



# MEETING OF THE PORT PHILLIP CITY COUNCIL

## AGENDA

7 FEBRUARY 2024



Please consider  
the environment  
before printing



Consider carefully how  
the information in this  
document is transmitted

# MEETING OF THE PORT PHILLIP CITY COUNCIL

## 7 FEBRUARY 2024



### 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 or join the meeting virtually via Teams 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, please 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 7 FEBRUARY 2024



## 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 and Virtually via Teams** on **Wednesday, 7 February 2024 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 6 December 2023.*
- 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**  
8.1 *Presentation of November CEO Report - Issue 102 ..... 7*
- 9 **INCLUSIVE PORT PHILLIP**  
9.1 *Aged Care Reform-Engagement Report..... 35*
- 10 **LIVEABLE PORT PHILLIP**  
10.1 *Draft South Melbourne Structure Plan ..... 85*
- 11 **SUSTAINABLE PORT PHILLIP**  
*Nil*
- 12 **VIBRANT PORT PHILLIP**  
12.1 *Fitzroy Street Special Rate and Charge - Consideration of Submissions.... 223*  
12.2 *Acland Street Village Special Rate and Charge - Consideration of Submissions..... 261*

# MEETING OF THE PORT PHILLIP CITY COUNCIL 7 FEBRUARY 2024



## 13 WELL GOVERNED PORT PHILLIP

- 13.1 *Audit and Risk Committee - Appointment of Audit & Risk Committee Chairperson 2024 AND Reappointment of Independent Member..... 303*
- 13.2 *Appointment of Authorised Officers Pursuant to the Planning and Environment Act 1987..... 307*

## 14 NOTICES OF MOTION

- 14.1 *Notice of Motion Councillor Peter Martin - Heritage Verandah Upgrade Project ..... 318*
- 14.2 *Notice of Motion - Councillor Robbie Nyaguy - Captain Cook Statue..... 319*

## 15 REPORTS BY COUNCILLOR DELEGATES

## 16 URGENT BUSINESS

## 17 CONFIDENTIAL MATTERS

- 17.1 *JL Murphy Community Pitch Synthetic Field - Budget Request ..... 317*

### 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 JL Murphy Community Pitch Synthetic Field - Budget Request

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

##### **Reason:**

*The information provided within this report contains detailed information on:*

- *Approach for project contingency*
- *Approach for project Soil contamination*
- *The procurement approach for the project, including ways to mitigate a failed procurement.*

*Releasing this information would reduce Council's negotiation stance if information is released prior to procurement, in February 2024*





**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**

8.1 *Presentation of November CEO Report - Issue 102* ..... 7

# MEETING OF THE PORT PHILLIP CITY COUNCIL 7 FEBRUARY 2024



## 8.1 PRESENTATION OF NOVEMBER CEO REPORT - ISSUE 102

**EXECUTIVE MEMBER:** JOANNE MCNEILL, EXECUTIVE MANAGER, GOVERNANCE AND ORGANISATIONAL PERFORMANCE

**PREPARED BY:** JACKY BAILEY, HEAD OF CORPORATE PLANNING

### 1. PURPOSE

- 1.1 To provide Council with a regular update from the Chief Executive Officer regarding Council's activities and performance.

### 2. EXECUTIVE SUMMARY

- 2.1 In March 2014, the City of Port Phillip introduced a program of more regular performance reporting through the CEO Report.
- 2.2 The attached CEO Report – Issue 102 (Attachment 1) focuses on Council's performance for November 2023.

### 3. RECOMMENDATION

That Council:

- 3.1 Notes the CEO Report – Issue 102 (provided as Attachment 1).

### 4. OFFICER DIRECT OR INDIRECT INTEREST

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

**ATTACHMENTS** 1. CEO Report - November 2023 - Issue 102 [📄](#)

## CEO Report

# November 2023

Volume 102

Council respectfully acknowledges the Traditional Owners of this land, the people of the Kulin Nations. We pay our respect to their Elders, past and present. We acknowledge and uphold their continuing relationship to this land.



[portphillip.vic.gov.au](http://portphillip.vic.gov.au)

## Message from the CEO



Welcome to the November CEO Report which includes an update on the priorities that Council has set for me.

### Deliver the Council Plan

Overall project portfolio delivery status for November is 70 per cent on-track progressing as planned, 18 per cent at-risk, and 11 per cent off-track. This month we completed construction for Little Page Reserve, Woodstock Street Trees, and the Alma Park Playspace Upgrade. We also awarded the construction contract for new lighting at the J L Murphy Reserve Baseball Field and commenced construction for the West Beach Boardwalk improvements.

External factors such as contractor availability, supply chain issues, and external approval processes continue to have a negative impact. Latent conditions such as drainage and soil contamination, while known risks, are also impacting delivery. However, there are also things we can do better as an organisation including how we assess and manage risks and issues – we

continue to invest in improving our project delivery capability and performance.

### Governance and Advocacy

In November we released City of Port Phillip's 2022/23 annual report on our website, which provides detailed financial performance data on the past year as well as stories and information on our projects, initiatives, services, and activities. This report is a culmination of a lot of work across the organisation collating stories, reporting on outcomes, and reconciling finances, and is a fantastic resource to understand the breadth of work that we undertake as a Council.

We received \$15,000 of funding from the Australia Day Council, which has enabled planning to progress for the We-Akon Dilingja commemorative dawn service on the 26 January 2024. The mourning reflection shares First Nations vision for a united future through performances, speakers, and a smoking ceremony.

### Community, Stakeholder, and Customer

I am pleased that kerbside bin collection requests are within the target range for November, which continues the trend of improvement since the significant issues of July. Officers continue to work with Citywide to improve bin collection services through contract meetings and system improvements. As well as this, 95 percent of community complaints were resolved within agreed timeframes, exceeding the target of 70 percent and the result the previous year (69 percent for November 2022).

Maternal and Child Health (MCH) conducted their annual customer survey in November to ensure service delivery meets the needs of the community. Overall, the response was positive, with 90 per cent of survey respondents indicating that the service is important to them. This is a great reflection on the invaluable service that our MCH nurses provide to families across Port Phillip.

## Message from the CEO

We've started work on our Acland Street Vacant Shop Project, which aims to fill between five to 10 vacant shops on the street by 30 June 2024. To achieve this, we are working closely with Acland Street Village Business Association (ASVBA), landlords, local stakeholders, and operators to offer eligible tenants up to 12-month leases at below market rates. This follows successful projects to activate vacant shopfronts in both Carlisle Street and Fitzroy Street.

### Finance, assets, and value for money

As at 30 November 2023 the full year forecast for 2023/24 is a cumulative cash surplus of \$0.04 million with minimal net change since October. Key movements in October include additional \$0.30m state funding received to support the existing waste transformation program, offset by additional expenditure of \$0.11m for the St Kilda Triangle engagement and market testing and a

\$0.25m reduction in street occupation fees caused by declining building activity in the municipality.

### Culture and capability

Our turnover rate is continuing to improve, with the November 12 month average at 12 percent. A reduction from the July twelve month average of 15 percent. Reduced turnover means greater capacity and stability for service delivery and less effort and cost on recruitment and onboarding.

In November we also opened our Annual Employee Survey, which helps us identify tangible and meaningful actions that will make City of Port Phillip a better place to work for our staff.



**Chris Carroll**

CEO, City of Port Phillip

## Strategic Direction 1

# 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.



## Key highlights

### Maternal and Child Health customer survey

Maternal and Child Health (MCH) conducted the annual survey to ensure service delivery meets the needs of the community. Feedback from the survey is invaluable to ensure we continue to meet community needs and enables the team to reflect on our practice.

Overall the response was positive with 90% indicating that the service is important to them. Open ended questions gave insight into how the community felt about their experience with the MCH service and opportunities for improvement.

"The MCH service has brought awareness to issues that I didn't even have on my radar as a first time mum and again as a second time mum. They reach out to you in the most vulnerable time of your life and hold you accountable to yourself, your health, your child, your emotions. They are providing a life changing and life saving service."

"Incredibly grateful for this service. As a first time mother [the nurse and the team] were excellent,

empathetic and practical. It takes a village to raise a child and they were certainly part of my village."

"I feel having a consistent person in the role is paramount to forming relationships and ensuring best care."

"I saw different MCH nurses each time, it would have been good to have more consistency".

### Parent information sessions bolster child safety

Council offers a Parenting Information Program, hosting free information sessions for parents, carers, and guardians who live, work, or learn in the City of Port Phillip.

Each session is tailored to meet current and emerging topics of interest, ensuring that Council engages with community needs in an effective and accessible manner.

Through running these sessions, Council has demonstrated its zero tolerance for child abuse in the community, and how the organisation is actively committed to ensuring that every child and young person has the right to feel safe and have their voice heard.

Educating parents means the important information can be shared and put into practice with a wider number of children and young people, resulting in achieving actions devised in the Child Safe Action Plan, and meeting the required obligations under the Child Safe Standards, specifically Standard 3.3 "Where relevant to the setting or context, children and young people are offered access to sexual abuse prevention programs and to relevant related information in an age-appropriate way".

The Parent Information Program delivers on commitments made in our [Child Safe Policy](#) and our [Children's Services Policy](#): Every Child, Our Future.

### Farewell to the vault at Skinners Adventure Park

The Middle Years and Youth teams collaborated to ensure a fitting farewell for the removal of the Vault from the Skinners Adventure Playground. The Vault has played important role at Skinners for many years, providing an abundance of experiences for young people and their families.

## Strategic Direction 1

# 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.



From movie nights to fun workshops, the vault served as a place of shelter, refuge, creativity, and collaboration. The vault had reached the end of its life and so children from the Skinners Adventure Playground ensured the community had a chance bid it a fond farewell. They worked hard on designing posters for the event and inviting their families and friends to come along to the community farewell to the Vault sausage sizzle.



*The Vault at Skinners Adventure Park farewell sausage sizzle*

## Delivering our Community Grants and Cultural Development Fund

At the ordinary Meeting on the 15 November 2023, Council endorsed \$525,103 of funding for 64 projects through the [Community Grants Program](#) and [Cultural Development Fund](#).

The grant and funding team initiated this work in November 2022, updating guidelines, forms, and recruiting a diverse panel. They opened 5 grant programs, receiving 124 applications, with 119 deemed eligible. The team supported assessment processes, holding six panel meetings to recommend impactful projects, including:

- the 2024 Blues Festival hosting 35+ bands
- Transmit Futures, a collaboration of Arts
- Access Victoria with Deaf and Disabled artists to deliver art workshops with a focus on equity in the face of changing climate
- Launch Housing's program for new parents from culturally diverse and vulnerable backgrounds, and
- Elwood St Kilda Neighbourhood Learning Centre and Ngwalla Willumbong Aboriginal Corporation, partnering for therapeutic

painting and development for first nations peoples.

The Diversity and Ageing Grants support seniors and/or culturally and linguistically diverse groups require financial support to initiate and run their activities. For the 2023/2024 round, Council received 30 applications and 25 projects have been funded. The projects will benefit 1,231 residents.

## Planning for We-Akon Dilinja

Council has received \$15,000 of funding from the Australia Day Council, which has enabled planning to progress for the iconic commemorative dawn service on the 26<sup>th</sup> January 2024. The mourning reflection shares First Nations vision for a united future through performances, speakers and smoking ceremony.

Delivered in partnership with the Boonwurrung Land and Sea Council, the event now in its fifth year.

CEO message

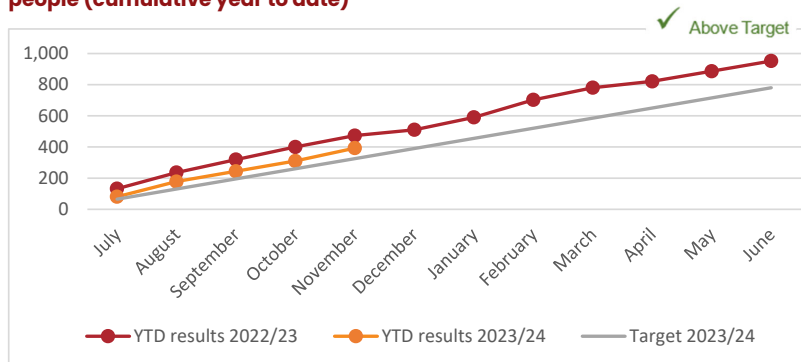
Inclusive  
Port PhillipLiveable  
Port PhillipSustainable  
Port PhillipVibrant  
Port PhillipWell-Governed  
Port Phillip



## People are supported to find pathways out of homelessness

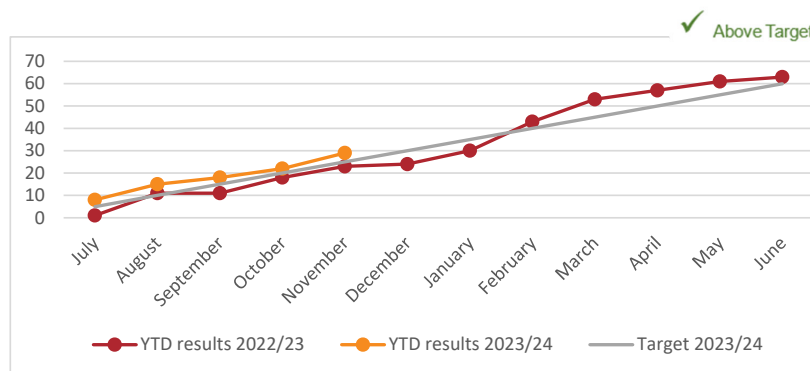
Council works with the local community to support people experiencing homelessness by providing co-ordination and delivery of housing and homelessness information, assessment, referral and support services within the Housing & Homelessness Services Team including administration of Council's nomination rights to local older person public housing units.

### Number of direct hours of housing assistance supporting older local people (cumulative year to date)



The number of direct hours of housing assistance for November 2023 was 83 hours. Performance for this measure is above the target established for 2023/24 of 65 hours per month and slightly lower than the same time last year (November 2023).

### Number of older local persons housed (cumulative year to date)



For November 2023, the number of older persons housed was seven. This is above the target for 2023/24 of five persons per month, and remains above target for the year to date result.



## Strategic Direction 2

# 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.



## Key highlights

### Argyle Street Improvement Project

Safer Greener Argyle Street is a community group that has been advocating for improvements to Argyle Street between St Kilda Road on the east and Chapel Street on the west. The residents want to see improvements to footpaths and crossings, slower car speeds and less 'rat running', increased greening in kerb outstands and improved road surface and drainage.

The CEO and officers met with residents on site to discuss ideas for improved amenity and safety on Argyle Street. Officers are developing a coherent design package that outlines a draft vision, principles, and short-, medium- and longer-term design outcomes. The document responds to the need of community residents by demonstrating opportunities to deliver tangible improvement outcomes, guided by good urban design, and aligned to Council's strategies.

The community group will have until the end of January 2024 to gather feedback on the draft

document. After the document is finalised, short term actions will be handed to Council teams and larger ideas can be added for consideration in future budgets.

Argyle Street is envisioned to be upgraded into a 'Safer and Greener' street for those living and travelling through.

The street will integrate additional greening, traffic calming solutions and wayfinding initiatives that provide residents and visitors with a safe and enjoyable streetscape experience.

Officers will continue to work with the Argyle Street community group to achieve a community driven outcome building a sense of pride for the residents.



*Argyle Street*

CEO message

Inclusive  
Port PhillipLiveable  
Port PhillipSustainable  
Port PhillipVibrant  
Port PhillipWell-governed  
Port Phillip

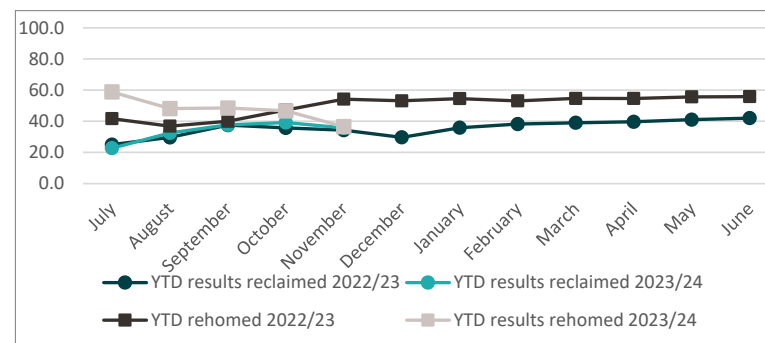
## Port Phillip is safer with liveable streets and public spaces for people of all ages and abilities to enjoy

Percentage of successful animal management prosecutions



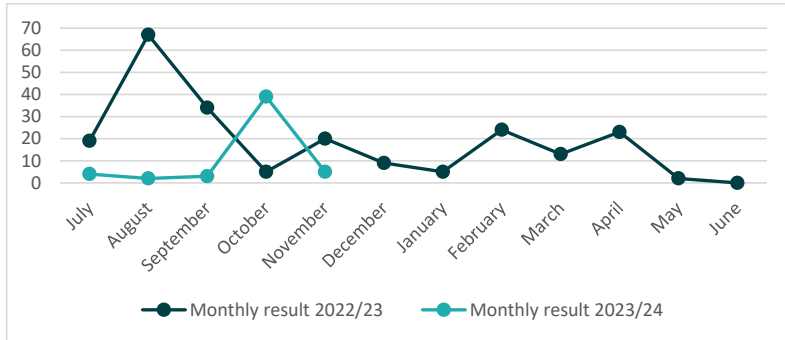
For November 2023, there were no animal management prosecution cases. Looking back over the past year, some months have had no animal management prosecutions (July 2022, August 2022, January 2023 and May 2023) and for all other months there has been 100 per cent success with animal management prosecutions.

Percentage of collected animals reclaimed and rehomed (year to date)



For July to November 2023, 98 animals were collected, this is an increase of 34% (25 animals) compared to the same period last year primarily due to a 125% increase in surrenders (dogs increased by 4 and cats by 11). Of these animals, 36 percent (35 animals) were reclaimed by their owners. Although this result is below the target of 50 percent, it is similar to the same period last year of 37 percent (25 animals). The percentage of animals rehomed has decreased in 2023/24 with 37 percent (23 animals) rehomed during the first five months of the financial year compared to 54 percent (26 animals) during the same period last year. This result is higher than the target of 15 percent.

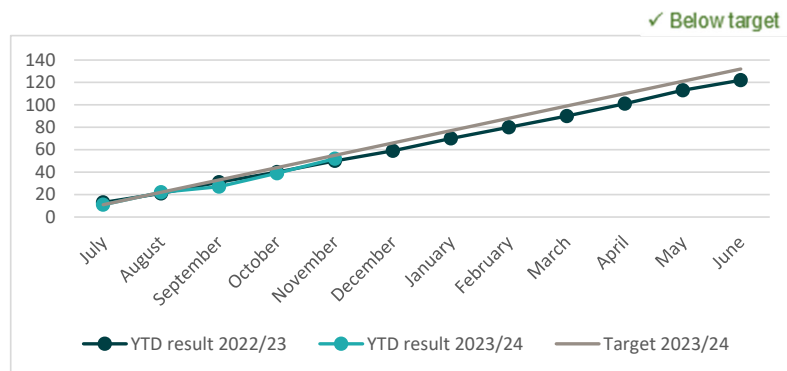
Number of fines issued related to animal management (trend data, no target)



The “spike” in October 2023 is due to the increased number of fines issued to pet owners who failed to renew their yearly pet registration. Each year, a bulk of fines go out to pet owners who fail to renew their registration. This was carried out in August last year, representing the peak in the graph.

## The City is well connected and easy to move around with options for sustainable and active transport

### Number of sealed local road requests\* (year to date)



Council has received slightly higher sealed road requests (13) than the target (11) for the month, but year to date request numbers remain below the year to date target.

\* Note: this is the number of sealed road requests and not the Local Government Performance Reporting Framework calculation for this measure.

## Strategic Direction 3

# 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.



## Key highlights

### Premier Sustainability Awards

The [2023 Premier's Sustainability Awards](#) celebrates leadership initiatives in the sustainability space.

The Port Phillip EcoCentre was recognised as a Finalist in the '[Thriving Environment](#)' category of the Premier's Sustainability Awards 2023 for the EcoCentre School Sustainability Festival.

Victoria's longest running school sustainability festival is an annual event held at St Kilda Town Hall. The Festival provides a platform for student voice and leadership where local schools can celebrate and accelerate their environmental achievements.

Port Phillip EcoCentre was also shortlisted for the [2023 Keep Australia Beautiful Tidy Towns & Cities Sustainability Awards](#) in the Wellbeing category, for their partnership project with Headspace Bentleigh.

The project engaged young volunteers in a range of environmental activities to explore their

connection to nature, discover potential career paths, and establish avenues for future environmental volunteering. Activities included crafting bird boxes, planting at the Yalukit Willam Nature Reserve, and supporting the penguins of St Kilda Pier.

The 10-week program was supported by Parks Victoria and the Volunteering Innovation Fund.

Port Phillip EcoCentre is also a Finalist in the [Volunteering Victoria Awards 2023](#), for the Inclusive Volunteering Award. These Awards will be announced in December.



*School Sustainability Festival*

### Electric vehicle pole chargers

Council is engaging the community on where they would like to see power-pole mounted electric vehicle (EV) charging in the City of Port Phillip.

From 27 November to 17 December 2023, a [Have Your Say page](#) will enable respondents to drop a pin on a map to suggest locations suitable for pole-mounted EV chargers.

Suggested locations will be further assessed for suitability, including available electrical capacity for EV charging and parking considerations.

The feedback provided will be useful for partners Intellihub, who received \$1.35 million from the Victorian Government's Zero Emissions Vehicle Emerging Technologies (ZEVET) program to install 100 EV chargers mounted on power poles across three inner city local government areas, including City of Port Phillip.

Pole-mounted EV chargers can be installed on existing power poles next to on-street car parking spaces. EV owners parking adjacent to the pole can charge their vehicle for a fee.



*Electric Vehicle Pole Charger*

### **Induction cooking demonstration**

The City of Port Phillip is supporting and encouraging residents to transition away from polluting fossil gas to all electric homes. Two events aimed at educating people how to cook with induction cooktops were run at the South Melbourne Market.

Not for profit organisation, Open Table, conducted the cooking demonstration making veggie fritters and shared tips for using induction cooktops and how to reduce food waste. Sustainability and

Climate Change team was also on hand to talk about the benefits of all electric homes.

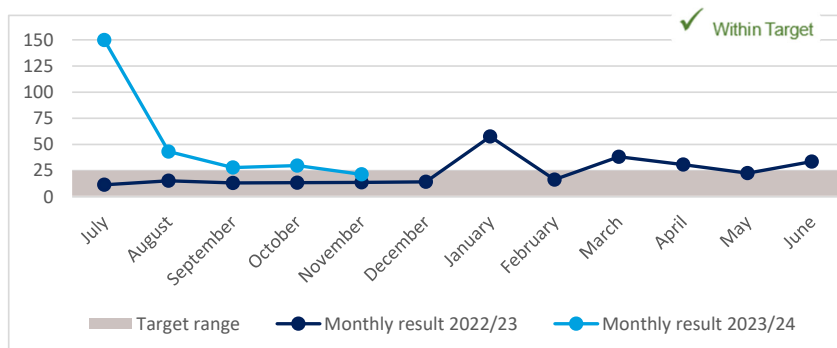


*Induction cooking demonstration at South Melbourne Market*



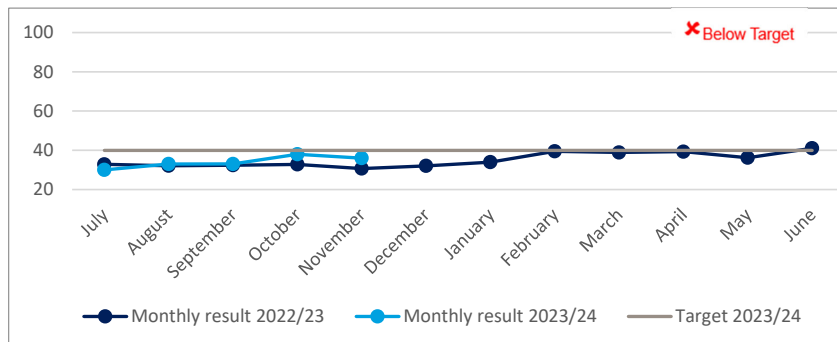
## Port Phillip manages waste well, maximises reuse and recycling opportunities and supports the circular economy

Kerbside bin collection requests (per 1,000 households)



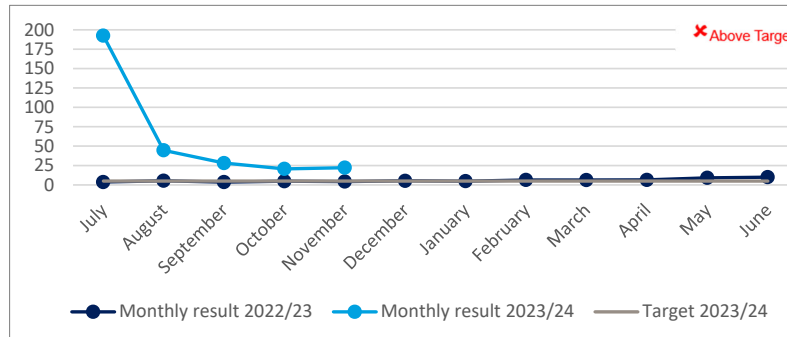
Kerbside bin collection requests are within the target range for November which continues the trend of improvement since the significant issues of July. Officers continue to work with Citywide to improve bin collection services through more regular contract meetings and system improvements.

