manager Governance and Organisational Performance, the Chief Financial Officer, the Coordinator Risk & Assurance, and other Council employees at the invitation of the Chair.

6.4 The internal and external auditors will attend relevant sections of the Committee meetings at the invitation of the Chair.

7 Chairperson

7.1 In accordance with section 53 of the Act, the Chair of the Committee -

- (a) must not be a [Councillor](#) (section 53(4)); and
- (b) must not be a [member of Council staff](#) (section 53(3c)); and
- (c) must be suitably qualified.

7.2 A Chairperson will be elected annually for a period of twelve months.

7.3 A Chairperson can be elected for successive terms.

7.4 The Chairperson shall have a casting vote on occasions where there is an equal number of votes on a matter.

7.5 The Chairperson may require any report prepared by the Committee to be listed on the agenda for the next ordinary meeting of the [Council](#).

7.6 In the absence of the appointed Chairperson from a meeting, the meeting will appoint an acting Chairperson from the independent members present.

8 Terms of Appointment

8.1 The external members will be selected from the broader community after having invited applications by public advertisement in appropriate places such as the Council's website and other channels.

8.2 At least two external members of the Committee will be members of CPA Australia (CPA status), the Institute of Chartered Accountants Australia (CA status) and/or the Institute of Internal Auditors, having experience in financial management and risk (Section 53(3b i)); experience in public sector management (Section 53(3b ii)), governance experience, with experience on community and government boards desirable.

8.3 External members shall be appointed for a term of up to three years. At the conclusion of their first term, existing members will be eligible to apply to be reappointed which is at the discretion of Council.

8.4 The term of each independent member should be arranged so that there is an orderly rotation of membership and avoidance of more than one member retiring at the same time.

8.5 In the event of an independent member resigning / retiring before the expiry of their term, the vacancy will be filled at the discretion of the Council. Further, should the resignation / retirement of two or three of the independent members coincide, the Council may extend one member's term by one year to ensure continuity.

8.6 If the Council proposes to remove a member of the Committee, it must give written notice to the member of its intention to do so and provide that member with the opportunity to be heard at a Council meeting.

8.7 Pursuant to section 53(6) of the Act, remuneration will be paid to each independent member of the Committee as determined by Council. Annual increases in the remuneration of Committee members will be limited to increases in the Consumer Price Index (CPI All Groups Melbourne) as confirmed by CFO and adjusted annually on 1 January.

Payment will be made each quarter following receipt of a Tax Invoice after each meeting.

9 Meetings

9.1 The Committee will meet at least four times per year, with authority to convene additional meetings, as circumstances require.

9.2 A schedule of meetings will be developed and agreed by members. As an indicative guide, meetings would be arranged to coincide with relevant Council reporting deadlines.

9.3 All Committee members are expected to attend each meeting in person or via virtual meetings (where required).

9.4 A quorum of any meeting will be at least two independent members (which may include the Chairperson) and at least one Councillor.

9.5 All members shall have full and equal voting rights unless a member is unable to vote due to a conflict of interest.

9.6 The CEO will facilitate the meetings of the Committee and, in consultation with the Chairperson, invite members of management, auditors or others to attend meetings to provide pertinent information, as necessary.

9.7 The agenda and supporting documentation will be circulated to members of the Committee at least one (1) week in advance of each meeting.

9.8 Minutes will be prepared as soon as practicable after the meeting and approved by the Chairperson and shall be distributed to Committee members within two (2) weeks of the meeting. Items designated as confidential by the Committee, as determined by the criteria in the *Local Government Act 2020*, will be noted in separate confidential minutes of the Committee.

9.9 The Chairperson will sign the minutes following the confirmation of the minutes at a subsequent meeting.

9.10 The Manager Organisational Performance shall provide secretarial and administrative support to the Committee.

10 Reporting Section (5)

10.1 In accordance with Section 54(5a) of the Act, the Committee must prepare a biannual audit and risk report that describes the activities of the Audit and Risk Committee and includes its findings and recommendations; and

10.2 In accordance with Section 54(5b) of the Act, the Committee must provide a copy of the biannual audit and risk report to the Chief Executive Officer for tabling at the next Council meeting.

10.3 The Committee may report to Council on any matters of significance as determined by the Committee.

10.4 The Chairperson to meet with Councillors informally biannually, where the Audit & Risk Committee Annual Calendar (work program) will be shared.

10.5 The Committee Charter and details of its members will be published on Council's website.

11 Duties and Responsibilities of Management Section 54 (6)

The duties and responsibilities of Council officers are to:

11.1 Keep the Committee informed of the organisation's financial reporting, regulatory compliance, risk management and risk exposures;

11.2 Keep the Committee informed of the findings of any relevant examinations by regulatory agencies, internal auditor and external auditor observations so that the Committee can monitor management's response to these findings;

11.3 Facilitate through the CEO, the operation of the Committee by ensuring the preparation and maintenance of agendas, minutes and reports of the Audit and Risk Committee;

11.4 Table reports and annual assessments of the Audit and Risk Committee at Council meetings when required by this Act and when requested by the chairperson of the Audit and Risk Committee.

11.5 Provide a comprehensive induction for all newly appointed Committee members to enable them to understand the Council and their duties and responsibilities. This includes all relevant information regarding the Committee's responsibilities and the Council's operations.

12 Duties and Responsibilities of the Committee

The duties and responsibilities of the Committee include:

12.1 Financial and Performance Reporting (Section 54(2b))

12.1.1 Consider major accounting policies, as well as significant accounting and reporting issues, including complex or unusual transactions and highly judgemental areas, recent accounting / professional and regulatory pronouncements and legislative changes, and understand their effect on the financial report.

12.1.2 Receive annual attestation from management to the effectiveness of key internal controls and response to audit recommendations in certifying the financial report.

12.1.3 Review the organisation's annual financial reports, and consider whether they are complete, consistent with information known to Committee members, reflects appropriate accounting principles and recommend their signing by Council.

12.1.4 Review with management and the external auditors all matters required to be communicated to the Committee under the Australian Auditing Standards including any difficulties encountered with the audit.

12.1.5 Review the internal financial reporting packages for adequacy.

12.2 Risk Management and Internal Controls (including Fraud and Business Continuity Planning) (Section 54(2c))

12.2.1 Provide advice on the Council's risk management framework and controls.

12.2.2 Consider evidence and reviews of the operation of the Council's risk management internal controls framework from the Strategic Risk and Internal Audit Group, management, internal audit and external audit.

12.2.3 Consider the effectiveness of internal controls surrounding the Digital and Technology Services environment (including governance and disaster recovery).

12.2.4 Review the adequacy and timeliness of treatment plans / actions developed to mitigate Council's material business risk exposures.

12.2.5 Identify and refer specific projects or investigations deemed necessary through the Chief Executive Officer, the internal auditor and the Council.

12.2.6 Review Council's fraud and corruption prevention and detection framework and oversee any subsequent investigation of any suspected cases of fraud and/or corruption.

12.2.7 Review the project portfolio and associated risks.

12.2.8 Receive an annual update on Council's insurance coverage to ensure its alignment with Council's risk profile.

12.2.9 Monitor processes and practices of Council to ensure effective business continuity.

12.3 Internal Audit and Core Compliance (Section 54(2d))

12.3.1 Review with management (with input from the internal auditor) the activities, staffing, and organisational structure of the internal audit function.

12.3.2 Review with management and the Internal Auditor the Internal Audit Charter annually.

12.3.3 Review and endorse the annual risk-based Internal audit plan and all major changes to the plan as well as ensuring a comprehensive Audit Universe document is maintained.

12.3.4 Endorse the detailed scope for each audit project associated with the plan.

12.3.5 Consider internal audit and core compliance findings and review management's responses in terms of content, commitment and timelines to implement recommendations, and monitor progress of their completion.

12.3.6 Provide an opportunity for the Committee to meet with the internal auditors to discuss any matters that the Committee or internal auditors believe should be discussed privately.

12.4 External Audit (Section 54(2d))

12.4.1 Note the external auditor's proposed audit scope and approach, including any reliance on internal auditor activity.

12.4.2. Consider external audit findings and review management's responses in terms of content, commitment and timelines to implement the recommendations, and monitor progress of their completion.

12.4.3 Provide an opportunity for the Committee to meet with the external auditors, to discuss any matters that the Committee or the external auditors believe should be discussed privately.

12.4.4 Review on an annual basis the performance of the External Auditor

12.5 Compliance (Section 54(2a))

12.5.1 Monitor the compliance of Council policies and procedures with –

- the overarching governance principles; and
- this Act and the regulations and any Ministerial directions.

12.5.2 Review of Council's Codes of Conduct (Councillor & Staff) for adequacy.

12.5.3 Consider the findings of any examinations by regulatory agencies, and any auditor (internal or external) observations and monitor management's response to these findings.