Kerbside collection waste diverted from landfill



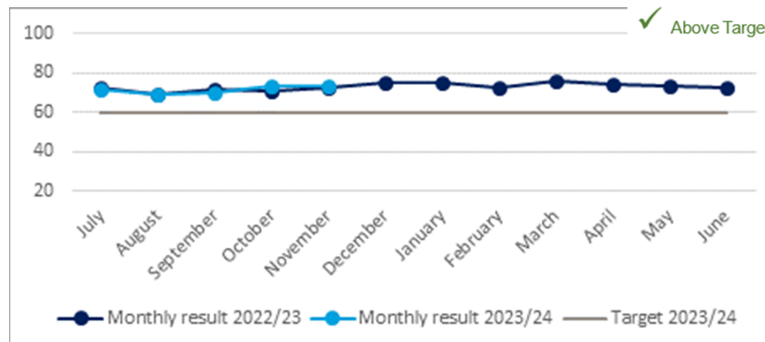
In November 2023/24, 36% of kerbside collection waste was diverted from landfill. While slightly less than October's 38%, due to seasonal fluctuations, and below the target of 40%, it is better than the result for the same period in 2022/23 of 31%.

Kerbside collection bins missed (per 10,000 scheduled kerbside bin lifts)



Kerbside missed bins remain higher than target for November, however the improvement trend is continuing since the significant issues of July. Officers continue to work with Citywide to improve missed bin services through more regular (twice weekly) contract meetings and system improvements.

Percentage of investment in fossil-free institutions



The percentage of investment in fossil-free institutions has been relatively stable over the past year and consistently above the target.

## Strategic Direction 4

## Vibrant Port Phillip

A City that has a flourishing economy, where our community and local businesses thrive, and we maintain and enhance our reputation as one of Melbourne's cultural and creative hubs.



### Key highlights

#### Balaclava Boogie

The inaugural [Balaclava Boogie](#) was held from November 24th – 26th in a range of locations throughout Balaclava. The program featured local artists across a diverse range of genres and musical tastes.

A record fair in the Coles arcade was also a highlight, bringing music fans to the arcade on the Saturday morning in their hundreds.

The festival culminated with "Sunday Service", a free pop up car park gig that filled to capacity for headliners Jazz Party, and concluded with a second line made up of hundreds of people dancing from Carlisle street down to the Voodoo Lovechild Speakeasy to the delight of passers by.

Balaclava Boogie was funded through the Cultural Development Fund Festivals & Events Stream and produced by the Carlisle Street Traders Association.



*Jazz Party at the Sunday Service*

#### Acland Street Vacant Shop Program

City of Port Phillip is encouraging business to set up shop in vacant premises in its latest initiative to draw more residents and visitors to Acland Street.

The [Acland Street Vacant Shop Project](#) aims to fill between five to 10 vacant shops on this high-profile St Kilda high street by 30 June 2024.

Following a competitive Request for Quote call-out, Plan 1 and Ginnane & Associates have been

appointed to deliver the project over the next 12 months.

They are working with the Ackland Street Village Business Association (ASVBA), landlords, local stakeholders, and operators to offer eligible tenants up to 12-month leases at below market rates.

Expressions of interest for potential tenants is now open at: Acland Street Activation | Plan1 Project Management & Consultancy ([plan1pmc.com](http://plan1pmc.com))



*Acland Street*



### New stall openings at South Melbourne Market

Locally owned Mitchell McCabe Menswear is a beloved menswear store that first launched in South Melbourne in 1901. The Market has welcomed Mitchell McCabe to Aisle F, offering a great selection of quality Australian and international menswear brands.

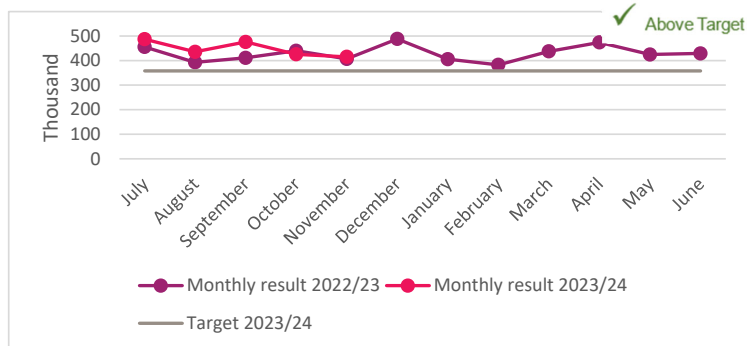
WOW Vinyl & Memorabilia also opened in Aisle G during November, offering a great range of new and vintage vinyl records and collectible music memorabilia.



*WOW Vinyl & Memorabilia*

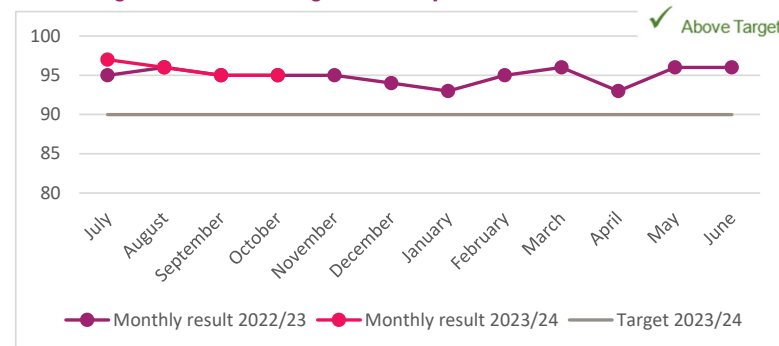
## Port Phillip's main streets, activity centres and laneways are vibrant and activated

Visits to South Melbourne Market



There were 415,522 visits to South Melbourne Market in November 2023. While slightly lower than October 2023, due to fewer weekend days, visits were 2% higher than the same month last year and are well above the monthly target of 358,333.

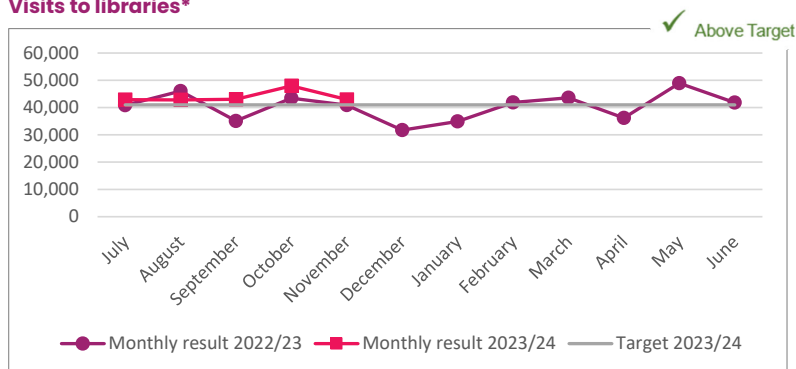
Per centage of street cleaning audit compliance



The street cleaning audit compliance score for November 2023 was 95 per cent, above the target of 90 per cent and consistent with the same month of the previous year (95 per cent in November 2022). Overall, results for street cleaning audit compliance are relatively stable and above target.

## Arts, culture, learning and creative expression are part of everyday life

### Visits to libraries\*



There were 42,932 visits to the libraries in November 2023 which is above the target of 41,000 visits per month. Visitation numbers are 2,018 higher than the November 2022. Actual visits may be slightly higher than the reported number, because the door counter at Middle Park Library was offline for a short period.

\*The door counter at St Kilda Library was broken for several months for the financial year 2022/23. Library visits during that time have been estimated by calculating the ratio of the visitor numbers between Albert Park and Middle Park for July and June where we had complete data, then using the median value between to project the St Kilda visitor statistics.

Strategic Direction 5

## Well Governed Port Phillip

A city that is a leading local government authority, where our community and our organisation are in a better place as a result of our collective efforts



### Key highlights

#### Mayoral election

On Wednesday 8 November 2023 Council held a Special Meeting for the election of the Mayor and Deputy Mayor. Cr Heather Cunsolo was re-elected in the position of Mayor for the 2023/24 term, while Cr Louise Crawford was elected Deputy Mayor.



*Deputy Mayor Cr Louise Crawford (L) and Mayor Heather Cunsolo (R)*

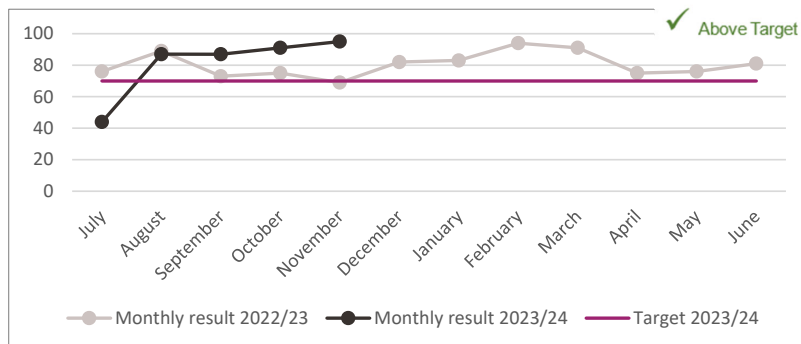
#### 2022/23 Annual Report

The Council's 2022/23 annual report, which provides detailed financial performance data on the past year as well as stories and information on our projects, initiatives, services and activities is now available on our [website](#). Hard copies are also available in our libraries.



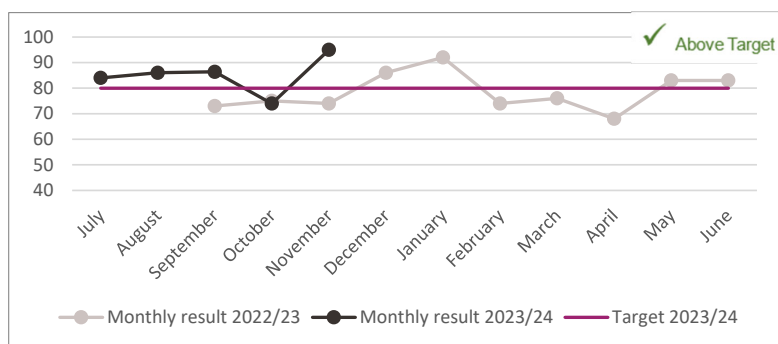
## Port Phillip Council is cost-effective, efficient and delivers with speed, simplicity and confidence

Percentage of community complaints resolved within agreed timeframes



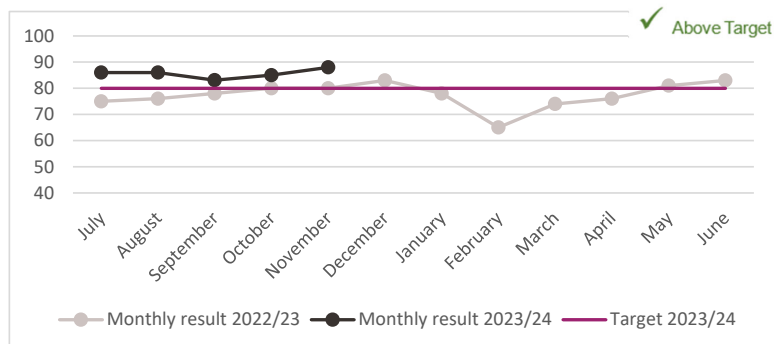
For November, 95 percent of community complaints were resolved within agreed timeframes, exceeding the target of 70 percent and the result the previous year (69 percent for November 2022). This shows strong improvement since July 2023, which was impacted by the waste contractor transition.

Percentage of Councillor requests resolved within agreed timeframe\*



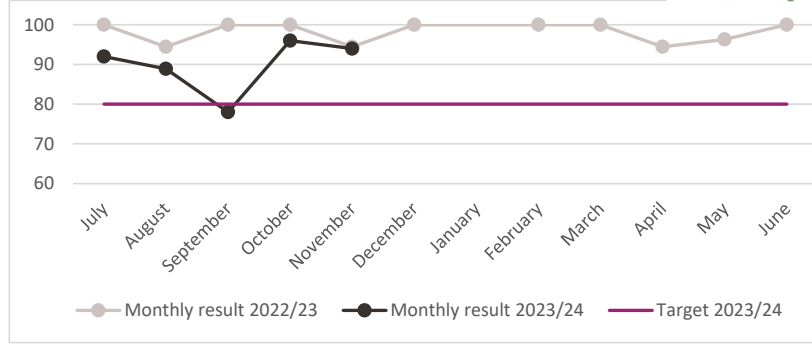
95 percent of Councillor requests were resolved within agreed timeframes for November 2023. This is a significant improvement on October 2023 due to key staff returning from leave.

Percentage of community requests resolved within agreed timeframes



Overall, 88 percent of community service requests were resolved within agreed timeframes for November 2023 – a result exceeding the target of 80 percent as well as performance for the same month of the previous year (80 percent for November 2022).

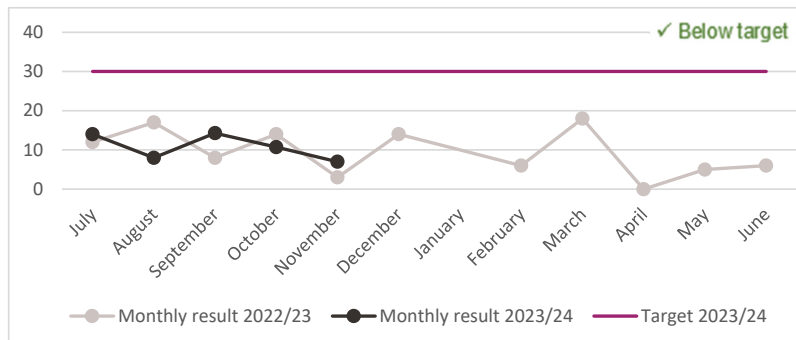
Percentage of Councillor attendance at council meetings\*



Councillor attendance at council meetings remains higher than the target of 80 percent for November 2023 (94 percent) the same as November 2022. Councillor attendance is consistently above target.

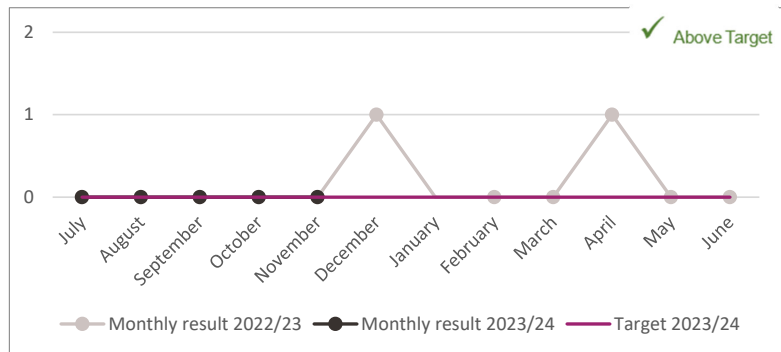
\* amendments made to 2022/23 data after annual review process.

Percentage of Council decisions made at meetings closed to the public



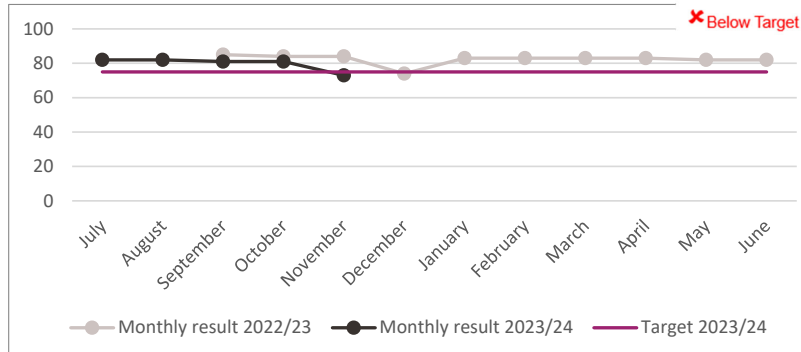
In November 2023, 27 Council decisions were made at meetings with two of these decisions (7 percent) made at meetings closed to the public. As a lower percentage is better for this measure, the target of 30 percent of decisions or less made at meetings closed to the public is achieved for the month.

Number of material legislative breaches



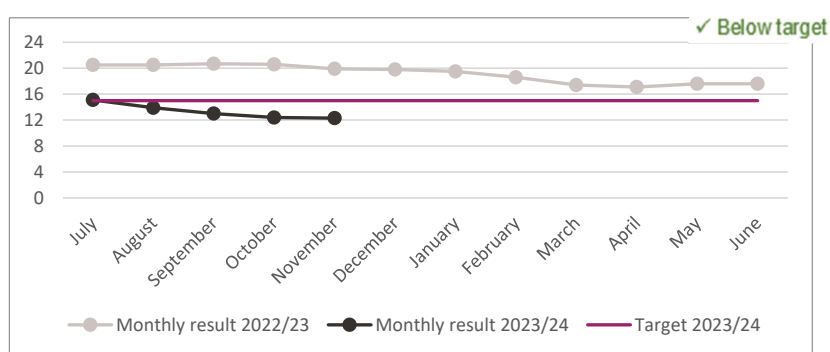
There were no material legislative breaches for November 2023, consistent with the target and with the same time last year (November 2022).

Percentage of occupational health and safety incidents reported within 24 hours (cumulative)



The November year to date result of 73 percent is lower than the target of 75 percent. It is also lower than the October result of 81 percent. Further monitoring and addition feedback will be provided to departments.

Staff turnover (rolling 12 month average)

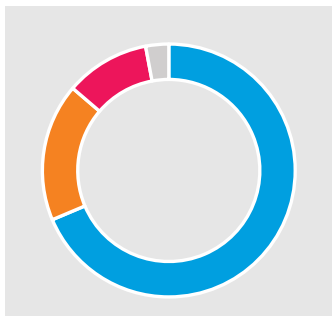


Our turnover rate is continuing to improve, with the November 12 month average at 12 percent. A reduction from the July twelve month average of 15 percent.

## Project Portfolio

### Overall status

The project portfolio is made up of projects and programs which achieve the initiatives set out in the Council Plan and Budget 2021-2031.



<b>On track</b> 70% Latest result has achieved target for measure. On track across all elements.	<b>At risk</b> 18% Latest result experienced a minor miss in relation to target for measure. One or more elements	<b>Off track</b> 11% There is a significant variation from targeted result for measure. Off track for one or more elements.	<b>No report</b> 1% Status update was not available at the time this report was generated.
---	--	--	---

### Portfolio status trend

	12 mnth average	Aug-23	Sep-23	Oct-23	Nov-23
<b>On track</b>	68%	71%	72%	73%	70%
<b>At risk</b>	19%	20%	21%	16%	18%
<b>Off track</b>	10%	6%	7%	8%	11%
<b>No report</b>	2%	3%	1%	3%	1%

### Portfolio financial performance

	Number of projects	Annual budget (\$ million)	Annual forecast (\$ million)	YTD forecast (\$ million)	YTD actuals (\$ million)	YTD variance (\$ million)
<b>Capital</b>	129	62.7	60.6	12.7	10.7	2.0
<b>Operating</b>	41	13.9	14.7	4.7	4.3	0.4
<b>Total</b>	<b>170</b>	<b>76.6</b>	<b>75.3</b>	<b>17.4</b>	<b>15.0</b>	<b>2.4</b>

### Portfolio changes

Monthly forecast changes	The November monthly forecast decreased by \$5.3 million to \$4.4 million as a result of rephasing based on approved documents and contractor schedules for projects in construction. Major changes included Albert Park Library HVAC (\$385k), Ecocentre Redevelopment (\$300K), Waste Transformation (\$140k), and Greening Port Phillip (\$125k).
--------------------------	--

## Financial update

As at 30 November 2023 the full year forecast for 2023/24 is a cumulative cash surplus of \$0.04 million with minimal net change since October. Key movements in November include additional \$0.30 million state funding received to support the existing waste transformation program, offset by additional expenditure of \$0.11 million for the St Kilda Triangle engagement and market testing and a \$0.25 million reduction in street occupation fees caused by declining building activity in the municipality.

There has also been a \$2.40 million reduction in forecasted Open Space Developer Contributions for 2023/24. This has been caused by a reduction in subdivision activity and the rise in 'build to rent' development which does not trigger an Open Space Contribution. Build to rent developments have already resulted in \$4.80 million foregone contributions.

The decrease to the full year cash surplus compared to budget was predominantly caused by the

inclusion of a provision for the partial return of government funding for aged care services, due to service delivery challenges impacting the achievement of contracted performance targets.

There are several factors that have impacted Council's ability to deliver service targets including the implementation of the Aged Care Reforms as the Federal Governments moves to a competitive marketplace reducing the volume of service referrals that Council receives, industry resourcing challenges, and the growing cost of delivering services above funding rates.

In addition to this, the surplus has been further reduced due to the re-instatement of budget for contracted parking ticket machine maintenance as budgeted efficiencies were not achieved through procurement of a new contract. As a result, the existing contract for parking machine maintenance has been extended and procurement will be reconsidered. These unfavourable movements have

been partially offset by an increase grant income, additional supplementary rates, and increased interest income because of higher than anticipated cash available for investment and higher investment returns.

Key financial highlights and indicators:

- An overall low risk rating using the Victorian Auditor General's Office (VAGO) financial sustainability indicators.
- Forecasted positive net operating result of \$4.5 million (1.7 percent of total revenue).
- A healthy working capital ratio of 315 percent.
- Proposed efficiency savings of \$0.6 million, working towards a target of \$1.8 million efficiency savings for Budget 2024/25. Noting that efficiency savings are becoming increasingly hard to achieve.

A forecast cumulative cash surplus balance of \$0.04 million noting ongoing risk of changing economic conditions and persistent inflationary pressures.

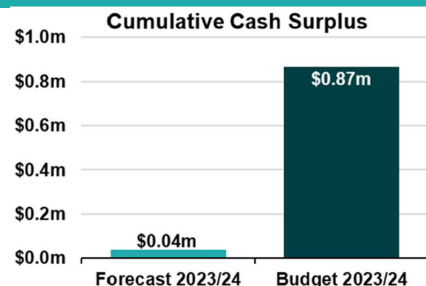


## Summarised income statement converted to cash

	Year to Date				Full Year			
	Actual (\$,000's)	Forecast (\$,000's)	Variance (\$,000's)	%	Forecast (\$,000's)	Budget (\$,000's)	Variance (\$,000's)	%
Total Income	109,656	110,209	(553)	(1%)	259,453	261,944	(2,491)	(1%)
Total Expenses	92,347	92,971	624	(1%)	254,945	251,545	(3,400)	(1%)
<b>Operating Surplus/ (Deficit)</b>	<b>17,309</b>	<b>17,239</b>	<b>70</b>	<b>(0)</b>	<b>4,508</b>	<b>10,399</b>	<b>(5,891)</b>	<b>(57%)</b>
Capital Expenditure	(9,968)	(11,995)	2,026	17%	(55,183)	(57,972)	2,790	5%
Non-cash operating items	10,125	10,526	(402)	(4%)	33,344	32,251	1,093	3%
Financing Items	(576)	(903)	327	36%	(2,158)	(2,233)	75	3%
Net Reserves Movement	0	0	0	0%	11,142	10,049	(1,093)	11%
<b>Current Year Cash Surplus/(Deficit)</b>	<b>16,889</b>	<b>14,867</b>	<b>2,022</b>	<b>(14%)</b>	<b>(8,347)</b>	<b>(7,506)</b>	<b>(840)</b>	<b>(11%)</b>
Opening cash surplus balance	8,386	8,386	0	0%	8,386	8,370	16	0%
<b>Accumulated Cash Surplus</b>	<b>25,275</b>	<b>23,253</b>	<b>2,022</b>	<b>(9%)</b>	<b>39</b>	<b>864</b>	<b>(824)</b>	<b>(95%)</b>

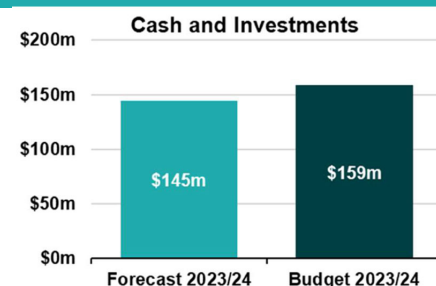
## Financial Statement Snapshot

### Income Statement



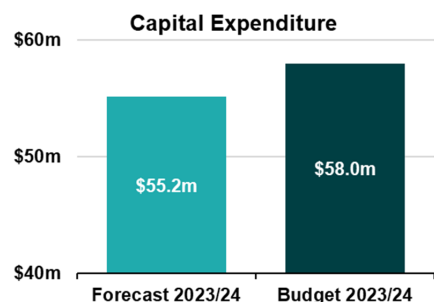
The decrease in the cumulative cash surplus is mainly due to a provision for return of government funding for aged care due to service delivery challenges in meeting contracted performance targets, the reinstatement of budget for parking machine maintenance due budgeted efficiencies not being achieved through external procurement, feasibility works at Fishermen's Bend Gymnastics Club, and a decrease in development activity reducing income or permits relating to street occupations. This has been partially offset by an increase in grant income, additional supplementary rates and interest income.

### Cash and Investments



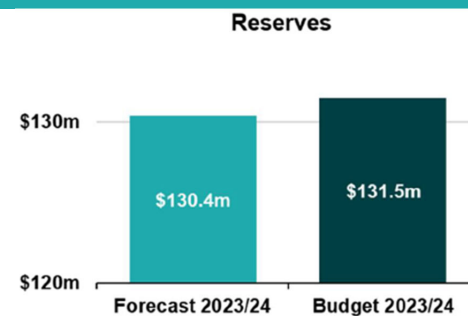
The forecast cash and investments balance has decreased due to increased receivables projected during 2023/24 and a decrease in anticipated developer contributions. Despite this, Council's return on investment Key Performance Indicators and Corporate Social Responsibility targets were achieved. Over \$130 million of the cash and investments balance is held in reserves and therefore tied or allocated to specific delivery of projects and services (e.g., open space developer contributions, project deferrals and specific grants).

### Capital Works



The decrease in capital expenditure is due to net capital project deferrals to 2023/24 and future years. Project deferrals have been caused by various factors including limited availability of project managers, supply chain issues (initially due to the pandemic and more recently from global conflict) and external approval processes.

### Reserves



Council reserves have decreased slightly due to the anticipated reduction in open space developer contributions (funds ringfenced in reserves). This has been partially offset due to net project deferrals to 2024/25 and future years. While the balance of reserves appears significant, these funds are held for specific purposes and will help to fund the significant capital portfolio over the next ten years.



## City of Port Phillip

99a Carlisle Street, St Kilda, VIC 3182

📞 ASSIST 03 9209 6777

🌐 [portphillip.vic.gov.au](http://portphillip.vic.gov.au)



Receive the latest news from your City and Council

🌐 [portphillip.vic.gov.au/divercity](http://portphillip.vic.gov.au/divercity)

## Language assistance

廣東話 9679 9810   Ελληνικά 9679 9811   Polska 9679 9812  
普通話 9679 9858   Русский 9679 9813   Other 9679 9814



If you are deaf or have a hearing or speech impairment, you can phone us through the National Relay Service (NRS):

- TTY users, dial **133677**, then ask for **03 9209 6777**
  - Voice Relay users, phone **1300 555 727**, then ask for **03 9209 6777**
- 🌐 [relayservice.gov.au](http://relayservice.gov.au)



**9. INCLUSIVE PORT PHILLIP**

9.1	<i>Aged Care Reform-Engagement Report</i> .....	35
-----	---	----

# MEETING OF THE PORT PHILLIP CITY COUNCIL

## 7 FEBRUARY 2024



### 9.1 AGED CARE REFORM-ENGAGEMENT REPORT

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

**PREPARED BY:** BRIDGET MONRO-HOBBS, MANAGER COMMUNITY SERVICES

#### 1. PURPOSE

- 1.1 To provide the engagement feedback from clients, community, Councils advisory committees, community groups and staff on the proposed future service delivery model for older people- the Village Model.

#### 2. EXECUTIVE SUMMARY

- 2.1 The final report of the Royal Commission into Aged Care Quality and Safety was handed to the Commonwealth Government on the 26 February 2021 and made public on 1 March 2021. These changes were to be implemented fully by July 1, 2025, however, it was announced in December 2023 that the changes will now not be implemented until 1 July 2027, at the earliest.
- 2.2 Council has developed its proposed service delivery model for older people to meet the initial timeframe of 1 July 2025, with an assumption the transition year was to be 2024/25.
- 2.3 The new model will replace the Commonwealth Home Support Program (CHSP) and will be known as the Support at Home Program (SHP). The SHP will bring together the Home Care Package Program, the Short-Term Restorative Care (STRC) Program and the CHSP providing a single home care program. Although the CHSP changeover has been postponed, from 1 July 2027, the Support at Home program will still replace the existing HCP and STRC programs.
- 2.4 The key features of the reformed aged care system will be increased client choice and control, individualised funding that is portable and a nationally consistent assessment, service provision and funding model.
- 2.5 Council currently provides a range of aged care services under the CHSP. There will be changed requirements for providers of funded services as the transition to the new program.
- 2.6 CHSP providers must indicate their intention or otherwise to deliver CHSP services with enough time to ensure appropriate transition arrangements are in place if relinquishing the delivery of any services back to the Commonwealth.

#### **Councils Current Service Delivery**

- 2.7 Currently Council is funded 3.4 million dollars for in home and community based CHSP supports. These supports include domestic assistance, personal care, respite care, delivered meals, social support (individual), social support (group), transport, property maintenance and home modifications. This support is provided to approximately 650 older people and is grant funded
- 2.8 Council also attracts \$650,000 in HACC-PYP State funding for in-home and community-based services that support approximately 55 people who are under 65 years of age and who have a disability but are not eligible for the NDIS.

# MEETING OF THE PORT PHILLIP CITY COUNCIL

## 7 FEBRUARY 2024



- 2.9 Council is additionally funded to deliver a Regional Assessment Service (RAS) which is contracted to June 30, 2024.

### **Implications of the Aged Care Reforms**

- 2.10 These reforms mean that, particularly in Victoria due to Local Government being the primary deliverer of CHSP services, there are significant impacts on Council's ability to stay in the delivery of some services. These changes are, that funding will transition from block funding to funding in arrears for in-home services, increased governance and reporting requirements, the creation of a demand driven marketplace and competitive neutrality considerations.
- 2.11 Council remains committed to supporting older members of the community to age positively in the City of Port Phillip. The Commonwealth's Aged Care Reforms drive a need for Council to review the way it delivers services to older persons to ensure they are feasible, relevant, effective, efficient, sustainable and deliver best value.
- 2.12 A review of current service delivery has found that Council does not have the scale or efficiencies of operations, breadth of service offering, clinical capabilities, or quality systems to respond to the implementation of the SHP.

### **Proposed new service delivery model-Village Model**

- 2.13 Offices have reviewed the requirements under the SHP, community need and Council's capacity and after analysing several delivery options have developed a proposed model to deliver aged care services post 1 July 2004 which is referred to as the Village model.
- 2.14 The Village model includes:
- 2.14.1 Continuing to provide some Commonwealth funded services – Group Social Support, Transport, and Delivered Meals under the SHP and the Council funded hop-on hop-off community bus service.
  - 2.14.2 Transition (exit) from some State and Commonwealth funded services - Domestic Assistance, Personal Care, Respite Care, Property Maintenance, Home Modifications, and Individual Social Support which other specialist aged care providers are better qualified to provide as they can meet funding requirements. These services are no longer viable for Council to deliver.
  - 2.14.3 Investing in a new Community Connector service, which will assist older people to connect to the new Australian Government SHP, My Aged Care, Council, and locally provided services to enable positive ageing in the city. With a review of the costs and benefits derived from this service undertaken 12-18 months after the implementation to determine future investment.
- 2.15 The Village model is centred on Council focusing its resources on place-based community services that leverages our knowledge and trusted relationships with community and local based services and facilities. Complemented by State, SHP and Council funding, a community connector service, this model provides an efficient and effective service delivery model that supports older people to connect, age well in the community and support our key objectives in the Positive Ageing Strategy.
- 2.16 To deliver the proposed service model there will also be a need to implement a new staffing structure. Given the significance of the proposed service delivery changes, if Council endorses the approach, a formal change process is required to be undertaken with all Aged, Access and Inclusion and Regional Assessment staff.



- 2.17 Consulting with relevant Unions (associated with the Enterprise Agreement) on the proposed model before a final endorsed aged care delivery model is implemented will also be critical.

#### **Engagement of the Village Model**

- 2.18 On 1 November Council endorsed the “Village Model” for client, community and staff consultation. Engagement occurred between the 8 November to the 10 December 2023. The purpose of this engagement was to engage with clients, staff, Councils advisory committees and the community more broadly about the proposed Village service delivery model.
- 2.19 Engagement was to collect specific and general feedback on the proposed model including the transition process, any concerns and ideas related to the role CoPP could play in supporting older people into the future.
- 2.20 In total 650 participants provided feedback. Council also received two formal submissions from the Older Persons Advisory Committee and Progressive Port Phillip.
- 2.21 The consultation provided strong insights into the importance of transition arrangements and continuity of care in services that are transferred if Council decides to relinquish service delivery, the importance of appropriate preferred providers, their ability to reflect the diversity of the CoPP community, be cost effective and to offer quality services. The foundational role of the Community Connector service to the success of the Village model and the importance of social connection was also emphasised through the consultation process.
- 2.22 In addition to client and community consultation staff were also engaged in a consultation process.
- 2.23 All 45 Aged Access and Inclusion and Regional Assessment Team staff participated in group and individual meetings to discuss the Village model proposal and the supporting staff structure. Staff feedback was also insightful, providing information on operational arrangements and transition planning.
- 2.24 All feedback will inform and shape the future model of service delivery model for older people.

### **3. RECOMMENDATION**

That Council:

- 3.1 Acknowledges the ongoing commitment to supporting older people to age positively in our community.
- 3.2 Notes that the Commonwealth Aged Care Reforms drive a need for Council to review the way it delivers services to older people to ensure it is viable, relevant, effective and efficient, sustainable and demonstrates best value to the community.
- 3.3 Notes the feedback from staff, clients, community, advisory committees, community groups and unions received through the formal consultation process will inform and shape the future model of service delivery for older people.
- 3.4 Thanks everyone who provided feedback on the proposed future model of service delivery for older people- the Village model.





#### 4. KEY POINTS/ISSUES

##### **Aged Care Background**

- 4.1 The final report of the Royal Commission into Aged Care Quality and Safety was handed to the Commonwealth Government on the 26 February 2021 and made public on 1 March 2021. These changes were to be implemented fully by July 1, 2025, however, it was announced in December 2023 that the changes will now not be implemented until 1 July 2027, at the earliest.
- 4.2 Council has developed its proposed service delivery model for older people to meet the initial timeframe of 1 July 2025, with an assumption the transition year was to be 2024/25.
- 4.3 The new model will replace the Commonwealth Home Support Program (CHSP) and will be known as the Support at Home Program (SHP). The SHP will bring together the Home Care Package Program, the Short-Term Restorative Care (STRC) Program and the CHSP providing a single home care program. Although the CHSP changeover has been postponed, from 1 July 2027, the Support at Home program will still replace the existing HCP and STRC programs.
- 4.4 The key features of the reformed aged care system will be increased client choice and control, individualised funding that is portable and a nationally consistent assessment, service provision and funding model.
- 4.5 Council currently provides a range of aged care services under the CHSP. There will be changed requirements for providers of funded services as the transition to the new program.
- 4.6 CHSP providers must indicate their intention or otherwise to deliver CHSP services with enough time to ensure appropriate transition arrangements are in place if relinquishing the delivery of any services back to the Commonwealth.

##### **Councils Current Service Delivery**

- 4.7 Currently Council is funded 3.4 million dollars for in-home and community-based CHSP supports. These supports include domestic assistance, personal care, respite care, delivered meals, social support (individual), social support (group), transport, property maintenance and home modifications. This support is provided to approximately 650 older people and is grant funded.
- 4.8 Council also attracts \$650,000 in HACC-PYP State funding for in-home and community-based services that support approximately 55 people who are under 65 years of age and who have a disability but are not eligible for the NDIS.
- 4.9 Council is additionally funded to deliver a Regional Assessment Service (RAS) which is contracted to June 30, 2024.

##### **Implications of the Aged Care Reforms**

- 4.10 These reforms mean that, particularly in Victoria due to Local Government being the primary deliverer of CHSP services, there are significant impacts on Council's ability to stay in the delivery of some services. These changes are, that funding will transition from block funding to funding in arrears for in-home services, increased governance and reporting requirements, the creation of a demand-driven marketplace and competitive neutrality considerations.





- 4.11 Council remains committed to supporting older members of the community to age positively in the City of Port Phillip. The Commonwealth's Aged Care Reforms drive a need for Council to review the way it delivers services to older persons to ensure they are feasible, relevant, effective, efficient, sustainable and deliver best value.
- 4.12 A review of current service delivery has found that Council does not have the scale or efficiencies of operations, breadth of service offering, clinical capabilities, or quality systems to respond to the implementation of the SHP.

**Proposed new service delivery model-Village Model**

- 4.13 Offices have reviewed the requirements under the SHP, community need and Council's capacity and after analysing several delivery options have developed a proposed model to deliver aged care services post 1 July 2004 which is referred to as the Village model.
- 4.14 The Village model includes:
  - 4.14.1 Continuing to provide some Commonwealth funded services – Group Social Support, Transport, and Delivered Meals under the SHP and the Council funded hop-on hop-off community bus service.
  - 4.14.2 Transition (exit) from some State and Commonwealth funded services - Domestic Assistance, Personal Care, Respite Care, Property Maintenance, Home Modifications, and Individual Social Support which other specialist aged care providers are better qualified to provide as they can meet funding requirements. These services are no longer viable for Council to deliver.
  - 4.14.3 Investing in a new Community Connector service, which will assist older people to connect to the new Australian Government SHP, My Aged Care, Council, and locally provided services to enable positive ageing in the city. With a review of the costs and benefits derived from this service undertaken 12-18 months after the implementation to determine future investment.
- 4.15 The Village model is centred on Council focusing its resources on place-based community services that leverages our knowledge and trusted relationships with community and local based services and facilities. Complemented by State, SHP and Council funding, a community connector service, this model provides an efficient and effective service delivery model that supports older people to connect, age well in the community and support our key objective in the Positive Ageing Strategy.
- 4.16 To deliver the proposed service model there will also be a need to implement a new staffing structure. Given the significance of the proposed service delivery changes, if Council endorses the approach, a formal change process is required to be undertaken with all Aged, Access and Inclusion staff.
- 4.17 Consulting with relevant Unions (associated with the Enterprise Agreement) on the proposed model before a final endorsed aged care delivery model is implemented will also be critical.

**Engagement of the Village Model**

- 4.18 On 1 November Council endorsed the "Village Model" for client, community and staff consultation. Engagement occurred between the 8 November to the 10 December 2023. The purpose of this engagement was to engage with clients, staff, Councils advisory committees and the community more broadly about the proposed Village service delivery model.



- 4.19 Engagement was to collect specific and general feedback on the proposed model including the transition process, any concerns and ideas related to the role CoPP could play in supporting older people into the future.
- 4.20 In total 650 participants provided feedback, more than 90% of the participants were 60 years old or over. 75% of respondents receive Council services (see Appendix 1. for Engagement Summary Report).
- 4.21 Council also received two formal submissions from the Older Persons Advisory Committee (see Appendix 2. ) and Progressive Port Phillip ( see Appendix 3).
- 4.22 In addition to client and community consultation staff were also engaged in a consultation process.

### **Client, Community and Advisory Committees Engagement**

- 4.23 A range of activities and engagement opportunities were utilised to let community and clients know about the proposed changes to aged care services deliver model and to provide opportunities for feedback on the Village model (see Appendix 1. for Engagement Summary Report).
- 4.24 Information and engagement opportunities on the Village model included:
  - 4.24.1 Eight hundred and eighteen letters were sent to clients advising of the proposed service model and providing a frequently asked questions document and advising of the survey.
  - 4.24.2 Survey seeking feed back on the model and other considerations for Council in the provision of aged care services. Surveys were available in both online and paper forms and were translated into 13 languages. Hard copies were sent to all clients currently receiving Councils in-home services.
  - 4.24.3 A Have Your Say web page was set up to provide details of the engagement opportunities and proposed changes.
  - 4.24.4 Information (posters outlining the proposed changes and frequently ask questions documents see Appendix 4.) was made available in public places such as local libraries and Neighbourhood houses.
  - 4.24.5 Three newsletters were produced.
  - 4.24.6 Social media posts were used to advise of opportunities for engagement.
  - 4.24.7 Eight neighbourhood pop up conversations where staff were available to discuss the proposed changes to the aged care service deliver model.
  - 4.24.8 Three drop-in sessions were held at libraries for clients and interested people. These were 2-hour information session.
  - 4.24.9 Three visits to seniors' groups and clubs were undertaken to provide opportunities for feedback and discussion.
  - 4.24.10 Five sessions were also held with key Council advisory committees.
- 4.25 The key themes from the consultation process included:
  - 4.25.1 The need for quality assurance (29%) - need for any change in service to be carefully managed.

# MEETING OF THE PORT PHILLIP CITY COUNCIL

## 7 FEBRUARY 2024



- 4.25.2 Issues to manage (18%) - related to quality assurance but also the concern for the impact on staff and the loss of meaningful relationships between clients and staff.
- 4.25.3 The value placed on Council services (17%) - the type of service that is valued now and into the future.
- 4.25.4 Affordability of services (13%) – the need to consider carefully cost of service and impact on clients.
- 4.25.5 Managing the change (11%) – the importance of carefully manage any transition to new providers.
- 4.25.6 Resistance to change (11%) – prefer no change, concern about worse outcome for clients.
- 4.26 Respondents also provided feedback on what service, activities and information would be important for older people to be connected into Port Phillip, how they would like to access information and services and other areas for consideration for council to support older people to live independently a home.
- 4.27 Neighbourhood pop up sessions provided more opportunity to discuss the proposed Community Connector service. This was seen as an important part of delivering a successful service to support older people. Having a trusted point of contact to link people into services, activities and information across the city regardless of who provided or fund the service was seen as critical. Many also spoke of the complexities of navigating My Aged Care particularly if English was not a first language.
- 4.28 25 % of respondent to the survey also outlined the importance of access to information and the desire to be kept up to date on local activities.
- 4.29 Through the consultation process two submissions were received one from the Older Persons Advisory Committee (see Appendix 1.) and from Progressive Port Phillip (see Appendix 2.).
- 4.30 Key themes from the OPAC submission and discussion included:
  - 4.30.1 The importance of the role local community plays in ensuring residence age gracefully in place.
  - 4.30.2 Support for and on-going, suitably staffed community connector service.
  - 4.30.3 Support for 12 month review to ensure transition arrangements meet client's needs.
  - 4.30.4 The importance of continuity of care for clients through any transition.
  - 4.30.5 That approved provider reflects and understand the diversity of the Port Phillip community.
  - 4.30.6 Advocacy for the establishment of a Positive Ageing team to focus on service, events and implementation of the Positive ageing Strategy policy.
- 4.31 Key themes from the Progressive Port Phillip submission and included:
  - 4.31.1 Expressed concern about the impact of the proposed changes on in-home service client.
  - 4.31.2 Expressed concern about the loss of the relationship built between clients and council staff.

# MEETING OF THE PORT PHILLIP CITY COUNCIL

## 7 FEBRUARY 2024



- 4.31.3 Expressed concern about local provider capacity to deliver services.
- 4.31.4 Suggest Council delay the decision to move to a new service delivery model and commit to further consideration of other options.
- 4.31.5 Recommend Council review the capacity of not-for-profit age care providers who provide in-home services before a decision is made to withdraw from services.
- 4.31.6 Ask council to consider further options for the delivery of in-home services.

### **Staff Engagement**

- 4.32 In alignment with the City of Port Phillip Enterprise Agreement 2022 a formal change process with staff commenced between the 8 November to the 10 December 2023.
- 4.33 All 45 Aged Access and Inclusion and Regional Assessment Team staff participated in group and individual meetings to discuss the Village model proposal and organisational structure implications.
- 4.34 A series of group and Individual meetings were held during the consultation process with employees. There were 20 employees who elected to have an individual meeting to discuss change proposal and provide feedback to the representatives from Community Services and a People, Culture and Safety (HR) Team.
- 4.35 Key themes from the feedback included:
  - 4.35.1 Understanding of the Commonwealth aged care reforms and the impact of the changes in requirements to deliver services under the Support and Home Program.
  - 4.35.2 Clarification on the delivered meals program, which is a contracted service, and how this would be administered in a new staff structure.
  - 4.35.3 Operational arrangements and transition planning including timeframes for changes to the in-home care service delivery if a new model of services was endorsed.
  - 4.35.4 Roles impacts of any changes to organisational structure to support a new service delivery model.
- 4.36 Overall, the feedback received from staff was they felt well informed in relation to the proposed service delivery model and understood the drivers for change.

### **Other Stakeholder Engagement**

- 4.37 At key stages of the development of options for service delivery, high level discussions were held with key stakeholders regarding Councils ongoing role in the provision of direct services to older people including funded services under SHP.
- 4.38 There have been ongoing discussions with the Commonwealth as more details have been released about the SHP and its funding framework and transition options.
- 4.39 Officers from the Commonwealth have worked closely with Council officers to provide advice and guidance on the proposed model and transition arrangements that can be put in place should Council choose to endorse the Village model and relinquish any services.



- 4.40 The MAV provided helpful advice on the community connector service and were supportive of the proposed model and see this as a good role for Local governments to provide in support of the aged care service system.
- 4.41 The Australian Services Union (ASU) provided written feedback and express their concern about the proposed changes.
- 4.42 The ASU were concerned about the potential impact on staff should Council choose to exit the delivery of some services. Their primary concerns were about Victorian Councils largely choosing to exit the provision of aged care services, the majority fully exiting, and the impact on the aged care workforces. The ASU stressed the importance of appropriate consultation periods, communication and transition arrangement if any changes to service deliver models are endorsed.

## **5. CONSULTATION AND STAKEHOLDERS**

- 5.1 The client and community consultation provided strong insights into the importance of transition arrangements and continuity of care in services that are transferred if Council decides to relinquish service delivery, the importance of appropriate preferred providers, their ability to reflect the diversity of the CoPP community, be cost effective and to offer quality services. The foundational role of the Community Connector service to the success of the Village model and the importance of social connection was also emphasised through the consultation process.
- 5.2 Staff feedback was also insightful providing information on operational arrangements and transition planning.
- 5.3 All feedback will inform and shape the future model of service delivery model for older people.
- 5.4 Council will work closely with the Commonwealth should a new service model for older people be endorsed.

## **6. LEGAL AND RISK IMPLICATIONS**

- 6.1 Legal advice has been sort throughout the process to ensure regulatory, Enterprise Agreement and other requirements have been met.
- 6.2 A comprehensive risk assessment and mitigation plans have been developed through this process.

## **7. FINANCIAL IMPACT**

- 7.1 The current 10-year Financial Plan includes \$350,000 annually to support the delivery of services to older people through the Community Services budget. Budget implications will be considered if a new service delivery model is endorsed in the future.
- 7.2 The proposed Village model assumes that efficiency gains are made on current service delivery, revenue opportunities are maximised, and that externally funded services (transport, social connection programs and meals) will be delivered on a cost recovery basis.
- 7.3 The potential staff impacted of the Village model and any transition costs would need to be calculated if endorsed.

## **8. ENVIRONMENTAL IMPACT**

- 8.1 There are no direct environmental impacts arising from this paper.



## 9. COMMUNITY IMPACT

- 9.1 There will be significant impact on current clients should the Village model be endorsed. If in-home services are transitioned to specialist aged care providers contracted/funded by the Commonwealth. Every effort will be made to maintain continuity of care, with no gap in service, however, this will still require a change for the older person. The older person will retain choice and control of who delivers their services, and the provider will need to meet strict criteria, set by the Commonwealth, that should ensure suitable local based support.
- 9.2 Detailed transition planning will be undertaken if the Village model is endorsed for implementation. The older person will be well supported by Council through any transition.
- 9.3 Transitioning out of services under the Village model will also require a change in staffing structures to support service deliver. Detailed change process will be followed for impacted staff.
- 9.4 Discussions have occurred with the Commonwealth Government about the proposed model and the best way to transition services and support current clients if the proposed service model is endorsed by Council following engagement.
- 9.5 The Commonwealth Government will work closely with Council if it chooses to exit any services to ensure continuity of care for our clients and allow for an appropriate range of qualified specialist aged care providers to be made available.

## 10. ALIGNMENT TO COUNCIL PLAN AND COUNCIL POLICY

- 10.1 The Village service delivery model aligns to the Inclusive Port Phillip Council direction. Through the continuation of community-based services and the establishment of a community connector service, Council will support our diverse older population to get access to the services and supports they need to age well in the community.

## 11. IMPLEMENTATION STRATEGY

- 11.1 Council will consider the long-term service delivery model for older people at the 21 February Council meeting.

## 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. Aged Care Engagement Summary Report [↓](#)
- 2. OPAC Aged Care Reform Proposal December 2023 [↓](#)
- 3. Progressive Port Phillip submission Aged Care Service Proposed changes - December 2023 [↓](#)
- 4. FAQ's November 2023 [↓](#)

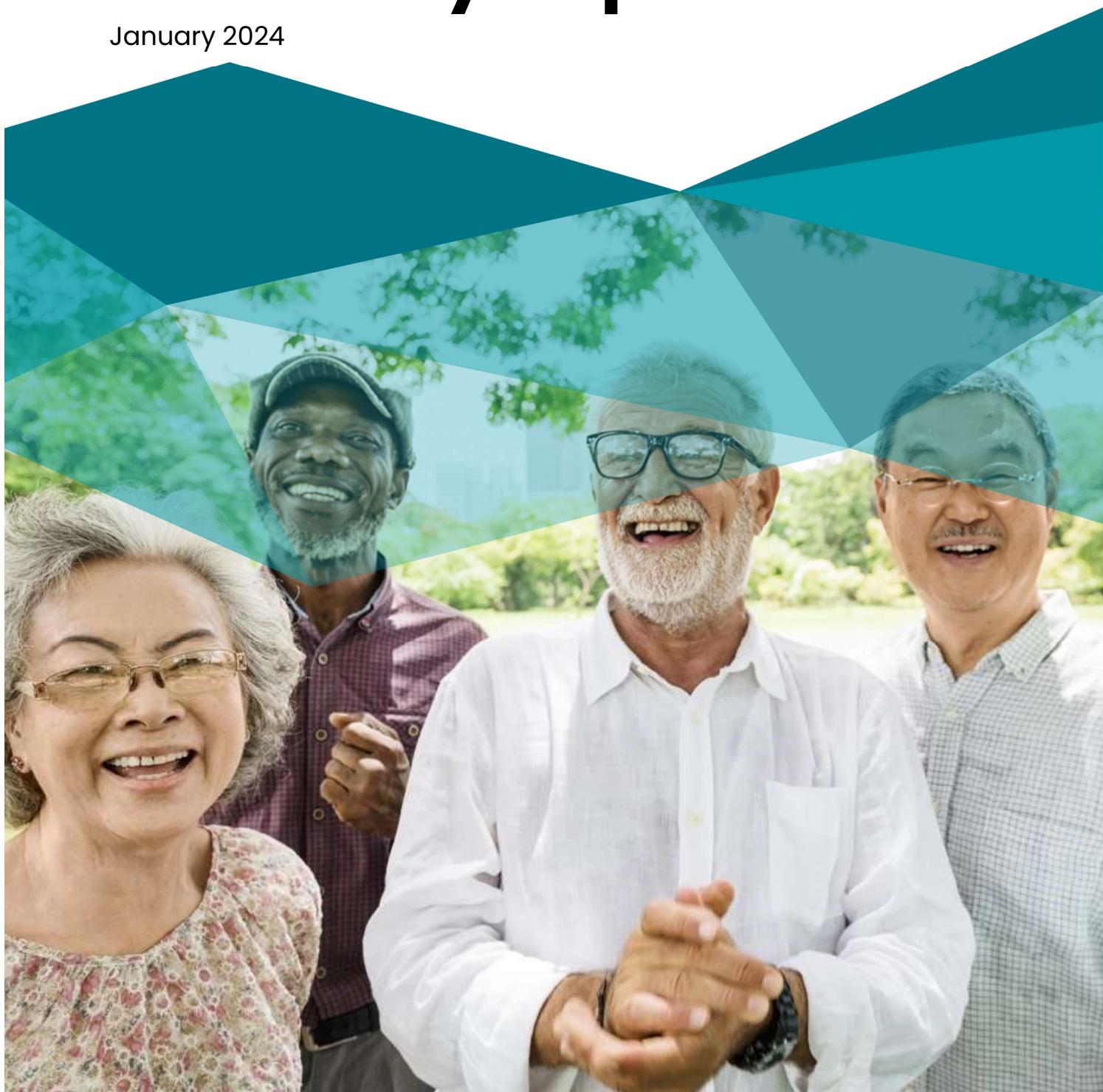


**Supporting Positive Ageing in Port Phillip**



# **Engagement Summary Report**

January 2024







## Acknowledgement of Country

**Council respectfully acknowledges the Traditional Owners of this land, the people of the Kulin Nations. We pay our respect to Elders, past and present. We acknowledge and uphold their continuing relationship to this land.**

### Postal Address

City of Port Phillip, Private Bag 3,  
PO St Kilda, VIC 3182

---

**If you require a large-print version, please contact ASSIST on 03 9209 6777.**

---



Please consider  
the environment  
before printing.