12.5.4 Receive reports from management on any material breaches of legislation.

12.6 Other

12.6.1 Consider the findings and recommendations of relevant performance audits undertaken by the Victorian Auditor-General and their implication for Council.

12.6.2 Perform other activities related to this Charter as requested by the Council.

13 Performance Evaluation Section 54 (4)

13.1 In accordance with Section 54(4a) of the Act, the Committee will undertake an annual assessment of its own performance against the Charter, both of individual members and collectively, using a self-assessment tool which will be reviewed, adopted, and completed by the Committee.

13.2 In accordance with Section 54(4b) of the Act, the Committee will provide a copy of the annual assessment to the Chief Executive Officer for tabling at the next Council meeting.

14 Conflicts of Interest

14.1 In accordance with Section 127 of the Act (general conflict of interest) and 128 of the Act (material conflict of interest), members of the Committee will be required to disclose all conflicts of interest.

14.2 Members of the Committee must be fully aware of their responsibilities regarding the management of interests in relation to the discharge of their duties as a member of the Committee and must declare any conflicts of interest at the commencement of each meeting or before discussion of the relevant agenda item or topic. Details of any conflicts of interest will be appropriately minuted.

14.3 Where a member/invitee at Committee meetings declares a real or perceived conflict of interest, the member/invitee will be excused from Committee deliberations on the issue.

14.4 Failure to comply with the provisions of the *Local Government Act 2020* regarding conflicts of interest may result in prosecution and the member's appointment being terminated by the Council.

15 Indemnity for Members of the Committee

15.1 Council will include independent members of the Audit & Risk Committee in its relevant insurance policy coverage for the services they provide to the Council.

16 Review of Committee Charter

16.1 The Committee will review and assess the adequacy of the Audit & Risk Committee Charter annually and recommend any changes to Council for approval.

16.2 The next review date will be June 2023



City of Port Phillip

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4. KEY POINTS/ISSUES

Background

- 4.1 As part of adoption of Budget 2022/23, Council requested that a detailed financial review be undertaken to identify options for ongoing cost reductions that would enable Council to consider adopting a rates increase at a level below the rates cap down to no rates increase in 2023/24.
- 4.2 This process will be referred to as the 'Cost Review 2022'. This report outlines the proposed approach to the review for Council's endorsement.

Purpose of the Cost Review 2022

- 4.3 The proposed purpose of the Cost Review 2022 is:
- 4.3.1 To identify and quantify ongoing cost reductions that may be implemented by Council from 2023/24 to enable Council to consider a below rates cap increase down to a zero per cent general rates increase in 2023/24.
 - 4.3.2 To identify the potential impacts (benefits and risks) associated with any proposed cost reduction.
 - 4.3.3 To identify any required change costs associated with Council implementing a proposed cost reduction.
 - 4.3.4 To identify any compliance, regulatory or contractual requirements that need to be considered prior to implementing a proposed cost reduction.
 - 4.3.5 To identify any stakeholder, partner and community engagement that is required prior to implementing a proposed cost reduction.
 - 4.3.6 To enable Council to provide greater clarity and transparency over Council's cost base to the community and stakeholders, including providing an evidence-based assessment of costs relative to outcomes and relevant benchmarks.

Outputs of the Cost Review 2022

- 4.4 The proposed outputs of the Cost Review 2022 include:
- 4.4.1 Establishment of a "total target level" of ongoing cost reductions; based on an assumed rate cap increase for 2023/24, to enable Council to consider a zero per cent rates increase or partial rates increase (Below the rates cap level) in 2023/24. Consistent with Council's recently adopted Rating Strategy, Waste Charges are set as part of the annual budget process to recover the full cost of direct waste services, therefore will not be included in the total target level.
 - 4.4.2 Identification of a package of ongoing cost reduction options that after implementation costs and change costs meet the total target level (As per 4.4.1 above). Note this output is dependent on Council identifying options during the process that it wishes to cost that in total will meet the total target level.
 - 4.4.3 A prioritised package of costed options for Council to consider progressing through to the Budget 2023/24 process.
 - 4.4.4 Provision of an assessment of the total net savings, benefits, service level impacts, risks, implications, required engagement and implementation risks, costs and timing for each option.