### Language assistance

Русский (Russian): 03 9679 9813

Polski (Polish): 03 9679 9812

Ελληνικά (Greek): 03 9679 9811

廣東話 (Cantonese): 03 9679 9810

普通話 (Mandarin): 03 9679 9858

Italiano (Italian): 03 9679 9814

**For other languages not listed,  
please phone 03 9679 9814.**



# Contents

Introduction .....4

What we did.....6

Who we heard from ..... 12

What we heard .....16

Next steps ..... 27



# Introduction

## Project background

The City of Port Phillip has been a long-term provider of in-home and community-based services to older people in our communities.

Currently some of Council's aged care services are funded by the Australian Government. Following the Australian Government's reforms to aged care there will be a new program to deliver support in-home. This will be called the Support at Home Program (SHP). There will be different requirements for providers to deliver SHP services and programs. Council can no longer meet all the requirements under the new program. We will, however, be able to continue to deliver community-based services, but in-home will be better delivered by specialist aged care providers.

From 1 July 2027, the SHP will replace the Commonwealth Home Support Program (CHSP). Council currently provides a range of services under CHSP. These changes will have an impact on the delivery of Council's current in-home aged care services from 2024.

The key reasons for this impact are that Council would need to be able to provide not only basic in-home services but also high-level service supports. Funding will transition from block funding to funding in arrears, and there will be increased clinical governance and reporting requirements. Council would also need to participate in a demand driven marketplace and factor in competitive neutrality considerations.

## What we set out to achieve

The community engagement process was designed to target older people in Port Phillip, the purpose was to achieve the following:

- Introduce the proposed changes to aged care service delivery to community and clients.
- Collect specific and general feedback on the proposal, including a transition process, community concerns, and ideas related to future aged care services in the City of Port Phillip.



## About this report

This report explores how Council engaged with the community about these changes, and summarises the feedback collected.

## Before reading this report

The following should be considered in reading of this report:

- The information in this report is based on qualitative research and does not necessarily reflect the views of a statistically representative sample of Port Phillip communities. While every effort is made to include the breadth of feedback provided, not all comments or advice are in the findings of this report. Where appropriate, a mix of quotes, themes and metrics are used to convey feedback.
- City of Port Phillip strives to include diverse voices in our engagement activities. We acknowledge however that some people may have experienced barriers to participation in the activities that are outlined in this report – including people with a disability, multicultural communities, older people, Aboriginal and Torres Strait Islander people and others.
- The information and views presented in this report are a summary of the opinions, perceptions and feedback heard from across all the engagement activities. The feedback has not been independently validated. As such, some information may be factually incorrect, unfeasible, or outside of the scope of this project.
- Detailed participant demographic data was not collected or mandatory across all engagement events and activities. Where relevant, response numbers for each question are displayed or acknowledged.
- The word **'participants'** is used to describe the total group of community members and stakeholders who contributed to this engagement process. The term **'respondents'** is used to talk about the sub-group of participants who responded to a specific question or engagement activity.
- Although every effort has been made to accommodate late responses, feedback received after the close of the engagement process may not be included in this analysis. Late feedback will, however, be reviewed by the project team and help to inform future decisions.



# What we did

Between 8 November and 10 December 2023, we delivered a range of communications activities to let community members and clients know about the changes to aged care services and collected feedback through a mix of engagement activities.

## Communications activities

To get the word out about the engagement process, we did the following:



### **Letters to clients** **x818**

Letters were sent in preferred languages to all existing clients of Council's in-home Aged Care services (Commonwealth Home Support Programme, and Home and Community Care), explaining the proposal and engagement process.



### **'Have your say' website**

Council's dedicated engagement website, 'Have your say' included a page for this project, with information on the process, a timeline, information about older people in Port Phillip, contact details, and opportunities to engage.

A simple 'Have Your Say' page was available from 2-8 November to provide information to community members after the Council Meeting on 2 November when the proposed change was discussed. This page was updated on 8 November with feedback options.



### **Information in public places**

Posters about the project, as well as a 'Frequently Asked Questions' document, were placed in local libraries, Council ASSIST centres, Neighbourhood Houses and distributed through our Older Persons Advisory Committee to their networks.



**Newsletters  
(online)  
x3**

Project information and an invitation to engage was included in three Council newsletters during the engagement period: *Community News*, *Shape our City* and *Diversity* newsletters.



**Social media  
posts  
x2**

Social media posts were included on both Facebook and Instagram to promote the engagement process.

## Engagement activities

To collect feedback from community members and clients, we did the following:



**Survey  
(Available online and  
printed, translated into  
11 languages)**

This survey collected demographic details about participants, and asked for community feedback on:

- Ways to keep older people connected.
- Services, activities and information needed to support older people.
- Ideas to support independent living for older people.

The survey and supporting information were available in English, Albanian, Cantonese, Greek, Hindi, Italian, Mandarin, Morisien (French-Mauritian Creole), Polish, Russian, Serbian and Vietnamese.

Hard copy surveys were sent directly to all clients currently receiving Council's in-home care services as well as made available at libraries and Port Phillip's ASSIST service desk.



**Neighbourhood  
'Pop-up' conversations  
x8**

This project was a focus of engagement through the Neighbourhood Conversations program– a regular series of 'Pop-up' stalls in neighbourhoods around Port Phillip. These stalls are designed to engage community members who may not otherwise participate in projects relevant to their neighbourhood. They were delivered in the following locations:

- Middle Park (12–2pm, 9 Nov 2023)
- Elwood (3–5pm, 10 Nov 2023)
- Balaclava (10am–2pm, 11 Nov 2023)
- St Kilda (2–4pm, 11 Nov 2023)
- South Melbourne (10am–12pm, 15 Nov 2023)
- Ripponlea (10am–12pm, 17 Nov 2023)
- Port Melbourne (10am–12pm, 18 Nov 2023)
- St Kilda Road (2–4pm, 18 Nov 2023)

People were invited to hear about this project, discuss with a staff member, jump online, and/or complete a paper-based survey.



**Drop-in  
sessions x3**

2-hour drop-in events at local libraries and community centres to talk with community members about the changes to aged care services. Participants were able to talk to the project team and/or complete an online or printed survey. Drop-in sessions were held at the following locations:

- St Kilda Library (13 Nov 2023)
- Port Melbourne Library (21 Nov 2023)
- Middle Park Community Centre (6 Dec 2023)

The third session at Middle Park Community Centre was scheduled during the consultation period in response to community feedback and strong desire for face-to-face discussions.





**Visits to Seniors'  
groups and clubs  
x3**

Council staff engaged with local senior citizens groups and clubs, discussed the changes to aged care services, and collected feedback. People were provided with information in a variety of languages, assisted to undertake surveys, and provided with surveys to post back. The project team visited the following groups:

- Port Melbourne Greek Community Senior Citizens Club (20 Nov 2023)
- Polish Senior Citizens Club of St Kilda 'Astry' (21 Nov 2023)
- Galini Greek Senior Citizens Club (27 Nov 2023)
- Surveys were provided to the Association of Former Inmates of the Nazi Concentration Camps and Ghettos from the former Soviet Union (approx. 100 people)

In addition to the above, an email was sent to the 'Multicultural Network Forum', which represents around 15 groups)



**Advisory committee  
meetings x5**

Meetings were held with Council's advisory committees interested in aged care services. The meetings included time to cover the key feature of the concept plan, and to hear concerns and ideas from committee members. This included:

- Older Persons Advisory Committee (3 sessions)
- Multicultural Advisory Committee (1 session)
- LGBTIQ+ Advisory Committee (1 session)



## Reach and participation

### Reach through communications activities

Activity	Reach	Insights
<b>Social media posts</b>	<b>959</b>	<ul style="list-style-type: none"> <li>The Instagram post reached slightly more people than Facebook (553 versus 406 respectively), however more people interacted with the post on Facebook.</li> </ul>
<b>Newsletters</b>	<b>19,365</b>	<ul style="list-style-type: none"> <li>Diversity is a monthly newsletter with more than 15,000 subscribers.</li> <li>There was a spike in visitation to the 'Have your say' website in the days directly after the Diversity newsletter was issued.</li> </ul>
<b>'Have your say' website</b>	<b>777 views</b>	<ul style="list-style-type: none"> <li>Most visitors (70.6%) came to the website directly, or via a search engine.</li> <li>3.5% of visitors were referred through social media.</li> <li>The Survey (English version), and the FAQs were the two most downloaded documents (28 and 15 downloads respectively).</li> </ul>



## Participation by engagement activity

Approximately 650 community members participated in this engagement process. This was spread across the engagement activities below:

Activity	Number of participants	Insights
<b>Survey (Digital and printed copies)</b>	<b>353</b>	<ul style="list-style-type: none"> <li>• Providing printed and digital copies of the survey (and translated into language) was key to the high number of responses and an important consideration for accessing a diverse community of older people.</li> <li>• Of the 353 surveys, 322 were printed surveys received via post, and 31 were received digitally via the Have Your Say page.</li> <li>• 56 of the printed surveys were in languages other than English and were translated into English for data analysis. Languages included: Polish (22 surveys), Russian (19 surveys); Greek (13); Mandarin (1); and Cantonese (1).</li> </ul>
<b>Neighbourhood pop-ups</b>	<b>125</b>	<ul style="list-style-type: none"> <li>• Pop-ups were more successful at engaging older men, with 40.3% of participants at pop-up identifying as male, versus 26.6% in the surveys.</li> </ul>
<b>Drop-in sessions</b>	<b>46</b>	<ul style="list-style-type: none"> <li>• Similar to pop-ups, the drop-in sessions were an important opportunity to engage with community members who would not otherwise engage.</li> </ul>
<b>Visits to Seniors' groups and clubs</b>	<b>Approx. 100</b>	<ul style="list-style-type: none"> <li>• Community centre and club visits were strong activities for targeting particular groups with the community – particularly for older migrant communities.</li> </ul>

Activity	Number of participants	Insights
<b>Advisory Committee meetings</b>	<b>29</b>	<ul style="list-style-type: none"> <li>Advisory Committees proved invaluable for planning how best to work with communities, to promote the engagement process, and to gather feedback on the proposed changes.</li> </ul>
<b>Submissions</b>	<b>2</b>	<ul style="list-style-type: none"> <li>Submissions from two groups were received: <ul style="list-style-type: none"> <li>Older Persons Advisory Committee</li> <li>Progressive Port Phillip</li> </ul> </li> <li>These submissions have been considered, and where appropriate, their feedback has been integrated into the following sections.</li> </ul>

# Who we heard from

## Demographics

We spoke to a wide mix of people, with a focus on engaging our older community members who currently use aged care services or might in the near future. We also reached into multicultural communities, using translated materials and interpreting services to make things easier. Approximately 650 participants shared their feedback with us on this project.

Through online and printed surveys, as well as the Neighbourhood pop-ups, **we collected demographic details from nearly 480 participants**. The following explores those demographics.

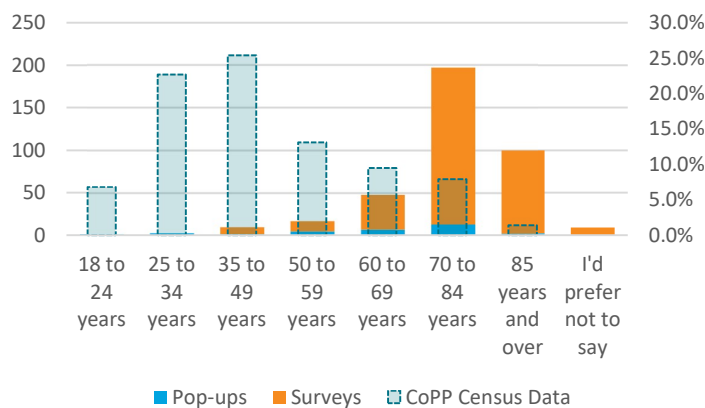
## Age

In total, 376 participants provided their age through surveys and at our pop-up events. The ages are skewed towards older community member when compared to the 2021 Census data for the City of Port Phillip.

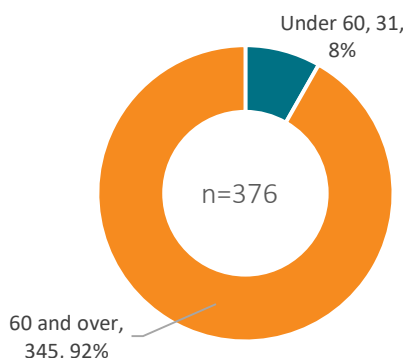
**More than 90 per cent of respondents were aged 60 and over, with the most aged 70 to 84 years (51.2 per cent).**

The high representation of older people was a result of engagement planning, which targeted older community members.

Age profiles: Participants v Census data



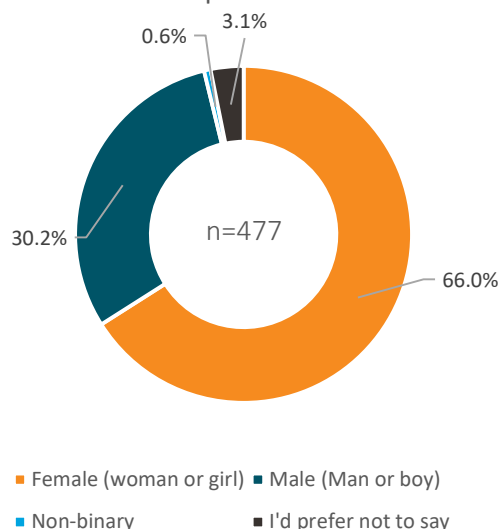
Under v Over 60 years old



## Gender

In total, 477 participants provided their gender. **Almost two-thirds of respondents (66 per cent) identified as 'female'.** The higher proportion of females is in keeping with the gender balance across the municipality (51.2 per cent female and 48.8 per cent male), particularly in older populations.

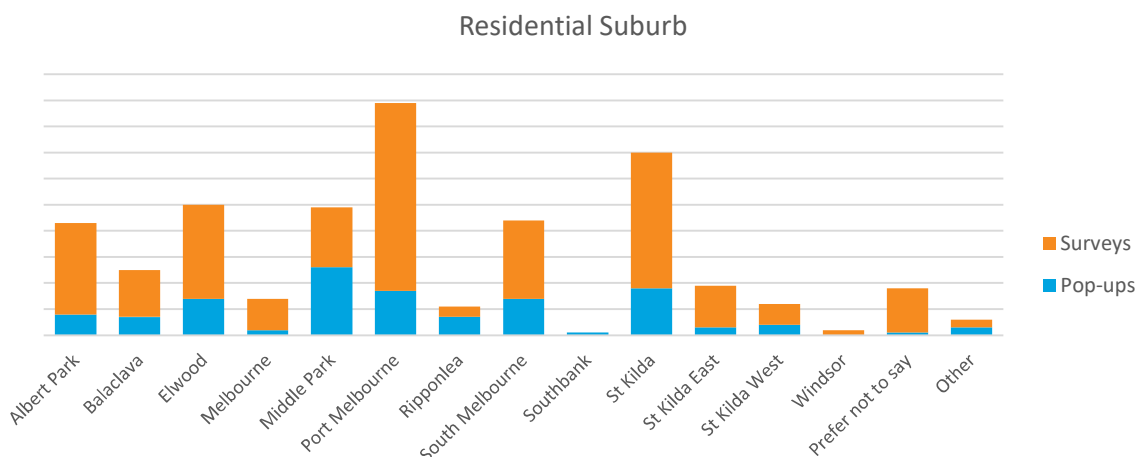
Participant Gender



## Residential Suburb

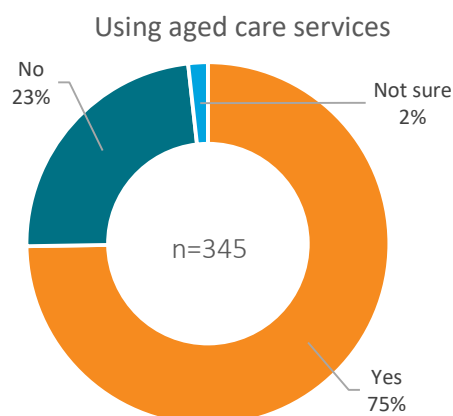
In total, 453 participants told us their residential suburb. **Nearly one-fifth of the respondents were from Port Melbourne area (19.6 per cent)**. St Kilda was the second-most represented suburb with 16.1 per cent of respondents.

According to Census data (2021), the three suburbs with the largest proportions of people over 60 years old are: Albert Park (28.4 per cent), Middle Park (26.5 per cent), and Port Melbourne (22.1 per cent).



## Use of aged care services

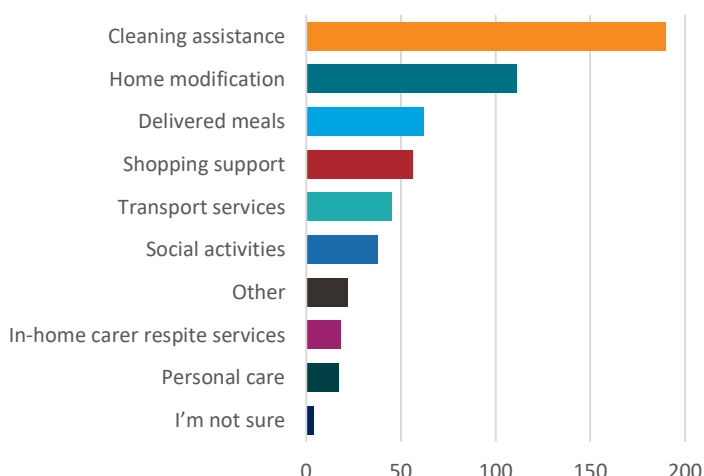
In total, 345 participants told if they, or someone they cared about, was receiving aged care services from the City of Port Phillip. **Of these, 258 (75 per cent) respondents said 'Yes'.**



In a follow-up question, respondents were asked to identify the services in use, with the following insights:

- On average, respondents selected two or more services.
- **Cleaning assistance was the most selected, followed by home modification and maintenance, then meals.**

Services used



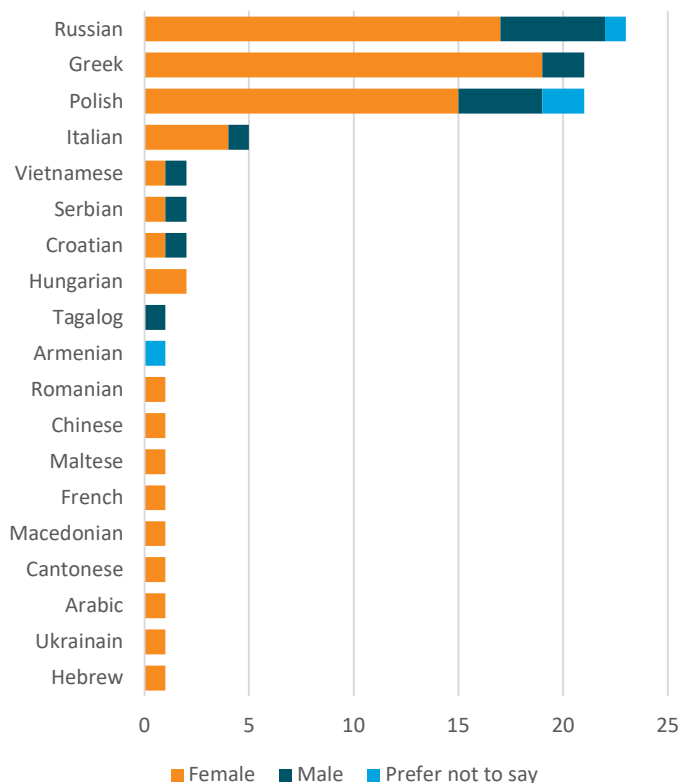
## Diversity

In total, 277 participants provided with information about diversity indicators. The most common responses were:

- **'I am a person with disability' (117 responses, 42 per cent).**
- 'I speak a language other than English at home' (86 responses, 31 per cent).
- 'I consider myself financially disadvantage' (57 responses, 21 per cent).

We asked what languages were spoken in the home, with Russian, Greek and Polish the most represented.

Language spoken at home, by gender

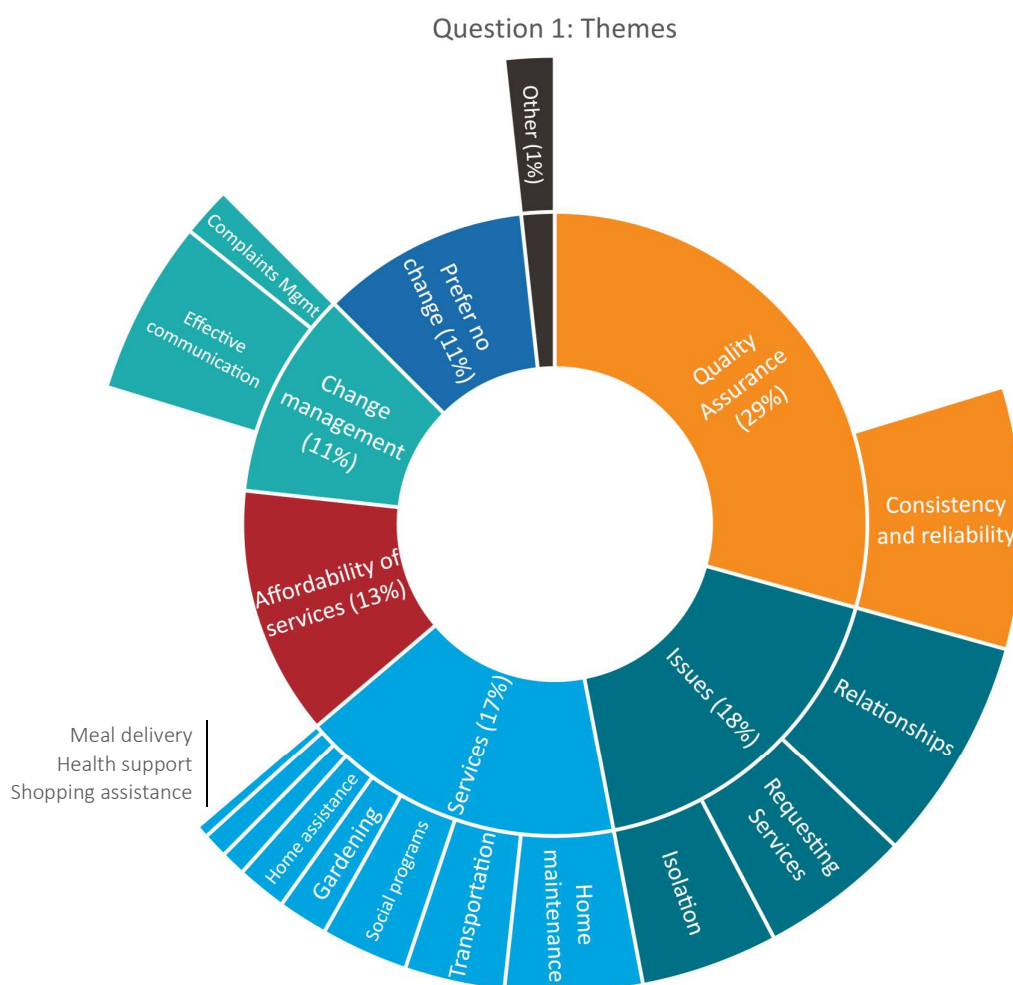




# What we heard<sup>1</sup>

## Question 1: Considerations

We asked people about the **things we need to consider if the proposed changes were to go ahead**. The key themes are explored below.



<sup>1</sup> Please note: This section interprets comments and groups them by themes. Comments relating to multiple themes have been split to allow to accurate theme counts. Numbers of participants and the tally of themes/comments may differ.

## Need for quality assurance (29 per cent)

Nearly one-third of responses focused on the theme of quality assurance – primarily that the change to services would be carefully managed to ensure levels of care did not fall. Within this, 78 per cent of the responses came from females, higher than the gender balance across participants.

**‘Continuity’, ‘consistency’, and ‘reliability’** were key words within this theme, with respondents looking to Council to take a level of leadership to oversee the quality of services.

*“Ensure personal care is offered to a high standard of care (as it is now!!) and at affordable price for ratepayers like now... Continuity of competent and experienced staff as a personal care is a very delicate area!” (Elwood resident)*

Others expressed concern about the changes, providing insights into the types of quality issues respondents would like Council to consider.

*“...the user I know is very worried about the changes, not sure how best to address their concerns. The shift, like the NDIS, is likely to be slower to deliver, more expensive, and [include] a lot of changes in carers.” (South Melbourne resident)*

### THEMES FROM SUBMISSIONS

- Maintaining care to clients currently receiving in-home support services.
- Providers who are engaged to deliver in-home support services reflect the diversity (inclusiveness) present within the community.
- Capacity (staffing) concerns regarding the delivery of services through Not-for-profit providers.

## Issues to manage (18 per cent)

Closely related to comments about quality assurance, respondents often talked about the impacts of changing staff, and the loss of strong and meaningful relationships between clients and the Council staff who provide them with services.

*“I have formed a close bond with my cleaner, and enjoy this interaction with her. This is an important part of this service. I hope you will continue to support these workers.”*

*I do not need ‘high quality specialist aged care providers’ as my current cleaner is who I like and support. My personal contact with my cleaner is one of the highlights of my fortnight, I would be sad to lose it.” (Balaclava resident)*

We also heard concerns that these changes could risk increasing isolation and loneliness in older communities. This was attributed to:

- changes affecting those important relationships,
- disrupting services, and
- creating new ways to request services that are difficult to learn about or to access.

*"Will there be huge waiting lists for people when they change providers?"*  
(Port Melbourne resident)

## Valued services (17 per cent)

Respondents talked about the types of services they appreciated in the current arrangement and would hope to see into the future. Female participants were more likely to share this information with us, with 80 per cent of responses from females.

The most common service discussed in feedback included:

- home maintenance (including cleaning)
- transportation support
- programs to increase social connection
- gardening and other home assistance.

*"[Consider continuing] home help for vacuuming, floor cleaning, bathroom & toilet, windows, smoke alarms, spouts,*

*arranging volunteer garden help."*  
(Middle Park resident)

*"Am I still going to the group on every Thursday? Social group activities are very important to reduce my depression and anxiety."*  
(St Kilda resident)

## Affordability of services (13 per cent)

Affordability was more commonly raised by female respondents (77 per cent) than male (23 per cent). Respondents told us to consider any costing changes, to understand whether existing clients would be financially disadvantaged by the proposed changes.

*"The high-quality specialist aged care providers may be more interested in profit than providing service. Some people may lose jobs and become casually employed. Who will oversee that they are doing a good job? What checks and balances will be in place? Is it really a positive /good idea that this work devolves to private companies. Surely we have seen what has happened to aged care facilities and should learn from this."* (St Kilda West resident)

*"How will residents get information about available services? Will residents be able to afford alternative services? How will the alternative services be monitored for quality?"* (St Kilda resident)

## Managing the change (11 per cent)

We heard in this question that carefully managing the transition to other service providers is very important. Within this theme, most comments raised the need to communicate clearly what changes would be made. We heard that consideration should be given to providing a mix of communication formats (digital, physical and face-to-face).

*"I think you should make it very clear as to which services you are committed to maintaining/providing and which services you might relinquish to private providers and what this transition might mean in terms of continuity, familiarity and relationships already established with care service personnel, costs and fees, reliability, quality and accountability." (St Kilda resident)*

### THEMES FROM SUBMISSIONS

- An expansion of the Community Connector team, and for the role to be ongoing
- Review of transition 12 months post transition
- Creation of a Positive Ageing Team, incorporating other functions within Council.

*"The transition has to be smooth and communication clear and accessible."  
(Port Melbourne resident)*

## Resistance to change (11 per cent)

More than one-in-ten comments specifically told us they would prefer no change to the current service.

Most commonly, this related to concerns that change would lead to worse outcomes for clients (such as those mention above), including inferior service, increased costs and waiting times, a loss of connection.

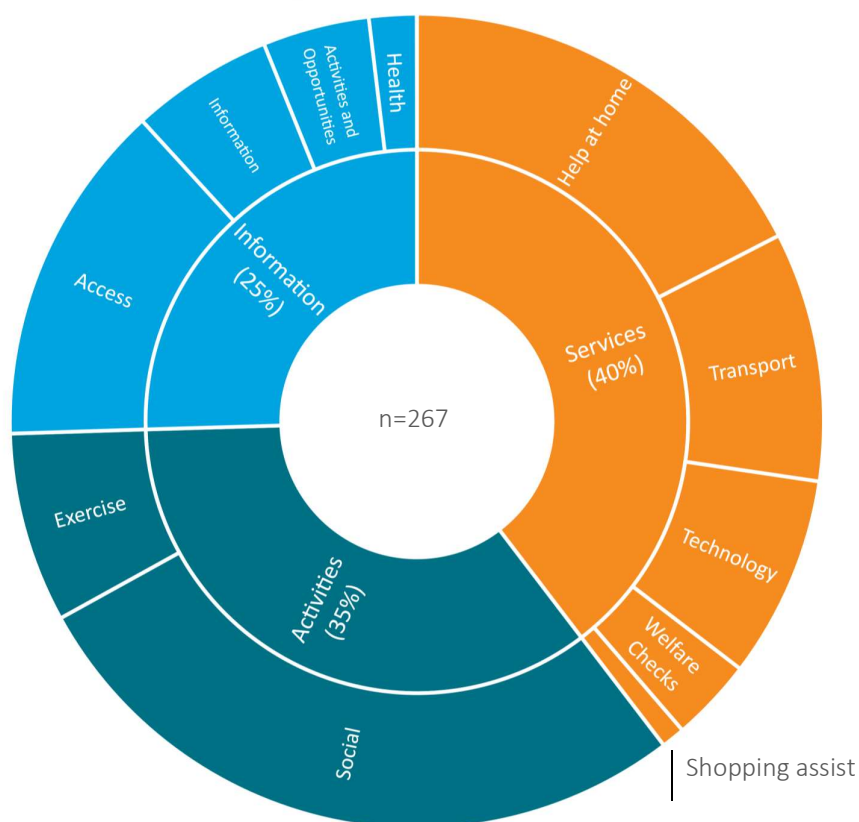
*"The council needs to try harder to make it possible to continue to be a provider of aged care services. There is too much evidence that privatized services do NOT provide appropriate or sufficient care. Quality services for the aged community is what is needed. Local government needs to stay involved with such services to keep in touch with its community and to ensure its elderly constituents needs are properly catered for..." (Elwood resident)*

*"Look at what Bayside Council has implemented to continue taking care of the elderly. If they can do it, I think COPP can as well. Please don't make changes to save at the expense of your elderly and people who need care." (St Kilda East resident)*

## Question 2: Other services, activities, and information

We are proposing to establish a new service to help people connect to the support and information they need. In this question we asked **what other services, activities and information would be important for older people to be connected in Port Phillip**. The key themes are explored below.

Question 2: Themes



In total, 226 participants responded to this question, with 267 comments relating to different themes. **Comments relating to 'Services' were the most prevalent**, making up 40 per cent of all comments. 'Activities' made up 35 per cent of all comments, and 'information' was 25 per cent. Women provided 75 per cent of all comments, and 93 per cent of respondents were aged 60 and over.

Services (40 per cent)

HELP AT HOME

Respondents told us that having help around the house remains the most important service to access. This included cleaning, gardening, small jobs and support for general maintenance. 'Help at home' also related to support for home administrative tasks such as paperwork, contracts and forms – particularly for older people who are not confident with English or who have no close family who can assist.

*"Culturally sensitive homecare services. Ensure that care providers are culturally competent and understand the language and cultural nuances of their clients." (South Melbourne resident)*

## TRANSPORT

Community buses, subsidised taxis or Uber services were also raised. Respondents told us that being able to leave the house was not only vital to access health service, but to reduce loneliness and isolation.

*"Hop on and hop off bus needs a timetable printout. Not everything online. Also, I have been told by older users of your service that the bus is too late to attend classes at U3A by 10:00am when meet classes start." (Port Melbourne resident)*

## TECHNOLOGY SUPPORT

With services and communications increasingly digitised, respondents suggested support for computer or

mobile phone-related issues would be valuable. As well as more analogue ways to access or connect to support.

*"Tech advice – essential now for everyone to be able to function. [As well as] alternatives to tech ways of accessing services for those unable to use tech." (St Kilda resident)*

## WELFARE CHECKS

Respondents suggested that checks on older people to ensure their needs are match to the services provided, as well as checking on their wellbeing would be an important service to have into the future.

*"Social workers to attend our homes regularly to assess if additional support is required. I have found with private providers it's a case of set and forget. We need a client advocate who can visit us, and speak on our behalf." (St Kilda resident).*

Particularly with increasing extreme weather events.

*"Monitoring of older people in extreme heat and by offering programs for air conditioning (split systems) in parts of their homes as provided by the best councils." (Elwood resident)*

## Activities (35 per cent)

### SOCIAL ACTIVITIES

The subtheme of social activities made up nearly 28 per cent of all comments



for this question. Females provide 80 per cent of this feedback.

Respondents advocated for access to a variety of social opportunities – from centres where older community members can visit any time, to dance classes, more clubs and festivals.

*“Activities to combat loneliest in the elderly. Those living alone should be checked on as family can no longer be relied upon to help. Just someone to talk to even if it’s over the phone. A Centre they can come into have cup of tea and take advantage of group activities or learn new technology.”*  
(South Melbourne resident)

Social activities could be culturally specific or to support migrants living in multicultural communities.

*“Is there any services which help to connect me with in the Port Phillip community? My English is not very well so many news or activities in community sending out that’s hard for me to understand and join in. My background is Vietnamese. I think barriers for me to connect with community are English and culture. Is there any class to improve my English?”*  
(St Kilda resident)

Social activities were also seen as an opportunity to strengthen connections between generations.

*“More activities; art classes, sewing/craft classes, Tai-Chi, book club, music/singing groups. Cooking swap, gardening/community garden,*

*walking bus/group. Checking in to prevent loneliness, mixing with kids, animals.”* (Port Melbourne resident)

*“Connection to their community. Put more time and effort into volunteer programs for young locals to assist with their elderly neighbours, think outside the square and trial in small patches if you can link an older person with someone nearby them who can pop in for a coffee, meet them at the park, or pick up quick groceries for them, deliver a parcel to the post office, those little activities which usually elderly parents ask their adult kids to do for them. Of course, it has to be voluntary, and you need safeguards, but if you promote, support and train locals about this initiative and it could take off.”* (St Kilda resident)

## EXERCISE

Closely related to social activities, some respondents asked for more activities focused on exercise – to support healthy ageing. This included, walking, yoga, hydrotherapy and water aerobics classes designed for seniors.

## Information (25 per cent)

### ACCESS TO INFORMATION

Responses in this theme talked about access to information through a variety of sources – not only through a website or app – including making information



publicly available in community spaces (such as libraries, community centre or religious centres).

Some respondents talked about the opportunity for Council to help older people access information provided solely through the internet.

*"A telephone service to assist with problems. Such as appliances breaking down, leaking roof not for repairing such things but to tell questioners where to go to get help.*

*Some older people struggle with electronic communication. Increasingly medical, commercial and information services can only be accessed via email or website either no telephone access is available, or it is impossible to use. Could COPP help these people?"*  
(Port Melbourne resident)

Others talked about accessibility through different language – this was particularly prevalent in Russian and Greek communities.

Some respondents asked that Council compile information about the new service providers were changes to proceed. Here the 'Connector' role was mentioned specifically.

*"Council needs to be involved at some level to provide a connector role*

*between new service providers and clients. Also huge need for advocacy role as My Aged Care and ACUS are difficult to negotiate. As council provides services for children, mothers and other residents. Also new providers need to be affordable and trustworthy."*  
(Port Melbourne resident)

*"Older people will need help and direction to how to connect with the new providers. So a new information service provided by council would be useful if the new services were to go ahead."* (Albert Park resident)

Different types of information were discussed. Respondents talked about better display of timetables for transportation, access to books and newspapers in language, and better access to financial, health or legal advice tailored to seniors.

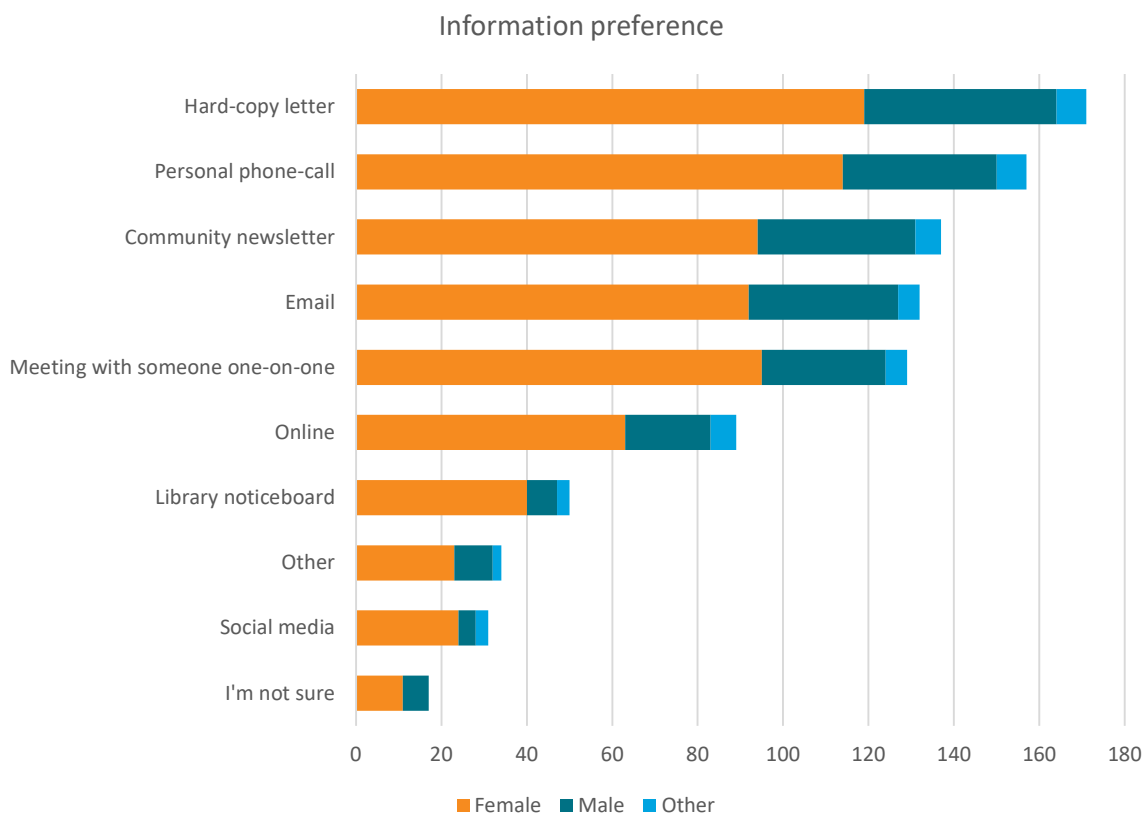
## ACTIVITIES AND OPPORTUNITIES TO GET INVOLVED

Respondents also wanted more regular communication of upcoming local activities and opportunities to get involved.

*"The main important thing for elderly is socialising. Have better communication of what we offer. Not everyone has emails, send by mail, will be appreciated."* (Malvern East resident)

## Question 3: Accessing information

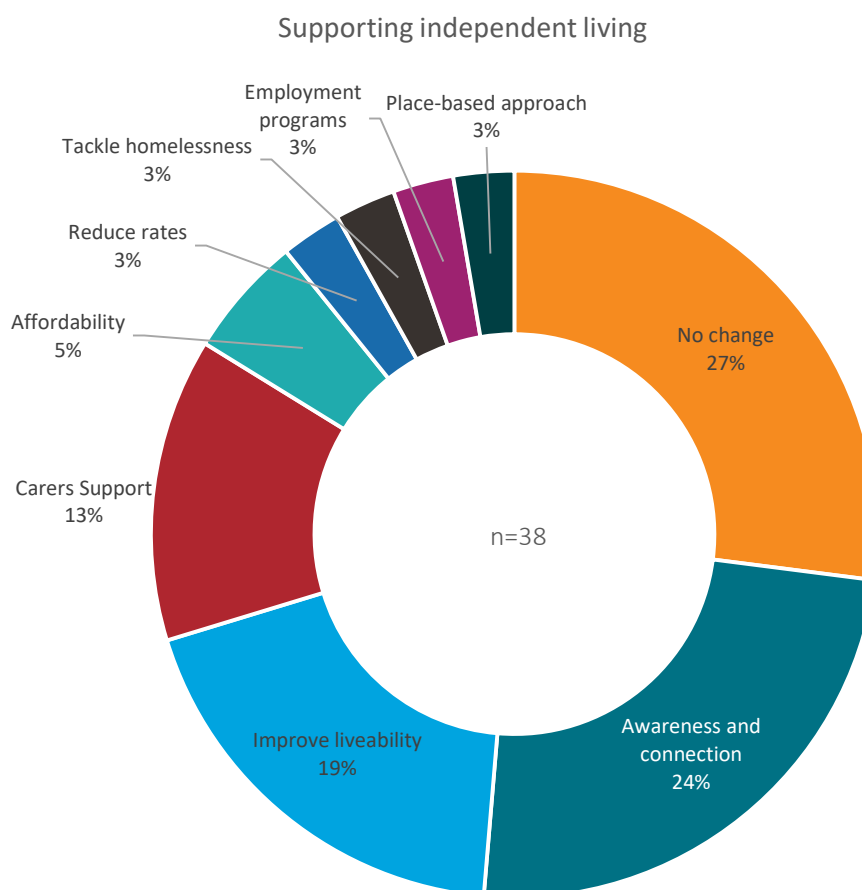
We asked people **the best ways to find out about support for older people in the community, including available services**. In total, we received 327 responses to this question. On average respondents selected 2 or more information preferences.



Printed hard-copy letters, personal phone calls and community newsletters represented the best ways to share information, with new communication techniques such as websites, and social media less preferred. The greatest gender differences were in library notice boards and social media, where male respondents were significantly underrepresented. Responses in the 'other' category mentioned social connections such as friendship groups, social groups, or through current carers and support service staff.

## Question 4: Supporting independent living

We asked people their **ideas for how Council could support older people to live independently at home and/or in their community**. While many comments repeated previously provided information, some themes emerged from a limited number of comments. Many comments related indirectly to aged care services and looked more broadly at quality of living (such as awareness, affordability, liveability, housing)



### No change (27 per cent)

The most common response suggested that leaving the existing system 'as is' was the best way to support older people to live independently.

*"Do not change the present situation, I am satisfied with it thank you." (St Kilda East resident)*

## Build awareness and connection (24 per cent)

The most common idea provided by respondents within this theme was a campaign to raise awareness of older people in community and facilitate connection between neighbours and younger and older people.

*"Perhaps connecting the older person to their Neighbours. The neighbours would need to be canvassed to ask if they would be prepared to be called upon if the elderly person nearby needed their help. This help could merely be contacting the required person to be the assistant."*  
(Elwood resident)

*"Many older people do not have family available. How about trying to match a willing younger person to an older one."*  
(Ripponlea resident)

*"Facilitate intergenerational program with early childhood services."*  
(Middle Park resident)

## Improve liveability (19 per cent)

Safer communities, better connectivity, fixing walkways and uneven surfaces were raised under liveability. Comments also suggested looking at alternative models of social housing that encourage intergenerational living.

*"[Explore] alternative forms of social housing that assume multi-age community so that everyone benefits such as the Dutch model where students live with older people in the same cluster of housing." (Suburb not provided)*

## Supporting carers (13 per cent)

Respondent suggested that carers (both paid and unpaid) who are well trained and well supported will deliver better quality care and help older people stay in independent living for longer.

*"You need to support the carer as well. This could be a family member or an employed carer." (Middle Park resident)*

Access to social opportunities and time for respite or reflection were suggested for unpaid carers.

*"Often it is a carer that enables a person to remain in their home, particularly with a disability/mobility issue - Perhaps a carers support group." (Port Melbourne resident)*

## Opportunity to employ older people as carers (3 per cent)

In a similar vein, some suggested an employment program hiring older people to care and support other older people.

*"As we know our Federal Government allows those on an aged pension to earn considerable amounts to supplement their pensions...*

*We have (and I meet them in groups I belong to such as U3A) many who would be happy to work in the area of aged care - we come with earned knowledge!" (Port Melbourne resident).*

## Next steps

### How this report will be used

Thank you to everyone who provided their feedback, both online and in person. The report was shared with Council in February 2024 to inform their decision about whether the proposed change will go ahead.

It will be used by City of Port Phillip staff to guide how any change will be implemented, should the proposed change go ahead.



## **Older Persons Advisory Committee (OPAC)**

### **Submission to the Aged Care Reform Proposal December 2023**

OPAC is the key advisory Committee to Council providing advice, advocacy and feedback on issues that affect the health and wellbeing of older residents in the City of Port Phillip, including those raised by older residents.

The Council Plan 2021-31 Strategic Direction “Inclusive Port Phillip” states that ‘Council will partner with our Committee to ensure the diversity of our community’s experience is represented in decision making’.

On behalf of OPAC I would like to present to Council our submission addressing the Aged Care Reform Proposal.

OPAC appreciate and value the work Council Officers have done in considering all options for the continued delivery of care for Port Phillip's older residents as requested in OPAC's 2023 Budget Submission. Whilst we greatly regret the decision for Council to step away from in-home services, we have been fully informed along the way and the decision explained.

We would like to thank in particular, Allison Kenwood, Bridget Monro-Hobbs, Rohan Bond and Cathy Horsley for their consultative and open communication with OPAC.

We look forward to Council's response to our submission.

Wendy Priddle  
Chair  
Older Persons Advisory Committee



## **Aged Care Reform Proposal in City of Port Phillip**

The Aged Care Reform proposal is an opportunity for Councillors to demonstrate that they understand the role local community plays in ensuring older residents are able to age gracefully in place.

Residents over the age of 60 make up 19% of Port Phillip's population. This cohort is growing and living longer, and we are paying close attention to Council and Councillor decisions affecting our community and how we live in it.

### **Home Services**

- OPAC supports the proposed community-based role of Connector but importantly, on an *ongoing* basis.
- We do not believe that one person alone will be able to provide support to the growing number of older residents who may need assistance in navigating the various positive ageing services and providers in City of Port Phillip.
- We support a 12-month review of the transition - have all clients transitioned to new providers, and are they happy? Do they need assistance finding additional or replacement care?
- Council must ensure it continues to support clients until the new provider can pick up service. We have read of the transition at other Councils leaving elderly residents without care. Port Phillip has a larger number of residents living alone than Greater Melbourne, and the uncertainty of continuation of care causes great stress.
- Recommended providers must have the correct culture for working with our diverse community - multi-cultural, LGBTIQ+, multi-faith etc.

### **Positive Ageing Team**

OPAC advocate for a "Positive Ageing Team" to include the Connector, Linking Neighbours, Seniors Festival, health and wellbeing officers etc. Council currently have dedicated teams working with children, family and youth but not for older residents, one fifth of our community. Other Councils have specific roles for a Positive/Active Ageing Officer or Ambassador.

Port Phillip has a diverse demographic of older residents including a larger than normal proportion of residents living alone, and our older residents are a growing cohort.

OPAC was proud to be part of the development of Council's Positive Ageing Policy, endorsed by Council in May 2023. Councillors at that time requested an Implementation Plan which we believe is outstanding. Feedback provided during Community consultation via Have Your Say was positive and agreed with OPAC's position that the policy is sound, but needs to be backed up with implementation.

We need a team to take responsibility of the Positive Ageing Policy and prove to us that it is not just a nicely-worded document, but that Council and Councillors care for the dignity, health and wellbeing of older residents, and support our wish to age in place.



## **SUBMISSION ON PROPOSED CHANGES TO AGED CARE SERVICE DELIVERY IN CITY OF PORT PHILLIP, 10 DECEMBER 2023**

### **Introduction:**

In February 2024 Council will be asked to consider whether it should withdraw from the provision of a range of services it currently provides to our older citizens – home cleaning services; assistance with shopping; personal care including assistance with showering and dressing; property maintenance and home modifications. This question is being asked in the context of future changes to the Commonwealth Home Support Programme (CHSP) which funds Council's aged care service provision at present. The transition to the new funding arrangements for the Support at Home Programme (SHP) will now occur no earlier than 1 July 2027. This time frame provides a significant opportunity for a more focused consultation with the community and a more detailed presentation of different options along with the costs and purpose of the change in 2024. The proposal that Council withdraw from all in-home direct service provision, with the exception of delivered meals, is a major change affecting hundreds of residents and is a decision that should not be rushed.

**We therefore recommend that Council not make its decision in February 2024 but commit to further consideration of options throughout the coming year.**

### **Changes to funding arrangements:**

The information currently available implies that Council will not be eligible for funding for its current aged care service provision unless it expands its services to include more complex care such as wound care, administration and supervision of medications. Council does not currently engage staff with higher qualifications required to provide these services.

The framework of the current Council consultation appears to be based on the assumption that Council will not extend its services. It is not clear why this assumption has been made given that Council has not determined the matter.

Has Council been specifically advised by the Federal Government that its funding will be withdrawn if they continue to only provide the current level of services?

What would be the cost to Council if its Aged Care Services were expanded to include more complex levels of care?

### **Impact on older citizens:**

If service provision is transferred from Council to another organization, important personal relationships will be lost. There is no certainty that existing Council staff will be employed by an external body particularly if the rates of pay are less than they are currently being paid.