- 4.4.5 Provision of advice on the need for further engagement with the community, funded organisation, staff, contractors, and other parties who may be impacted by any proposed cost reduction.
- 4.4.6 An assessment of the benefits of a zero per cent rates increase for both ratepayers and residents of the City of Port Phillip.
- 4.4.7 An assessment of the impact of the total package of cost reduction options on service levels and customer satisfaction.
- 4.4.8 An assessment of the impact of the total package of cost reduction options on the deliverability of the Council Plan and the need to adjust the plan or core strategies.
- 4.4.9 An assessment of the impact of the total package of cost reduction options on the long-term financial plan and other key financial indicators.
- 4.4.10 An assessment of the impact of the total package of cost reduction options on the Council administration and organisation.

Parameters of the Cost Review 2022/23

- 4.5 The proposed parameters of the Cost Review 2022 include:
 - 4.5.1 All options identified and included for costing in the review process will be ongoing reductions to minimise the impact on the rates cap gap and the long-term financial plan.
 - 4.5.2 One off savings, for example, from cancellation of projects (capital or operating), will be considered through the normal budget process not through the cost review process.
 - 4.5.3 Re-distribution of expenditure (e.g., taking an ongoing cost reduction option and applying it to a new priority) will be considered through the normal budget process not through the cost review process.
 - 4.5.4 To assist with targeting the cost analysis of budget items nominated by Councillors for review, Councillors should be specific about the item they want to nominate for review (e.g., Review grants for X) rather than generalised (e.g., Reduce consultancy fees by 10% across all Departments).
 - 4.5.5 Cost analysis will be undertaken on budget items where four or more Councillors indicate agreement to the work being undertaken as part of the cost review.
 - 4.5.6 Given the time, cost of work, and resources available, “deep dive” cost analysis (e.g., Zero based budgeting down to a transaction cost level) will be prioritised by Council to the budget items or service areas which have the potential to yield significant cost reductions and where the “deep dive” is supported by the four or more Councillors.
 - 4.5.7 Budget items under cost review that have the potential to impact staff employment will be dealt with confidentially under the cost review, until such time as the CEO indicates that engagement with impacted staff is appropriate.
 - 4.5.8 Budget items under cost review that have the potential to impact contractual arrangements will be dealt with confidentially under the cost review; using the



provisions of the Local Government Act, until such time as the CEO indicates that engagement with impacted contractors and/or suppliers is appropriate.

4.5.9 Budget items under cost review that have the potential to impact funding agreements, grants, licences, or leases will be dealt with confidentially under the cost review; using the provisions of the Local Government Act, until such time as the Council formally determine by resolution that engagement with impacted stakeholders and partners is appropriate.

4.5.10 The budget items that are to progress through to the budget process will be formally determined by resolution of Council at the end of the Cost Review process (by February 2023)

Key considerations for Cost Review 2022

4.6 It is recommended that in identifying budget items for review, Council consider the following:

4.6.1 Compliance, statutory, and legal/ contractual obligations.

4.6.2 Short and long-term impact on the deliverability of the Council Plan and the need to adjust the plan or core strategies.

4.6.3 Short and long-term impact on service levels and customer satisfaction.

4.6.4 Short and long-term impact on the long-term financial plan and other key financial indicators.

4.6.5 Short and long-term impact on a funded partners ability to deliver services on Council's behalf.

4.6.6 The ability to implement the cost reduction and realise the saving from 1 July 2023. (For example, the possible need to renegotiate contracts or funding agreements)

4.6.7 The net saving after change costs and net benefit relative to the non-financial impacts of change.

4.6.8 Any negative impact on the level of external funding received as a result of implementing the cost reduction.

5. CONSULTATION AND STAKEHOLDERS

5.1 Depending on the specific cost reduction items identified through the 2022 Cost Review 2022, staff and stakeholder consultation may be required.

5.2 Any consultation with stakeholders will be addressed as per section 11.2 of this report and if required, identified in the subsequent council report by February 2023.

6. LEGAL AND RISK IMPLICATIONS

6.1 The proposed approach includes consideration of legal and risk implications in identifying and assessing cost reduction options.

7. FINANCIAL IMPACT

7.1 Officers will attempt to minimise the cost of the review.

7.2 However, this is an unbudgeted item of work requested by Council as part of Budget 2022/23 adoption. It brings forward and deepens work that would normally happen later



in the year and is happening at the same time as the year-end process and implementation of new rating framework.

- 7.3 To enable sufficient focus and capacity for this work a temporary 1.0 full time equivalent Finance Business Partner (under 6 months agency agreement) will be required. This equates to an estimated cost of \$70,000.
- 7.4 Other support resources such as communications and engagement, human resources, change management, service review, and other various internal support will be prioritised within existing budget allocation where possible.
- 7.5 Additional resources and budget may be required depending on the number and nature of services targeted for deeper dive (eg zero base budget reviews) or where savings have large potential change impacts for the organisation and community.
- 7.6 There is uncertainty on the 2023/24 rates cap to be announced by Minister of Local Government in December 2022. It is likely that the rates cap will be greater than the projected 2.2 percent in our 10-year Financial Plan based on recently announced inflation for financial year 2021/22 of 6.1%.
- 7.7 A one percent of general rates increase is approximately to \$1.26 million.

8. ENVIRONMENTAL IMPACT

- 8.1 The proposed approach will ensure consideration of environmental impacts in the assessment of options. These will be included in the report to Council.

9. COMMUNITY IMPACT

- 9.1 The proposed approach will ensure consideration of community impacts in the assessment of options. These will be included in the report to Council.

10. ALIGNMENT TO COUNCIL PLAN AND COUNCIL POLICY

- 10.1 The Cost Review primarily aligns with the Well Governed Port Phillip strategic objective in the Council Plan; however, it ultimately impacts all strategic objectives.
- 10.2 The proposed approach will ensure consideration of the impact on the Council Plan and Council Policy in the assessment of options. These will be included in the report to Council.

11. IMPLEMENTATION STRATEGY

11.1 TIMELINE

- 11.1.1 The Cost Review 2022 will occur between July 2022 and February 2023.
- 11.1.2 Officers will report back by February 2023 to enable Council to determine which of the options identified through the Cost Review 2022 will be progressed for further consideration and potential implementation through the development of Budget 2023/24. This will include the level of staff and community engagement required or recommended to inform Council's decision making.

11.2 COMMUNICATION

- 11.2.1 The proposed key messages for staff and stakeholders will be used during the Cost Review 2022:



- 11.2.2 Council has received mixed feedback from the community during engagement over the past two budgets with some feedback supporting the maximum rates increase and other feedback supporting a zero per cent rates increase.
- 11.2.3 The cost review will provide evidence-based options for Council to consider in next year's budget informed by community and stakeholder engagement. This will include staff engagement by the Chief Executive Officer where this is appropriate and required under the Enterprise Agreement.
- 11.2.4 Council have decided to consider cost reduction options only at this stage and any decision to implement an option will be subject to the final decision on the Budget 2023/24 in June 2023.
- 11.2.5 The review will enable Council to gain greater clarity and provide greater transparency to the community over Council's cost base to support evidence based, informed decision making and well-informed community input into the decision-making process.
- 11.2.6 Starting early on the process will provide time for Council to consider the benefits, impacts, implications, change costs, contractual and legal obligations of any change. It will also enable Council to undertake any additional engagement required prior to deciding to implement a cost reduction option.

12. OFFICER DIRECT OR INDIRECT INTEREST

- 12.1 No officers involved in the preparation of this report have any material or general interest in the matter.

ATTACHMENTS

Nil



13.3 APPOINTMENT OF AUTHORISED OFFICER PURSUANT TO THE PLANNING AND ENVIRONMENT ACT 1987

EXECUTIVE MEMBER: CLAIRE STEVENS, GENERAL MANAGER, GOVERNANCE AND ORGANISATIONAL CAPABILITY

PREPARED BY: EMILY WILLIAMS, COUNCIL BUSINESS OFFICER

1. PURPOSE

1.1 To approve a new appointment as an Authorised Officer pursuant to the *Planning and Environment Act 1987*.

2. EXECUTIVE SUMMARY

2.1 Section 224 of the *Local Government Act 1989* and numerous other Acts and Regulations require that authorised officers be appointed for the purposes of the administration and enforcement of Acts, Regulations or local laws which relate to the functions and powers of the Council.

2.2 In most cases, the authorisations are approved by the Chief Executive Officer, but the *Planning and Environment Act 1987* specifically requires that authorisations under that Act be issued by resolution of the Council and sealed.

2.3 This report recommends a new authorisation pursuant to the *Planning and Environment Act 1987* be approved.

3. RECOMMENDATION

That Council:

3.1 Approves the attached Instrument of Appointment and Authorisation.

3.2 Affixes the common seal of Council to the Instrument of Appointment.

4. KEY POINTS/ISSUES

4.1 Authorisations are reviewed regularly and are updated due to:

- a) appointment of new staff;
- b) changes in the names of Acts;
- c) the introduction, amendment or revocation of legislation;
- d) changes in position titles; and
- e) changes in roles.