There is no information at this stage about what other organisations might replace Council's operations. We understand that only not-for-profit aged care providers are eligible to be selected by the Commonwealth and that people will have choice about which provider will provide services to them. But how can people know which service provider will best suit them? And what evidence is there that capacity exists for local not-for-profits to take on all that Council currently does? There is a high level of satisfaction with services provided by Council and concern among service users about change and the possibility both of less continuity of care than is received at the moment from trusted Council staff and the potential for insufficient capacity in any new service system.

**We recommend that Councillors be fully briefed about the actual capacity of local not-for-profit aged care providers to provide in-home services currently provided by Council before making a decision about withdrawing from these services.**

### **Exploration of other options:**

The provision of local aged care services to support older citizens in their own homes has been a longstanding commitment of Council. Coming to a decision not to continue that commitment in the absence of a full and transparent investigation of the possibility of expanding service delivery to meet the new requirements under the Aged Care Reforms seems precipitous, especially without more information in the public domain to inform community feedback.

What would Council need to do to continue to offer in-home care under the new requirements? Have Councillors been presented with an investigation of this option and, if so, can this information be made available to the community as well?

Could Council consider partnering with one or more not-for-profit Aged Care providers in the provision of home care services across the spectrum of low to high levels of need, under the new Home Support Program?

Could Council consider a partnership with Bayside City Council which already provides the full extent of in home services across levels of need to its citizens, as means to continue to provide in-home services to Port Phillip residents?

**We recommend that other options for continuing to provide all in-home services be investigated, and that such an investigation of options than the one proposed, be shared with the community.**

Rhonda Small- 0434 027 760  
Brenda Forbath – 0425 755 907  
For Progressive Port Phillip

Ageing positively in the City of Port Phillip



## Ageing positively in City of Port Phillip

### Client frequently asked questions

The City of Port Phillip has been a long-term provider of in-home and community services to older people in the community. We remain committed to supporting older people to age well in our city.

#### **Why does council need to change its services to older people?**

Council has evaluated how it needs to respond to changes in requirements to provide aged care services funded by the Australian Government under the new Support at Home Program (SHP) and has developed a service model for community feedback.

Council can no longer meet all the requirements under the new program for in-home services, as it currently provides entry-level supports. Under the SHP, Council would need to provide services for the full continuum from entry-level to complex care. We do not have the capacity or workforce to meet quality standards to deliver this range of care. These services would be best delivered by specialist aged care providers as they have a diverse workforce and increased capacity to meet complex client needs, clinical governance and quality standards.

#### **What are the benefits to the Australian Government reforms in aged care?**

The Aged Care Reforms are aimed to improve the quality, safety and choice in aged care services for older people to enable them to remain independent for longer periods through the provision of and improved access to service and supports. This includes access to package care funded under My Aged Care, which supports low level to complex care needs.

#### **Which services are Council proposing to transition to specialist aged care providers?**

We are proposing to transition in-home services such as cleaning assistance, assistance with personal care and showering, individual shopping assistance, respite care, property maintenance and home modifications to be delivered by specialist aged care providers contracted by the Australian Government.

#### **Which services are Council proposing that they would continue to deliver?**

We are proposing to continue community-based services such as meals, transport, social connection programs and our hop-on-hop-off bus program.

#### **How does Council propose to support older people to connect to services and information they need to age well?**

Ageing positively in the City of Port Phillip



By creating a new community connector service that provides a dedicated, single point of contact for older people in the community who need support to connect into information, services and activities that will help them age well in Port Phillip.

**What do these proposed changes mean for me?**

These proposed changes are still being consulted on, so currently, there is no change to your service.

If these changes are agreed to next year, we will be committed to ensuring that you are provided the same level of support and care that you currently receive. We will ensure that if Council's proposal is adopted and your services are to change, we will support you to transition to a new provider of your choice. If at any point you are not comfortable with your selected provider, our team will support you to find one that is better suited to your needs.

**Will there be any disruptions to my current service?**

There will be no change to your current service, as Council has yet to decide on the proposed model. A decision will be made in February 2024 once feedback can be considered. We will contact you if there is to be any change to your service.

**Who will my new provider be?**

As this is a proposed change there has not been a decision made on this.

If these proposed changes are adopted, the Australian Government will arrange a mix of specialist aged care providers that can meet your needs. The choice and control of who delivers your service will remain with you. These specialist aged care providers will have a local presence, have a history of delivering quality aged care services and be able to meet clinical governance requirements under the new *Support at Home Program (SHP)* and be able to offer a range of services.

**What is a specialist aged care provider**

A specialist aged care provider is an organisation that offers specific and specialised services for older people. These providers are dedicated to meeting the unique needs of seniors and are staffed with professionals who have expertise in aged care. Specialist aged care providers have a diverse workforce, with clinical staff, so they can offer a range of services from lower end to more complex needs. Under the new Support at Home Program, in-home care providers will need to be able to provide for the full breadth of services, including provision of packaged care available through My Aged Care.

**How will Council continue to support older residents?**

The proposed model supports Council staying in the delivery of community-based services and delivering a new service to connect community with information, activities and

Ageing positively in the City of Port Phillip



services. We will also continue providing our Seniors Festival program, working closely with our Older Persons Advisory Committee, as well as continuing our linking neighbours' programs, older adults programming in libraries, events and activities.

Council has a strong and ongoing commitment to supporting older people, which is highlighted in our Positive Ageing Policy.

#### **What will happen to my aged-care worker?**

As this is currently a proposed model, there will be no change to your carer at this time. Your carer will still support you and provide the services you have been receiving as normal.

We understand the important relationship you have with Council's care staff. If Council does decide to change our services, any impacted staff will be supported through the transition process. They will be offered redeployment into available Council jobs or redundancy with outplacement support. We will also actively support them to seek roles with specialist aged care providers.

#### **Why am I hearing about this now?**

This proposal was endorsed to go to consultation with clients and community at the Council meeting on 1 November 2023. We have endeavoured to get this information to you as quickly as possible following the Council meeting on 1 November 2023.

Following the consultation process, Council will review all client, staff and community feedback and come to a decision on a way forward in February 2024.

#### **How do I have my say?**

We will be commencing consultation on these proposed changes in early November until **Sunday 10 December 2023**.

During this time, you can provide us with your feedback on the proposed model through a survey included with your letter.

There is a survey included in your information pack you can complete in your own time and send it back through the reply-paid envelope that is provided.



Ageing positively in the City of Port Phillip



### **Where can I hear more?**

We will be hosting community sessions to have conversations with clients and community on these changes, and to answer any questions that you may have. The sessions are being held on:

- **Monday 13 November** from 10.00 am to 12 midday at St Kilda Library, 150 Carlisle Street, St Kilda.
- **Tuesday 21 November** from 12.30 pm to 2.30 pm at Port Melbourne Library, 333 Bay Street, Port Melbourne.

### **Can I contact someone about these changes?**

We have set up a dedicated email address [positiveageinginportphillip@portphillip.vic.gov.au](mailto:positiveageinginportphillip@portphillip.vic.gov.au) and phone number (03) 9209 6882; you can contact if you have any further questions or concerns.



## 10. LIVEABLE PORT PHILLIP

10.1	<i>Draft South Melbourne Structure Plan .....</i>	85
------	---	----

# MEETING OF THE PORT PHILLIP CITY COUNCIL

## 7 FEBRUARY 2024



### 10.1 DRAFT SOUTH MELBOURNE STRUCTURE PLAN

**EXECUTIVE MEMBER:** BRIAN TEE, GENERAL MANAGER, CITY GROWTH AND DEVELOPMENT

**PREPARED BY:** FELICITY SYMONS, PRINCIPAL STRATEGIC PLANNER AND URBAN DESIGNER

MATTHEW BUDHAZY, PRINCIPAL STRATEGIC PLANNER

#### 1. PURPOSE

- 1.1 To outline the key actions of the draft South Melbourne Structure Plan
- 1.2 To seek endorsement of the draft South Melbourne Structure Plan and supporting documents for community and stakeholder consultation.

#### 2. EXECUTIVE SUMMARY

- 2.1 As a designated Major Activity Centre (MAC) and Enterprise Precinct, South Melbourne is required to play a significant role in achieving the directions of State Policy contained in the Planning Policy Framework of the Port Phillip Planning Scheme and Plan Melbourne 2017-2050: Metropolitan Planning Strategy, particularly regarding housing and employment.
- 2.2 The South Melbourne Structure Plan (SMSP) will be an integrated planning framework to guide change in South Melbourne over a 20-year period. This framework will provide a high level of clarity and certainty for the City and the wider community on the preferred vision sought for the area.
- 2.3 The purpose of the SMSP is to achieve a balance between economic and population growth, while also prioritising improvements to access and movement, design quality, amenity, sustainability and public spaces including streets and parks. It will contribute to achieving the strategic directions of the Council Plan 2021-31.
- 2.4 The draft SMSP has been informed by two phases of stakeholder engagement and a series of background technical reports. The ideas from the South Melbourne Structure Plan Discussion Paper have been developed, tested and refined through the actions and corresponding implementation plan in the draft SMSP.
- 2.5 The draft SMSP addresses key project goals, providing a clear vision, objectives, and action plan for implementation. There are three main pathways to support the implementation of the actions in the draft SMSP: planning scheme amendment, capital works and advocacy.
- 2.6 A period of community and stakeholder consultation is proposed for February and March 2024. This will provide an opportunity for the community and stakeholders to comment on the content and actions contained in the draft SMSP. This is Phase 3 of the consultation program and will include a range of in person and online opportunities for the community to provide comments, feedback and ask questions.
- 2.7 Community and stakeholder feedback received during the Phase 3 consultation program will inform updates to the draft SMSP and be reported to Council.



### 3. RECOMMENDATION

That Council:

- 3.1 Notes the draft South Melbourne Structure Plan in Attachment 1.
- 3.2 Notes the South Melbourne Structure Plan Background Report in Attachment 2.
- 3.3 Notes the supporting documents listed in section 4.6 of this report.
- 3.4 Endorses the draft South Melbourne Structure Plan, background report and supporting documents for community and stakeholder consultation.
- 3.5 Authorises the Chief Executive Officer (or their delegate) to make any minor editorial changes to the draft South Melbourne Structure Plan prior to publication for consultation.

### 4. KEY POINTS/ISSUES

- 4.1 South Melbourne is a well-loved place; it has many attributes of a thriving and successful Activity Centre; it is a vibrant inner urban location with an engaged community, a diverse mix of housing and businesses, and rich cultural and architectural heritage. These attributes, as well as its location between Melbourne's CBD and Port Phillip Bay, mean that South Melbourne will continue to be an attractive location to live, work and play.
- 4.2 State Planning Policy defines South Melbourne as a Major Activity Centre (MAC) and an Enterprise Precinct (regionally significant employment land), to be protected to support the State's economic activity and provide employment land.

#### Rationale for a new Structure Plan

- 4.3 The current South Melbourne Central Structure Plan was adopted by Council in 2005. The existing planning controls could better address current development trends, the challenges associated with climate change and the economic impacts from the COVID-19 pandemic. Moreover, since 2005 demographic and land use changes have occurred and development pressure has increased.
- 4.4 Accordingly, the new structure plan seeks to better respond to contemporary issues and enable Council to plan for and manage South Melbourne's future.

#### SMSP Approach

- 4.5 The draft SMSP (refer to **Attachment 1**) is underpinned by detailed investigations and analysis, including technical reports, demographic data, and stakeholder and community input. The South Melbourne Structure Plan Background Report (refer to **Attachment 2**) synthesises this detailed technical analysis.
- 4.6 In addition to State Government Policy, the following background technical reports (refer to [Council's Future South Melbourne webpage](#)) inform the draft SMSP:
  - [South Melbourne Built Form Review 2023](#) (prepared by Hodyl & Co)
  - [South Melbourne Heritage Built Form Review 2023](#) (prepared by GJM Heritage)
  - [South Melbourne Heritage Gaps Analysis 2023](#) (prepared by Trethowan)
  - [South Melbourne Public Realm Framework 2024](#) (prepared by City of Port Phillip)



- [South Melbourne Employment, Economic and Land Use Study 2023](#) (prepared by Urban Enterprise with Echelon Planning)
- [South Melbourne Transport and Movement Study 2023](#) (prepared by Ratio)
- [South Melbourne Activity Centre Boundary Report 2023](#) (prepared by City of Port Phillip)
- [South Melbourne Zoning Anomalies Report 2023](#) (prepared by City of Port Phillip)

4.7 The draft SMSP is also informed by Council's municipal-wide strategies currently being prepared, including the Housing Strategy and the Spatial Economic and Employment Framework.

### **Key recommendations of the SMSP**

4.8 The draft SMSP includes the following key recommendations:

- 4.8.1 changes to the size and height of new buildings. Changes are not proposed to significantly change South Melbourne's valued character and scale. The recommended new planning controls will increase South Melbourne's capacity to accommodate the future population.
- 4.8.2 that future buildings achieve higher levels of internal amenity (access to ventilation and daylight) and sustainability, through more responsive, better quality design outcomes. Better buildings will enhance South Melbourne's attractiveness as both a place to live and a place to work.
- 4.8.3 optimising conditions for businesses to thrive in South Melbourne's activity centre and employment precinct, by protecting employment land, rezoning remnant industrial land for commercial use and leveraging existing strengths to further enable a flourishing local economy (scale of buildings and mix of land uses).
- 4.8.4 improving pedestrian movement and bike movement into South Melbourne from neighbouring higher density areas of Montague, Domain and Southbank, while also leveraging the opportunities provided by significant improvements to public transport with the construction of Anzac Station.
- 4.8.5 investigating public realm improvements including streetscape upgrades. Streets play a vital role in supporting the success of South Melbourne Major Activity Centre and Enterprise Precinct. An attractive and welcoming public realm will increase investment confidence, encouraging businesses to locate in South Melbourne.
- 4.8.6 investigating locations for potential new open space and parks.

### **Key ideas underpinning the SMSP**

#### Capacity for Growth

4.9 The recommended planning controls in the draft SMSP will:

- deliver a significant amount of future resident and commercial floor space that exceed the 2041 projected floor space demands for South Melbourne (identified in the South Melbourne Employment, Economic and Land Use Study 2023).
- increase the capacity within the study area from that currently allowed under existing planning controls, whilst continuing to protect South Melbourne's valued character.



### Residential Population Growth

- 4.10 The neighbouring areas immediately around the draft SMSP study area will experience significant population growth, in particular Montague to the west and Southbank to the north east. Approximately, 40,000 additional dwellings are projected within 1km of the study area by 2041 (refer to Figure 5 in the draft SMSP).
- 4.11 Proximity to high-growth and high-density urban renewal precincts will create substantial population growth and associated demand for retail and other services in the South Melbourne Major Activity Centre. Accordingly, the draft SMSP recommends improving access and movement into South Melbourne from its neighbouring high-density precincts.
- 4.12 Comparing population census data for South Melbourne is complex given that the “South Melbourne” census area has reduced in area overtime. In 1991 the “South Melbourne” census area was 9km<sup>2</sup>, in 2021 it was 1.9km<sup>2</sup> (Australian Government, 1991 Census Boundaries and 2021 Census Boundaries).
- 4.13 The 1991 South Melbourne population was 17,712 while the 2021 population was 11,693. However, if the 1991 census area boundary was applied today the South Melbourne population would be 56,254 people.
- 4.14 Over the past 20 years, the adjusted real population of South Melbourne has increased from 5,468 per km<sup>2</sup> (2001) to 6,219 per km<sup>2</sup> (2021) (2021 South Melbourne Census Community Profiles, Australian Bureau of Statistics). Whilst there was a drop in population during covid (2020-2021) the latest figures indicate that the population growth has returned to pre pandemic levels (South Melbourne Estimated Resident Population, City of Port Phillip Community Profile):

Year (ending June 30)	Number	Change in number
2018	12,454	+263
2019	12,639	+185
2020	12,645	+6
2021	11,849	-796
2022	12,070	+221

*Table 1: South Melbourne resident population 2018 to 2022*

### Protecting employment land:

- 4.15 South Melbourne’s Commercial 2 Zone (C2Z) has supported South Melbourne’s success as an Enterprise Precinct, anchored by its specialisations in creative industries and professional services (Refer to the draft SMSP- Activities and Uses Objective 2).
- 4.16 The C2Z in South Melbourne is the only precinct in Port Phillip where dwellings are not permitted – excluding some other remnant industrial sites. Retaining South Melbourne’s employment only land (C2Z) is therefore vital in accommodating businesses within Port Phillip that are not compatible with the residential amenity expectations (such as those that operate machinery 24/7).



- 4.17 Further, the South Melbourne Employment, Economic and Land Use Study does not identify the need to rezone land within the C2Z to the C1Z to create a 'contingent' floorspace capacity.

Protecting South Melbourne's character

- 4.18 South Melbourne's heritage, mid-rise scale of buildings, mix of land uses and character create a highly attractive and differentiated business location. Nearby precincts such as Southbank, St Kilda Road and Docklands have building heights and employment densities that closely reflect the CBD – South Melbourne is clearly differentiated by its built form.
- 4.19 The draft SMSP recommends planning controls that seek to ensure South Melbourne retains its valued and distinct character whilst also accommodating growth.
- 4.20 No changes are proposed to the residential areas within in the Neighbourhood Residential Zone (NRZ). The existing planning controls that apply in these areas will remain.

Movement and parking

- 4.21 A proactive and balanced approach is essential to effectively manage movement within South Melbourne.
- 4.22 Council's *Move, Connect, Live: Integrated Transport Strategy 2018-28* sets a target of no additional trips made by private cars by 2028, seeking to maintain 2016 levels of car trips within Port Phillip. This highlights the need for shifts to sustainable transport modes.
- 4.23 Noting that directing trips to more sustainable modes of transport will aid in maintaining intersection capacities within acceptable limits, the draft SMSP recommends investigating movement improvements at key intersections.
- 4.24 The draft SMSP parking recommendations include:
- Continuing to implement the City of Port Phillip Parking Management Policy to ensure parking spaces are carefully managed and respond to community need.
  - Assessing the merits of preparing a Parking Precinct Plan and associated Parking Overlay to identify car parking needs and issues for South Melbourne and manage parking at an activity centre wide basis.
  - Working with the Department of Transport and Planning on proposed reforms to planning for parking requirements (this may inform the need for a Parking Precinct Plan for South Melbourne).

**Approach for new planning controls**

- 4.25 New planning controls set out in the draft SMSP will continue to protect and enhance South Melbourne's heritage character by setting out parameters for new development, including both existing heritage buildings and infill development, within and abutting heritage areas. Importantly, the recommended controls do not preclude development within heritage precincts.

Use of Mandatory/discretionary controls:

- 4.26 The draft SMSP recommendations are very selective with the application of mandatory (must comply with) building height and setback controls and are only recommended where it is considered 'absolutely necessary' (per State Government direction).



Accordingly, such mandatory height and setback controls are only proposed:

- (a) to parts of the heritage core
- (b) in locations with a direct, sensitive interface with low scale residential properties
- (c) to protect sunlight to key public open spaces.

Use of a Floor Area Ratio (FAR):

- 4.27 The draft SMSP recommends use of a density control or Floor Area Ratio (FAR) to provide greater certainty and enable better building outcomes.
- 4.28 A FAR is a planning tool that councils may use to set a specific amount of development that can occur on a particular site. It is expressed as a ratio between the amount of floor area that can be developed and the area of a site. For example, an FAR of 1:1 on a site of 1000m<sup>2</sup> would allow a building with 1000 m<sup>2</sup> of floor area. The examples below show a building on a 1000m<sup>2</sup> site with 1000m<sup>2</sup> floor area.

**Floor Area Ratio (FAR)**

An example of 1.0 FAR



- 4.29 When combined with other built form controls, it allows for some variation in the height and shape of buildings. A FAR is particularly useful in areas where there is diversity in lot size and character, such as South Melbourne.
- 4.30 The key benefits of using FAR controls alongside building envelope controls are they:
- set realistic and clear expectations about the potential development yield on a site.
  - enable design flexibility
  - enable greater responsiveness to a site's specific conditions and context
  - provide a clear and consistent measure to support efficient decision making.

**5. KEY THEMES IN THE DRAFT SMSP**

- 5.1 The draft SMSP is organised into three parts (see Attachment 1 for further detail):
- Part One: Introduction – This section provides an overview of South Melbourne's context and the development of the South Melbourne Structure Plan
  - Part Two: Vision and Framework – This section sets out the vision, along with the objectives and actions across four themes to deliver the vision for South Melbourne
  - Part Three: Delivery and Implementation – This section sets out the steps to implement the Structure Plan



- 5.2 The key directions included in the draft SMSP are grouped under 4 themes: (1) Economic and Employment; (2) Built Form and Building Design; (3) Access and Movement; and (4) Public Realm.

## **6. THEME 1: ACTIVITIES AND USES**

### **Economics and Employment**

- 6.1 Refer to the draft SMSP's full list of Theme 1: Activities and Uses recommendations.
- 6.2 The draft SMSP recommends supporting business and employment growth within South Melbourne and leveraging its unique attributes to attract businesses seeking high levels of local amenity with a range of housing, retail and hospitality options.
- 6.3 This includes the following objectives:
- Protect and enhance local strengths such as heritage, mid-rise buildings and genuine mix of land uses.
  - Protect a critical mass of employment land to support a thriving Enterprise Precinct.
  - Retain, support and grow South Melbourne's economic specialisations and retail opportunities, and accommodate ongoing demand for office space in South Melbourne.
  - Provide opportunities for ongoing reinvestment, mixed use development and new employment floorspace in areas close to public transport, especially within walking distance to Anzac Station and Park Street tram upgrade.
  - Provide a range of affordable business spaces which suit micro, small and medium businesses.
  - Capitalise on the popularity of the South Melbourne Market to create a thriving street-based retail precinct.
  - Accommodate the housing needs of a welcoming, resilient and future-focused community.
  - Support community infrastructure that enhances social connection.

## **7. THEME 2: BUILT FORM AND BUILDING DESIGN**

- 7.1 Refer to the draft SMSP's full list of Theme 2: Built Form and Building Design recommendations.
- 7.2 The draft SMSP identifies four design outcomes for South Melbourne:
- Ensure development is responsive to the local context and character.
  - Contribute to engaging and walkable precincts.
  - Provide high-amenity housing and workplaces.
  - Integrate climate responsive design.

To implement these outcomes, the draft SMSP includes the following design recommendations:

- Ensure development responds to the valued attributes of South Melbourne and contributes positively to the existing and future character within each precinct.
- Enable precincts that are human scaled with a diversity of building types that are mainly mid-rise with some higher built form in specified areas.



- Ensure development respects the height, scale and proportions of adjoining heritage places and residential areas.
  - Ensure development reinforces the fine grain, vertical rhythm and visual interest of streetscapes.
  - Encourage reduced visual bulk and maintain sky views on larger sites through the development of individual buildings or through the separation of built form elements at upper levels.
  - Carefully locate taller built form to minimise visual bulk and overshadowing.
  - Ensure solar access controls are more targeted to maintain sunlight at certain times of the year to key streets and open spaces.
  - Ensure street wall controls are more targeted by responding to the built form character and hierarchy of streets.
  - Maintain the existing street wall height of heritage places and buildings while enabling taller street wall heights in non-heritage areas.
  - Enable simple and legible building forms and efficient floor plates by avoiding multiple setbacks above the street wall.
  - For heritage buildings, provide a sensitive distinction between the lower building levels and the new upper building levels through changes in form, details and materials.
- 7.3 Collectively, these preferred built form and heritage outcomes for development will help define a preferred building envelopes for new development.
- 7.4 The draft SMSP recommends implementation of the design objectives within four distinct precincts to deliver place-specific outcomes:
- 1. Clarendon Street Precinct
  - 2. Market Precinct
  - 3. Enterprise Precinct East
  - 4. Enterprise Precinct West
- 7.5 Each precinct contains a character statement. A character statement is a short summary of the elements of an area that make it distinctive. It identifies valued existing characteristics and outlines the preferred future character by describing the desired appearance of the precinct in the future.
- 7.6 Robust testing was undertaken to inform the built form recommendations with proposed building scales and typologies aligned to the existing and future character of each precinct. The built form testing that informs the proposed controls demonstrates good design outcomes that reflect contemporary best practice and address issues identified in the review of existing controls.
- 7.7 The draft SMSP recommends introducing two overarching and complementary approaches for managing built form/heritage:
- Envelope controls (height and setback controls) that guide the overall building scale.
  - Density controls through a Floor Area Ratio (FAR) that guides overall development yield



- 7.8 To ensure good design outcomes, the recommendations are tailored to the context within each precinct within the study area through a combination of a mandatory FAR control and/or a mix of mandatory and discretionary controls for building heights, street wall heights and setbacks.
- 7.9 Delivering good design outcomes requires FARs to be carefully calibrated to site size. While infill sites can often rely on spaces outside of the site to deliver high amenity (e.g. outlook to surrounding streets), developments on larger sites must also deliver amenity within sites. This means that FARs on larger sites are often lower than the FARs that apply to smaller sites.

### **Height**

- 7.10 The draft SMSP recommends building height ranges that reflect the highly varied character of the area and have been determined through considering factors such as the role and width of streets, lot sizes, interfaces and land uses.
- 7.11 It recommends taller buildings up to 12 storeys along Kings Way and on larger sites in the north of the precinct; buildings generally up to 7 or 8 storeys along the 30 metre wide streets; and heights up to 5 or 6 storeys on the narrower streets.
- 7.12 In general, properties on the Victorian Heritage Register and heritage precincts with cohesive shop residence appearance will have lower building heights of 3 to 5 storeys.
- 7.13 Specific building outcomes will apply to heritage buildings and sites adjoining heritage buildings to ensure appropriate consideration is given to the heritage values within South Melbourne. However, heritage controls do not preclude redevelopment, and the appropriate development response to heritage buildings will vary depending on the typology, size and status of heritage buildings.

### **Climate responsive design**

- 7.14 Delivering sustainable buildings is integral if South Melbourne is to contribute to addressing the Climate Emergency declared by Council in 2019. Sustainable, high-quality building design also leads to reductions in energy costs and healthier building environments for residents, workers and visitors.
- 7.15 The draft SMSP provides guidance on climate responsive design:
- Support increased urban greening through green walls and green roofs.
  - On larger sites, consider opportunities to provide deep soil zones to support in ground planting and canopy trees in the private realm.
  - Provide carefully considered design solutions for buildings in flood affected areas, particularly in the transition from the building to the public realm to ensure that building entries and frontages are accessible and active.
  - Encourage on site flood mitigation and Water Sensitive Urban Design (WSUD).
  - Incorporate design detail and material choices that reduce urban heat.

### **Capacity analysis**

- 7.16 Based on the draft SMSP's recommended built form outcomes, the study area can accommodate a significant amount of future residential and employment floor space.
- 7.17 Projections included in the draft SMSP will need to be monitored and may vary over time.



- 7.18 South Melbourne is projected to require an additional 1,159 dwellings, and up to 187,000m<sup>2</sup> of office space and up to 21,000 m<sup>2</sup> of retail floorspace by 2041 (refer to the South Melbourne Employment, Economic and Land Use Study 2023).
- 7.19 The capacity analysis set out in the draft SMSP seeks to determine whether the built form and land use controls recommended in the structure plan provide reasonable sufficient capacity to accommodate anticipated growth, based on sites likely to develop. It does not assess likely 'take up' or rates of development over time.
- 7.20 The draft SMSP identifies that based on sites likely to develop the revised controls have capacity for approximately:
- 2800 dwellings (5,400 residents)
  - 535,000 sqm commercial floor area (17,000 workers) (incorporating retail)
- 7.21 Accordingly, the recommended built form controls will accommodate a significant amount of future resident and commercial floor space, that will meet the forecasted needs.

## **8. THEME 3: ACCESS AND MOVEMENT**

- 8.1 Refer to the draft SMSP's Theme 3: Access and Movement recommendations for the full list of recommendations and actions.
- 8.2 As a key technical document informing the draft SMSP, the Transport Movement and Place Study 2023 assessed the transport implications of the draft SMSP recommendations. The current road network will be able to accommodate the uplift in dwellings and other commercial/retail and employment generating land uses, along with the additional vehicle trips that come with it. This is based on the assumption that other sustainable transport improvements will be implemented hand-in-hand, to ensure that vehicle trip generation is suppressed through the active uptake in walking and cycling, and public transport.
- 8.3 The draft SMSP identifies opportunities to enhance walkability and accessibility within South Melbourne by improving pedestrian crossing infrastructure at a number of key intersections. It also encourages improving movement connections to nearby key destinations such as Fishermans Bend and the Anzac Station.
- 8.4 Capacity assessment of the existing road network highlighted areas where there may be opportunities to investigate opportunity to improve movement.
- 8.5 The draft SMSP recommends advocating for key transport improvements including extending the Route 1 tram along Park Street into South Melbourne, and increased bus frequency.
- 8.6 The draft SMSP will continue to support car share initiatives in South Melbourne, and the implementation of the City of Port Phillip Parking Management Policy to ensure parking spaces are carefully managed.
- 8.7 The draft SMSP also recommends an assessment of the merits of preparing a Parking Precinct Plan and associated Parking Overlay. A Parking Precinct Plan would identify car parking needs and issues, and set objectives and development strategies to manage parking at an activity centre wide basis, and may be implemented into Port Phillip Planning Scheme through a Parking Overlay.
- 8.8 The State Government is proposing reforms to planning for off street parking requirements and bicycle facilities within the Victorian Planning Provisions. Such



reforms could impact on parking rates within Port Phillip, and may affect the need for a Parking Precinct Plan.

**9. THEME 4: PUBLIC REALM**

- 9.1 Refer to the draft SMSP's full list of Theme 4: Public Realm recommendations.
- 9.2 Consultation on this project highlighted how much the community values South Melbourne's easy access to green and open spaces. Consultation also highlighted the community's desire to increase greenery and open space for current and future generations.
- 9.3 The public realm will have a vital role in supporting the success of South Melbourne Major Activity Centre (MAC) and Enterprise Precinct. Importantly, the public realm contributes to facilitating connections between workers across and within industries.
- 9.4 In this way, an attractive and welcoming public realm will increase investment confidence, encouraging businesses of all sizes to locate in South Melbourne. This is particularly the case for South Melbourne's industry specialisations such as professional services and creative industries where the public realm will support the clustering of these industries.
- 9.5 The draft SMSP identifies following public realm objectives and actions:
  - Create cool, green streets for people to improve amenity, comfort and public health.
  - Be water-wise to effectively respond to climate change, and protection of assets and property.
  - Shape public spaces to support a variety of uses and enterprises.
  - Reinforce civic pride and sense of place.

The key technical reports and strategies underpinning the objectives and actions under this theme are:

- South Melbourne Public Realm Framework, City Port Phillip, November 2023
  - Places for People: Public Space Strategy 2022-32
  - South Melbourne Transport, Movement & Place Study, Ratio Consultants, November 2023
- 9.6 The Places for People: Public Space Strategy 2022-32 identifies the need for two new open spaces (one in the South Melbourne Activity Centre and one in the South Melbourne Employment Area). The draft SMSP identifies potential opportunities for new open space, including further exploration of the feasibility of:
    - a new linear park on Market Street between Clarendon Street and Moray Street to enhance and increase business activity in the Enterprise Precinct.
    - converting parts of Clarke Street between York Street and Chessell Street into a pedestrian priority area.
    - delivering of new public spaces as part of new State Government projects (including the Emerald Hill Estate) and transport and services infrastructure upgrades (tram stop upgrades and Market St reserve).
    - improving pedestrian amenity in local streets and increase greening and upgrading local open spaces.





- Updating the Emerald Hill Master Plan 2012, to guide the precinct's reinvigoration, and re-establish this area as the cultural and civic heart of South Melbourne.
- 9.7 The City of Port Phillip is on the traditional lands and waters of the people of the Kulin Nations. Their connection to country extends back more than 50,000 years. While links to South Melbourne's traditional custodians have been diminished through post colonisation development, there is an opportunity to restore some of these links through recognition and interpretation of Aboriginal cultural values in South Melbourne. The draft SMSP recommends ongoing consultation and collaboration with Traditional Custodians to provide opportunities to embed Caring for Country principles in the design and management of open spaces.
- 9.8 Placemaking and activation initiatives are vital in encouraging people into South Melbourne, can improve perceptions of safety and creates greater social connection in South Melbourne. The draft SMSP recommends that new public spaces within South Melbourne accommodate gathering space and events.
- 9.9 The draft SMSP recommends preparation of a streetscape management plan to unify public space character in South Melbourne through the consistent use of materials, planting, lighting and street furniture.
- 9.10 The draft SMSP recommends improving the ability to cross barrier roads, namely Ferrars Street, City Road and Kings Way to enhance safety and walkability, strengthening connections from South Melbourne to neighbouring areas.

## 10. CONSULTATION AND STAKEHOLDERS

### Stakeholder feedback

- 10.1 Preparation of the draft SMSP has already included multiple points of engagement with the community and key stakeholders, including residents, traders and business owners, community groups, government agencies, and property owners. Across Phase 1 and Phase 2, over 900 people participated.
- 10.2 In September and October 2022, over 400 people participated in Phase 2 of the engagement program, providing feedback on the South Melbourne Structure Plan Discussion Paper. Key insights from Phase 2 include:
- For Quality Places: there is broad support for Council's ideas to enhance public space and activate the streetscape, though the community was clear that car access and parking are important. Improving walkability is seen as an opportunity to add vibrancy to streets and build a stronger sense of community. Attracting visitors and supporting businesses to prosper is seen as central to helping South Melbourne thrive.
  - For Quality Buildings: balancing heritage protection with increasing density is a key challenge identified by the community. Protecting neighbourhood character and ensuring 'appropriate' building heights came through strongly in how the community would like to see the suburb developed. This was countered by feedback from business owners who consider that increasing density is necessary to support the South Melbourne economy to thrive.
  - For Quality Experiences: While South Melbourne Market is considered key to providing Quality Experiences, there is a view that more needs to be done to create vibrant mixed-used streets and provide a range of transport options with



# MEETING OF THE PORT PHILLIP CITY COUNCIL

## 7 FEBRUARY 2024



some seeing parking as a deterrent to visiting the area by some. Residential amenity was favoured over boosting local nightlife and live music.

10.3 In March and April 2021, over 500 people participated in Phase 1 of the engagement program, providing feedback on what they value about the area and how they would improve it.

10.4 The table below outlines the engagement phases:

Phase	Purpose	Timing
Phase 1	Introduce the project Understand stakeholder and community perceptions and priorities for South Melbourne	Completed: April 2021
Phase 2	Stakeholder and community feedback on the key ideas in the South Melbourne Discussion Paper	Completed: September and October 2022
Phase 2	Focus groups seeking feedback on the Design Principles and Character Analysis	Completed: February 2023
Phase 3	Stakeholder and community comment on the draft South Melbourne Structure Plan	Commencing: early 2024
Phase 4	takeholder and community consultation on the implementation of the Structure Plan into the Port Phillip Planning Scheme through the planning scheme amendment process	Commencing: 2024 /2025

10.5 Outside of these phases, consultation continues with internal and external stakeholders and community members as necessary and as requested.

### Phase 3 engagement

10.6 Phase 3 of community and stakeholder consultation is proposed for February and March 2024. This will provide an opportunity for the community and stakeholders to comment on the content and actions contained in the draft SMSP.

10.7 Key objectives for the Phase 3 engagement are to:

- Provide opportunities for stakeholders to share their feedback on the objectives, strategies and actions presented in the draft SMSP.
- Show how Phase 1 and Phase 2 stakeholder feedback has informed the draft SMSP.
- Promote the draft SMSP's key directions and ensure stakeholders understand them.
- Introduce the local community, landowners and other stakeholders to the project, if they were not already familiar with the project.



- Inform stakeholders about why the project is being undertaken, if they were not already familiar with the project.
- Maintain interest in the project following Phase 1 and Phase 2 engagement.

10.8 Phase 3 will include a range of in person and online opportunities for the community to provide comments, feedback and ask questions. The engagement program is proposed to consist of face to face sessions where community members and other stakeholders can make an appointment either in person or online to speak with the project team about the draft SMSP. Council's *Have Your Say* online engagement platform will host a survey for people to make submissions and other engagement activities based on the draft SMSP. Stakeholders will also be able to make hard copy submissions. In addition, engagement will be undertaken with Council advisory committees.

10.9 Given the project stage, all landowners and residents in the structure plan area and abutting residential areas will be directly notified either by mail or email about the project.

10.10 Phase 3 engagement will also continue ongoing conversations with stakeholders such as traders and business owners, residents, community groups, government agencies and property owners.

10.11 Community and stakeholder feedback received on the draft SMSP during from Phase 3 of consultation program will inform the final SMSP.

## 11. LEGAL AND RISK IMPLICATIONS

11.1 The draft SMSP 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). It will also help to mitigate emerging risks such as climate change.

## 12. FINANCIAL IMPACT

12.1 The next phase (consultation and finalisation of the SMSP) has allocated budget through the SMSP project.

12.2 The implementation of the updated planning controls will be funded through the 23/24 and 24/25 budget. Most of the Public Realm actions will be delivered through the implementation of existing ongoing programs (such as the WSUD program) or operational budgets.

12.3 Any larger capital works projects (for example the Clarke Street reconfiguration) will require further feasibility analysis before budget bids are prepared. Some actions around advocacy do not require budget allocations. Transport and Movement Actions will be delivered through a combination of existing ongoing program implementation and advocacy.

## 13. ENVIRONMENTAL IMPACT

13.1 The draft SMSP will highlight and address key environmental issues in the area, including water management, sea level rise and urban heat island effect.

# MEETING OF THE PORT PHILLIP CITY COUNCIL

## 7 FEBRUARY 2024



### 14. COMMUNITY IMPACT

- 14.1 The draft SMSP seeks 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.

### 15. ALIGNMENT TO COUNCIL PLAN AND COUNCIL POLICY

- 15.1 The draft SMSP is informed by Council's Policies and Strategies and is identified as a key initiative in the Council Plan 2021-31.

### 16. IMPLEMENTATION STRATEGY

#### 16.1 TIMELINE

- 16.1.1 Phase 3 stakeholder engagement is proposed for February and March 2024.
- 16.1.2 Following this engagement a report will be considered by Council on the findings of the Phase 3 engagement, whether to adopt the SMSP and whether to progress with the process to prepare and exhibit a planning scheme amendment that implements relevant recommendations from the SMSP in the Port Phillip Planning Scheme.
- 16.1.3 The South Melbourne Structure Plan (SMSP) will be an integrated planning framework to guide change in South Melbourne over a 20-year period. The draft SMSP contains an implementation strategy which lists the actions and provides a timeframe for delivery.

#### 16.2 COMMUNICATION

- 16.2.1 Residents and landowners will be directly notified about the period of consultation, currently proposed for February and March 2024. This will direct people to the project *Have Your Say* page. Hard copies of the South Melbourne Structure Plan will also be available.
- 16.2.2 The consultation program will include a range of in person and online opportunities for the community to provide comments, feedback and ask questions.
- 16.2.3 Phase 3 consultation will provide an opportunity for the community and stakeholders to comment on the content and actions contained in the draft SMSP following on from previous engagement that has led to the development of the SMSP.

### 17. OFFICER DIRECT OR INDIRECT INTEREST

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

### ATTACHMENTS

1. Draft South Melbourne Structure Plan, January 2024 [🔗](#)
2. South Melbourne Structure Plan Background Report, January 2024 [🔗](#)



January 2024

# South Melbourne Structure Plan (Draft)





The City of Port Phillip respectfully acknowledges the Traditional Owners of this land, the people of the Kulin Nations. We pay our respect to their Elders, past and present. We acknowledge and uphold their continuing relationship to this land.

# Contents

<b>Part 1: Introduction.....</b>	<b>4</b>	<b>Theme 2: Built Form .....</b>	<b>51</b>
Why does South Melbourne need a structure plan?.....	5	Introduction .....	51
Defining the Structure Plan area .....	6	Objective 1.....	54
Process to date .....	7	Objective 2 .....	68
Community input .....	8	Objective 3 .....	71
A snapshot of an evolving neighbourhood .....	10	Objective 4 .....	74
Location in context.....	11	<b>Theme 3: Access and Movement.....</b>	<b>95</b>
Key surrounding landmarks .....	12	Introduction .....	95
Demographic snapshot .....	13	Objective 1.....	99
South Melbourne’s population growth.....	14	Objective 2 .....	100
Strategic context.....	15	Objective 3 .....	105
<b>Part 2: Vision and Framework .....</b>	<b>24</b>	Objective 4 .....	107
Vision for South Melbourne .....	25	<b>Theme 4: Public Spaces and Places .....</b>	<b>110</b>
<b>Theme 1: Activities and Uses .....</b>	<b>26</b>	Introduction .....	110
Introduction .....	26	Objective 1.....	114
Objective 1.....	29	Objective 2 .....	117
Objective 2 .....	37	Objective 3 .....	120
Objective 3 .....	41	Objective 4 .....	123
Objective 4 .....	43	<b>Part 3: Delivery and Implementation .....</b>	<b>128</b>
Objective 5.....	44	Implementation.....	129
Objective 6.....	45	Next Steps.....	141
Objective 7 .....	50		

# Part 1: Introduction

This section provides an overview of South Melbourne’s context and the development of the South Melbourne Structure Plan





# 1. Introduction

The South Melbourne Structure Plan sets out the long-term strategic vision for South Melbourne and an action plan on how it will be achieved. This section introduces the Structure Plan area, strategic context and how the Structure Plan was prepared.

South Melbourne is a vibrant inner urban location with an engaged community, a diverse mix of housing and businesses, and a rich aboriginal cultural heritage and post-contact cultural heritage. These attributes, as well as its location between Melbourne's CBD and Port Phillip Bay, mean that South Melbourne will continue to be an attractive location to live, work and play.

The South Melbourne Structure Plan responds to the key planning issues and opportunities identified in the *South Melbourne Structure Plan Background Report* (City of Port Phillip, January 2023). It is also underpinned by various detailed investigations and analysis, including technical reports, demographic data, and community feedback.

In particular, this Structure Plan is primarily underpinned by these technical reports:

- *South Melbourne Structure Plan: Activity Centre Boundary Report* (City of Port Phillip, November 2023)
- *South Melbourne Structure Plan: Zoning Anomalies Report* (City of Port Phillip, November 2023)
- *South Melbourne Employment, Economic and Land Use Study* (Urban Enterprise, November 2023)



Figure 1 – Relationship between the South Melbourne Structure Plan and other strategic documents.

- *South Melbourne Built Form Review*, (Hodyl & Co, October 2023)
- *Built Form Review: South Melbourne Major Activity Centre & Employment Precincts Heritage Built Form Analysis & Recommendations* (GJM Heritage, June 2023)
- *South Melbourne Heritage Study*, Trethowan, May 2023
- *South Melbourne: Transport, Movement & Place Study* (Ratio Consultants, November 2023)
- *South Melbourne Public Realm Framework 2024-2044* (City Port Phillip, January 2024).

Figure 1 shows the relationship between the South Melbourne Structure Plan, the above documents and other key strategic documents, along with the implementation.

This document is organised into three parts:

- **Part One: Introduction** – This section provides an overview of South Melbourne's context and the development of the Structure Plan
- **Part Two: Vision and Framework** – This section sets out the vision, along with the objectives and actions across four

themes to deliver the vision for South Melbourne.

- **Part Three: Delivery and Implementation** – This section sets out the steps to implement the Structure Plan

Together, these chapters will lay the foundation for public and private investment to achieve the vision for Future South Melbourne.

## Why does South Melbourne need a new structure plan?

*Plan Melbourne 2017-2050*, the Victorian Government's metropolitan planning strategy, guides the way Melbourne will grow and change to 2050 while remaining a liveable city. As a designated Major Activity Centre (MAC) and Enterprise Precinct, South Melbourne is required to play a significant role in achieving the directions of the Strategy, particularly regarding housing and employment.

With the population in South Melbourne expected to grow by 28.8% from 9,105 in 2021 to 11,730 in 2041<sup>1</sup>, a structure plan is required to help the City of Port Phillip plan and manage growth and change in the centre, while at the same time responding to community aspirations and providing vibrant, liveable local places for everyone to enjoy. Structure Plans play an important role in setting out the long-term strategic vision for the centre and an action plan on how it will be achieved, in accordance with State Government planning policy. This Structure Plan will be implemented over a 20-year period from 2023 to 2043.

The current *South Melbourne Central Structure Plan* and *South Melbourne Central Urban Design Framework* were adopted by Council in 2005. Planning

<sup>1</sup> Population and demographic statistics are generally based on the South Melbourne neighbourhood, as defined by the City of Port Phillip and ID Consulting, generally using Census data as a foundation.

controls based on these documents were implemented in 2008. Since that time demographic and land use changes have occurred throughout South Melbourne and development pressure has increased. There is also a greater need to address challenges as associated with climate change and respond to economic impacts from the COVID-19 pandemic.

Community and stakeholder involvement has significantly advanced the development of the Structure Plan. This input has provided a diverse range of views and valuable insights, ensuring that together the City, community and stakeholders can:

- Strengthen the qualities and attributes of South Melbourne as a unique place
- Protect employment land to ensure employment generating activities and businesses are maintained and encouraged. Facilitate enterprise hubs and specifically recognise the importance of creative industries to South Melbourne's economy
- Enhance South Melbourne's economic activity by improving accessibility from the CBD, Southbank, Docklands and the Fishermans Bend Urban Renewal Area
- Consider the changing role of the South Melbourne Activity Centre and the future of retail uses, particularly for Clarendon Street and the South Melbourne Market
- Explore how the Structure Plan could facilitate the Council Plan's goal to create a '10-minute city'

- Ensure that future development and land use in South Melbourne is sustainable, responsive to challenges such as climate change, sea level rise and achieves a high level of environmental performance
- Cater for the forecast population change in South Melbourne
- Embrace South Melbourne's heritage

and reflect its rich history and culture in the design of public spaces and new buildings, along with ensuring cultural guidance in the Structure Plan's implementation

- Ensure South Melbourne's residents, workers and visitors have access to public open space and high-quality streets.





Defining the Structure Plan area

The South Melbourne Structure Plan will apply to the area shown on the map in Figure 2, referred to the 'Structure Plan Area' in this report. The Structure Plan area is generally based around key roads, with Clarendon Street bisecting it. The rationale for the Structure Plan Area is explained further in Theme 1: Activities and Uses.

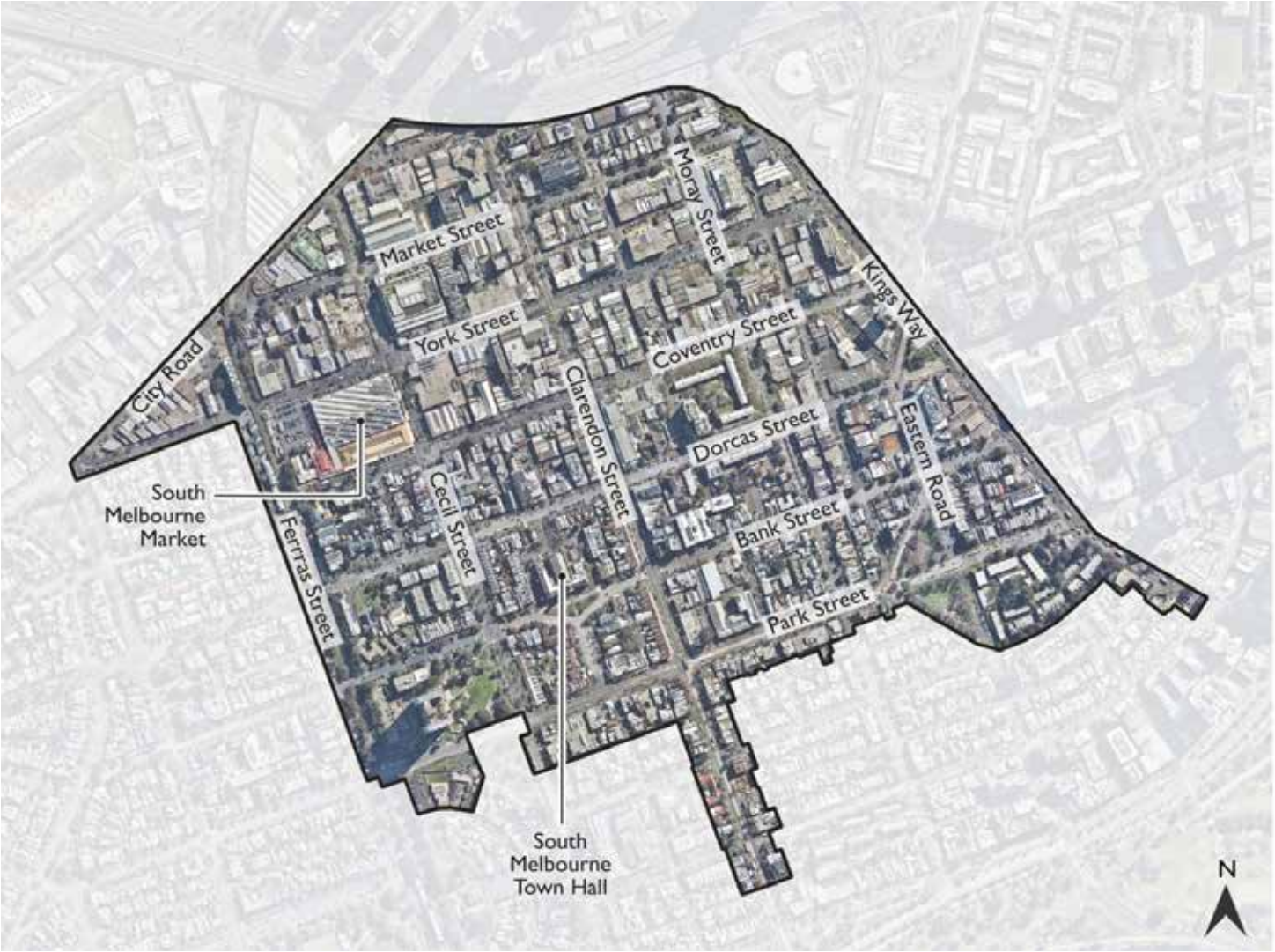


Figure 2 – The black line shows the South Melbourne Structure Plan Structure Plan Area.

Process to date

The South Melbourne Structure Plan is a multi-year project. The timeline below summarises the process undertaken to date.





# Community input

Extensive community engagement has been undertaken to inform the Structure Plan. This section summarises the results from the Phase 1 and Phase 2 community engagement undertaken to inform the project.

## Future South Melbourne Phase 1

In March and April 2021, we undertook the first stage of community engagement on a new structure plan, called Future South Melbourne. We wanted to learn what people value about the area and how they would improve it.

Over 500 people participated, via online and hard copy surveys, community conversations, sessions with public housing residents and targeted stakeholder workshops. They told us that they most value:

- Closeness to CBD and beach
- Easy access to green and open spaces
- Strong sense of community
- South Melbourne Market
- Character and heritage
- Distinctive strip shopping.

When asked what they would improve about South Melbourne, they said:

- Increasing greenery and open space to cater for current and future populations
- Improving the perceptions of community security and safety, especially feeling safe in public areas
- Improving cycling and pedestrian infrastructure, lowering levels of traffic and congestion, and providing easier parking
- Managing development so it is of high-quality, caters for a growing population and enhances liveability for current and future residents
- Enhancing access to local services, facilities and infrastructure
- Responding to climate change and improving the environmental sustainability of development and transport to maintain South Melbourne's liveability.