4.2 As a result of the appointment of a new staff member it is recommended that the new authorisation pursuant to the *Planning and Environment Act 1987* be approved.

5. CONSULTATION AND STAKEHOLDERS

5.1 Relevant staff have been consulted in relation to the proposed appointments.

6. LEGAL AND RISK IMPLICATIONS

6.1 It is essential that relevant staff and contractors have the proper authorisations to enable them to undertake their responsibilities under the applicable legislation. The



Instrument of Authorisation template is based on the latest version supplied by Council's solicitors.

7. FINANCIAL IMPACT

7.1 There are no financial implications as a direct result of this report.

8. ENVIRONMENTAL IMPACT

8.1 There are no environmental implications as a direct result of this report.

9. COMMUNITY IMPACT

9.1 There are no community impact implications as a direct result of this report.

10. ALIGNMENT TO COUNCIL PLAN AND COUNCIL POLICY

10.1 The proposed appointments and authorisation are consistent with the Council Plan 2017-27 which refers to "*improving community engagement, advocacy, transparency and governance*". The report aligns with the outcomes of strategic direction 5 – *Well Governed Port Phillip*, by ensuring Council meets its statutory obligations

11. IMPLEMENTATION STRATEGY

11.1 TIMELINE

11.1.1 The appointment will be effective immediately following approval by Council.

11.2 COMMUNICATION

11.2.1 Pursuant to section 224(1A) of the *Local Government Act 1989* Council must maintain a register that shows the names of all people appointed to be authorised officers.

11.2.2 Additionally, sections 224(2) and (4) require authorised officers to be issued with an identity card which must be produced upon being requested to do so.

12. OFFICER DIRECT OR INDIRECT INTEREST

12.1 No officers involved in the preparation of this report have any direct or indirect interest in the matter.

ATTACHMENTS 1. S11A Instrument of Appointment - Peter Giudice 

*S11A Instrument of Appointment and Authorisation (Planning and
Environment Act 1987)*

Port Phillip City Council

**Instrument of Appointment and Authorisation
(*Planning and Environment Act 1987* only)**

**Instrument of Appointment and Authorisation
(Planning and Environment Act 1987)**

In this instrument "officer" means -

- a) **Peter Giudice**

By this instrument of appointment and authorisation **Port Phillip City Council** -

1. under section 147(4) of the *Planning and Environment Act 1987* - appoints the officer to be an authorised officer for the purposes of the *Planning and Environment Act 1987* and the regulations made under that Act; and
2. under section 313 of the *Local Government Act 2020* authorises the officer either generally or in a particular case to institute proceedings for offences against the Acts and regulations described in this instrument.

It is declared that this Instrument comes into force immediately upon its execution; and

- remains in force until varied or revoked; or
- until the officer ceases to be employed by Council.

This instrument is authorised by a resolution of the Port Phillip City Council on **17 August 2022**.

THE COMMON SEAL OF THE PORT PHILLIP)
CITY COUNCIL)
was hereunto affixed in the presence of:)
)
)
_____)
Councillor)
)
)
_____)
Chief Executive Officer)

Date: 17 August 2022



11. NOTICES OF MOTION

Nil

12. REPORTS BY COUNCILLOR DELEGATES

16. URGENT BUSINESS

17. CONFIDENTIAL MATTERS

RECOMMENDATION

That Council resolves to move into confidential to deal with the following matters pursuant to section 66(2) of the *Local Government Act 2020*:

17.1 South Melbourne Town Hall - Design Contract - Potential Variations - Delegation to CEO

- 3(1)(g(ii)). private commercial information, being information provided by a business, commercial or financial undertaking that if released, would unreasonably expose the business, commercial or financial undertaking to disadvantage.

17.2 Confidential Strategic Property Matter

- 3(1)(a) Council business information, being information that would prejudice the Council's position in commercial negotiations if prematurely released
- 3(1)(c). land use planning information, being information that if prematurely released is likely to encourage speculation in land values
- 3(1)(g(ii)). private commercial information, being information provided by a business, commercial or financial undertaking that if released, would unreasonably expose the business, commercial or financial undertaking to disadvantage

17.3 CEO Employment Matters – CEO Resignation and Appointment of Interim CEO

- 3(1)(l) information that was confidential information for the purposes of section 77 of the Local Government Act 1989.

17.4 CEO Employment Matters

- 3(1)(h) a matter which the Council or special committee considers would prejudice the Council or any person.