## Future South Melbourne Phase 2

In September and October 2022, over 400 people participated in our second stage of community engagement, providing feedback on the *South Melbourne Structure Plan Discussion Paper* (August 2022), which included a draft vision. Nearly three-quarters of survey respondents were supportive or very supportive of the draft vision. We also noted positive sentiments towards the draft vision in community conversation events and meetings with stakeholder groups. Engagement also included consultation with the Bunurong Land Council Aboriginal Corporation and Wurundjeri Woi Wurrung Cultural Heritage Aboriginal Corporation, the Registered Aboriginal Parties for the area.

We received suggestions to include more specific references to First Nations people and South Melbourne's qualities in the draft vision. Other key insights to emerge from the consultation include:

- There is general support for enhancing public space in South Melbourne, including more greenery, sunlight and an improved pedestrian experience, but some people think it should not limit parking and car access.
- People have a range of views about using wide streets for alternative public uses, but feedback agreed on promoting a vibrant streetscape that

encourages visitors and is positive for residents

- Adding vibrancy to the streets through improving walkability would help build a sense of community
- There is some support for activating the Town Hall Reserve by creating a new outdoor public space
- Attracting visitors will help the precinct thrive
- It is challenging to balance heritage protection with increasing density to bring more people to the suburb
- New development must get active street frontages right, so South Melbourne does not become a ghost town
- People think providing vegetation on buildings improves amenity, but some have concerns about maintenance and want to make sure the design and placement of vegetation complements heritage buildings.

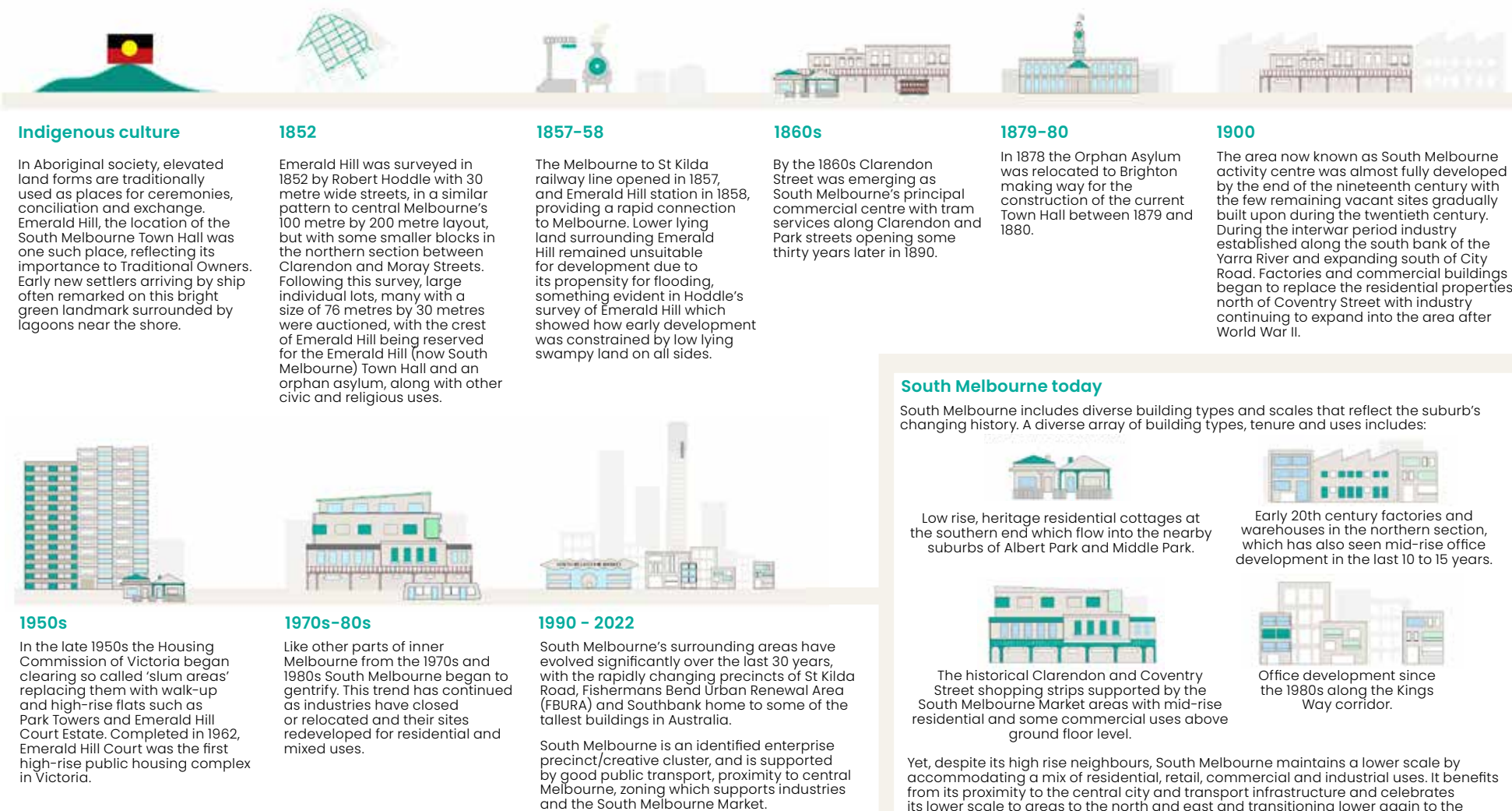
Following Council endorsement in December 2022, we ran focus groups on the draft Built Form Design Objectives and Character Statements and Public Realm Framework Objectives in early 2023, to understand how the Structure Plan and *South Melbourne Public Realm Framework 2024-2044* (City Port Phillip, January 2024) can support the design of new buildings and public spaces. This feedback has directly informed this Structure Plan.





# A snapshot of an evolving neighbourhood

South Melbourne has a distinct identity, varied character and mix of uses reflecting its evolution from a meeting place for Traditional Owners and then early colonial settlement, to a vibrant '10-minute' inner city neighbourhood within close proximity to the centre of Melbourne. This timeline shows the key periods of South Melbourne's development, highlighting how South Melbourne's form has been shaped by its underlying topography and flooding, location near the central city, industrial areas and transport infrastructure.



# Location in context

South Melbourne is within two kilometres of Melbourne's CBD and Docklands. The area is flanked by Southbank, St Kilda Road, the Fishermans Bend Urban Renewal Area, and residential neighbourhoods in Albert Park and Port Melbourne. South Melbourne's north, west and east boundaries are formed by the strong physical edges of the freeway, Kings Way and the light rail, with established residential areas to the south. At its heart are the Clarendon Street shopping centre and South Melbourne Market. Both are important retail, community and cultural assets that draw many people to the area. The area is bounded and crossed by tram and bus services connecting to surrounding neighbourhoods and the broader metropolitan area. Southern Cross Station lies to the north and Anzac Station is under construction close by to the east.

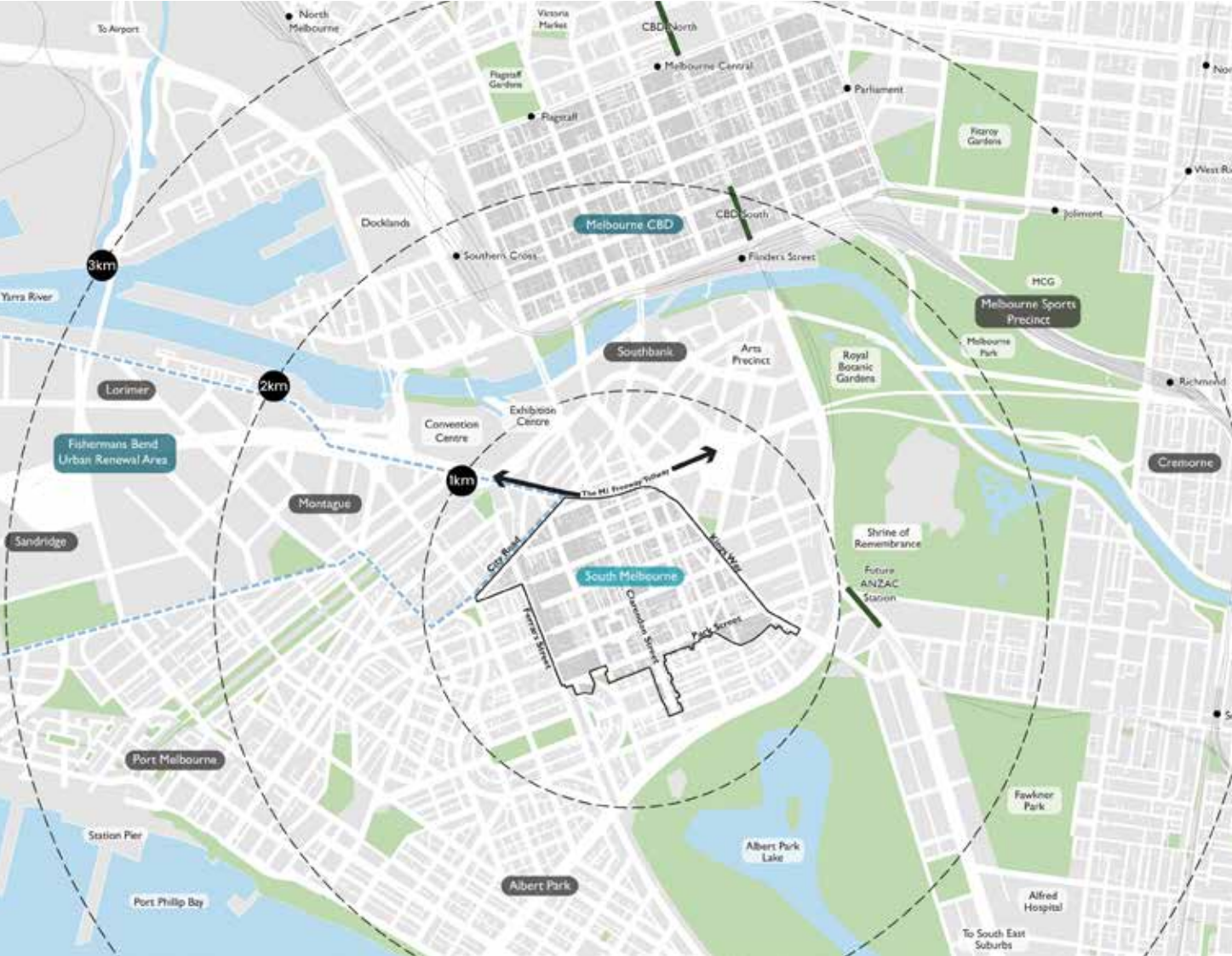


Figure 3 - South Melbourne location in context



Key surrounding landmarks



Albert Park Lake

To the south, Albert Park Lake provides sporting facilities and recreation reserves in a picturesque setting that brings sportspeople from across Melbourne year-round. It hosts the annual Australian Grand Prix, bringing tourism and international attention to the area.



Melbourne's Central Business District

Melbourne's CBD hosts legal, education, commercial, retail, entertainment and banking precincts, situated in an area twice the size of South Melbourne. With a growing population and large-scale developments, the CBD skyline continues to evolve.



Arts precinct

Melbourne's arts precinct comprises galleries, theatres and education facilities for the visual and performing arts. Collectively, they contribute to Melbourne's cultural and creative identity.



Royal Botanic Gardens

Melbourne's picturesque Royal Botanic Gardens are loved by locals and visitors alike, adding significant public open space close to the city centre. The gardens comprise diverse plants and landscapes and attract bird and animal life.



Melbourne Convention and Exhibition Centre

The Convention and Exhibition Centre hosts corporate events and displays throughout the year, attracting commercial ventures and trades from all over the world to share knowledge, technology and products.



Sports precinct

Featuring the Melbourne Cricket Ground and Melbourne Park (Tennis Centre) this cluster of sporting facilities is also used for large-scale events and performances. It offers exceptional facilities and connections to the city centre and public transport infrastructure.



M1 Freeway

The elevated M1 Freeway marks the northern extent of South Melbourne. Accessible from the area's north-east corner, it connects to the West Gate Bridge and Citylink.



Yarra River

Located a few hundred metres to the north, the Yarra River is a significant landmark for Aboriginal people and Melbourne's colonial history. Today, it is the setting for tourism and entertainment with high-density living and large-scale urban renewal extending the central city across to Southbank over the past 30 years.

Demographic snapshot

Given South Melbourne's strategic location near the Melbourne CBD, Docklands, Anzac Station (under construction), St Kilda Road and Fishermans Bend; its strong heritage appeal; and commercially zoned land, it is expected there will be strong development demand in the area. This requires careful management of South Melbourne's role, function and operation.

South Melbourne has a diverse community, with a population that is expected to grow by 28.8% from 9,105 in 2021 to 11,730 in 2041. In South Melbourne there is a higher proportion of lower income households compared with the municipal average, meanwhile the proportion of higher income households is just below the municipal average. South Melbourne has the highest proportion of social housing in the municipality, highlighting the important role South Melbourne has in providing a range of housing to meet the needs of different people and households.

Despite commercial offices being the predominate development type in South Melbourne, the number of dwellings in South Melbourne is forecast to grow from 5,435 in 2021 to 6,594 in 2041, with the average household size falling from 1.96 to 1.87 by 2041. It is estimated that there will be demand for an additional 145,000 square metres to 187,000 square metres of gross office floorspace and between 16,000 square metres and 21,000 square metres of retail floorspace between 2021 and 2041. In turn, from 2020 to 2040 the number of jobs in South Melbourne is projected to increase from 23,100 to between 30,700 and 36,700, an increase

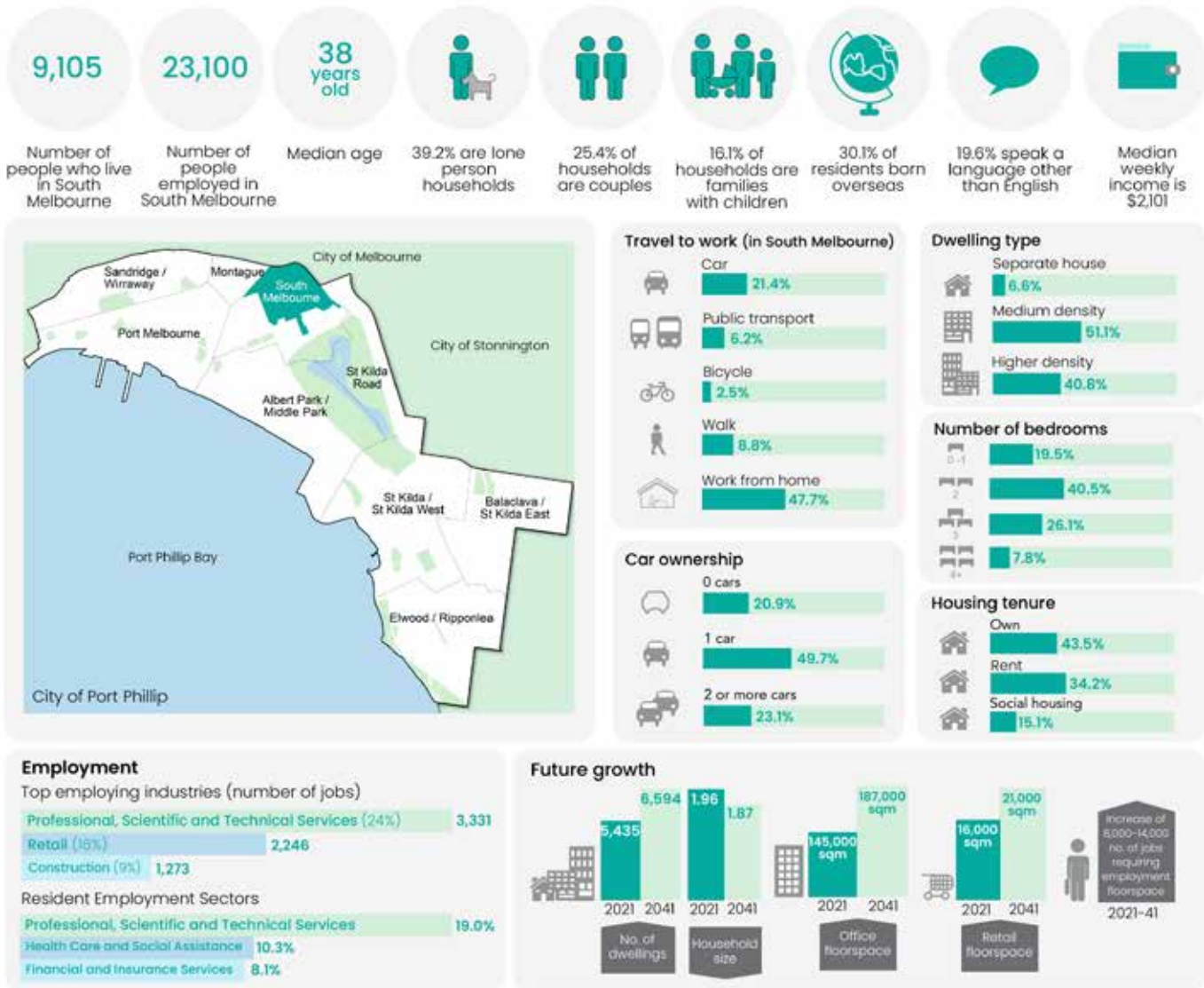


Figure 4 - Demographic snapshot of South Melbourne

of between 7,600 and 13,600 jobs. Such projections highlight the importance of retaining employment land in South Melbourne.

The COVID-19 pandemic has slowed this growth in the short term, however it is expected the resident and worker population will continue to grow in the longer term.



South Melbourne’s population growth

Figure 5 shows South Melbourne’s population growth in context with its neighbours from 2021 to 2041.

Despite relatively modest population growth in South Melbourne itself, the areas around South Melbourne will experience significant population growth, in particular Montague to the west, Southbank to the north and Domain to the east.

The areas highlighted on the map will grow by 145,912 people, cementing South Melbourne’s role as a Major Activity Centre for these neighbourhoods, especially areas like Montague, Southbank and Domain which do not contain a Major Activity Centre. Southbank is one of Australia’s most dense neighbourhoods, as is Melbourne CBD.

The new Anzac Station under construction as part of the Melbourne Metro project will improve access to South Melbourne from the north-western and the south-eastern suburbs of Melbourne.

The growth and transformation seen in Southbank and Docklands over the last 30 years is also envisaged for Fishermans Bend. In particular, Montague, located adjacent to South Melbourne will be one of these key areas that will transform in the coming decades.

Therefore, these changes highlight the need for the South Melbourne Structure Plan to consider how to facilitate safe and convenient access from the areas around South Melbourne to South Melbourne itself and leverage these opportunities to further enhance and strengthen South Melbourne’s Major Activity Centre and Enterprise Precinct.

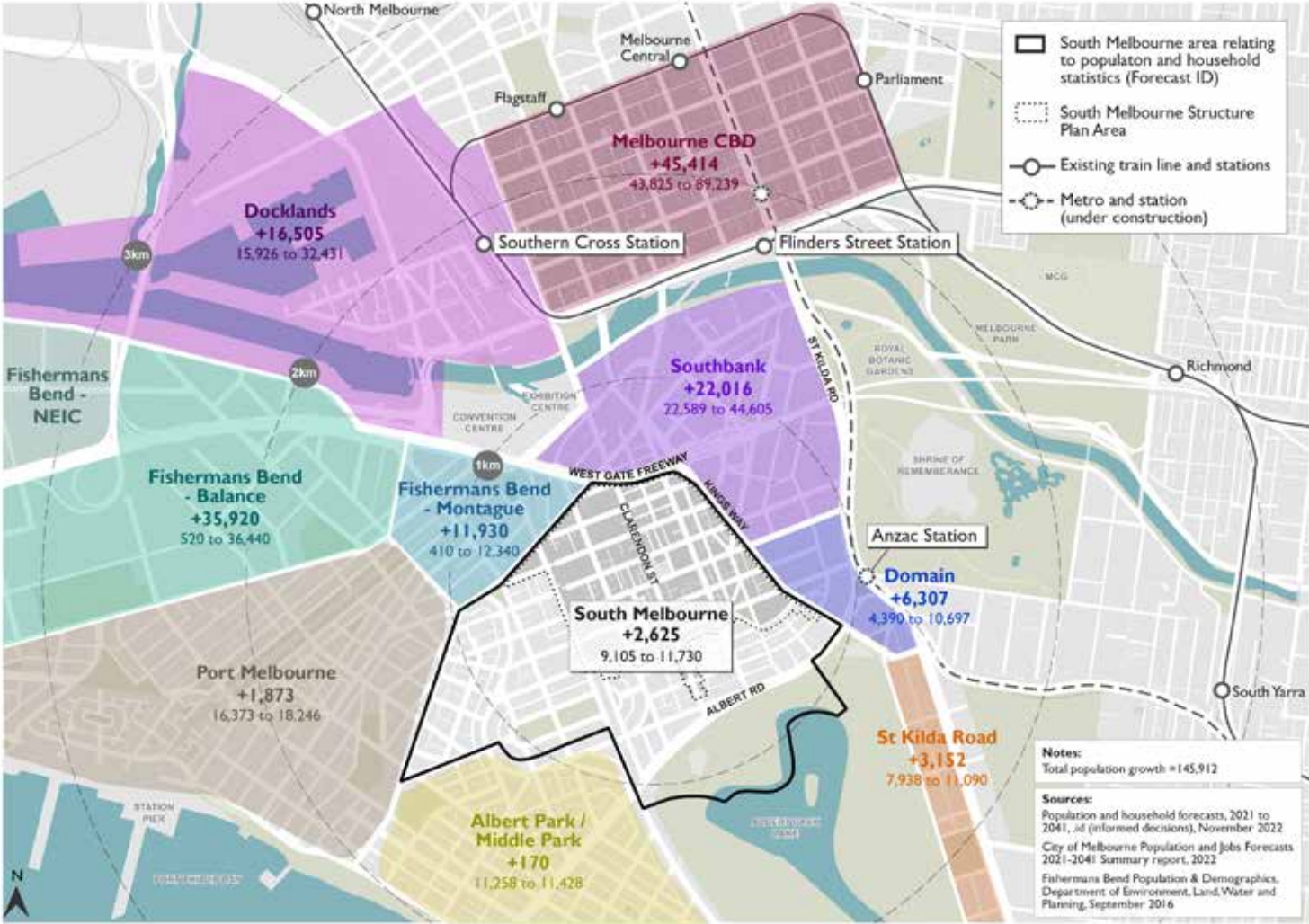


Figure 5 - Population Growth: South Melbourne and Surrounds (2021 to 2041)

Strategic context

This section summarises the strategic context for South Melbourne and the key strategies and policies that inform it, including state policy, local policy, the Port Phillip Planning Scheme, and existing *South Melbourne Structure Plan* (2007).

State Framework	
Melbourne Industrial and Commercial Land Use Plan 2020	Provides a framework to more effectively plan for future employment and industry needs, and better inform future strategic directions. It identifies parts of South Melbourne within the Structure Plan area as both ‘Regionally Significant Industrial Land’ and as a ‘Regionally Significant Commercial Area’. Kings Way and the West Gate Freeway are identified as part of the Principal Freight Network.
Plan Melbourne 2017-2050 – Metropolitan Planning Strategy	Establishes a vision for Melbourne by integrating land use, infrastructure and transport planning to meet the City’s future environmental, population, housing and employment needs. Plan Melbourne identifies South Melbourne as a Metropolitan Activity Centre, places which have an important role in accommodating housing, employment and other future needs.
Planning and Environment Act 1987	Sets the legislative framework for Victoria’s planning system. Section 4 sets out the objectives of planning in Victoria, which councils must implement.
Unlocking Enterprise in a Changing Economy Strategy 2018	Identifies South Melbourne as an enterprise precinct, one of three key areas outside Melbourne’s CBD to attract new businesses and investment.
Urban Design Guidelines (Victorian Government, 2023)	Aims to create neighbourhoods that foster community interaction and make it easy for people of all ages and abilities to live healthy lifestyles and engage in regular physical activity.
Victoria’s Climate Change Strategy 2021	Sets out a roadmap to net-zero emissions and a climate resilient Victoria by 2050.



Local Framework			
<b>Act and Adapt Sustainable Environment Strategy 2023–28</b>	Outlines the City of Port Phillip’s commitment to environmental sustainability for the organisation and the wider community. It establishes a pathway that will help transition the City to a greener, cooler more liveable City where everyone is reducing their impact on the environment and are more resilient to the impacts of climate change.	<b>In Our Backyard – Growing Affordable Housing in Port Phillip, 2015–2025</b>	Identifies the City’s role and actions it will take to grow the supply and diversity of affordable housing in the Port Phillip to address priority local housing needs.
<b>City of Port Phillip Activity Centre Strategy 2006</b>	Establishes a holistic understanding of the complex role and function of activity centres (areas focused on commercial and retail precincts) and the contribution they make to creating sustainable local communities.	<b>Live Music Action Plan 2021–24</b>	Recognises the vital role that live music plays in the everyday life of Port Phillip, being central to its communities, its identity and its past, present and future.
<b>Climate Emergency Action Plan 2023–28</b>	Outlines how the City of Port Phillip will respond to the climate emergency and how the City will collaborate with stakeholders to cut our community’s emissions and prepare for the future. It directly responds to Council’s declaration of a climate emergency on 18 September 2019.	<b>Library Action Plan 2021–2026</b>	Sets out a vision, key actions and key focus areas for library services across Port Phillip to keep library services relevant and responsive to the community.
<b>Council Plan 2023–27 (updated annually)</b>	Sets out what the City of Port Phillip wants to achieve by 2027, and how we will support the current and future health and wellbeing of the City and our people.	<b>Move, Connect, Live Integrated Transport Strategy 2018–28</b>	Along-term plan to ensuring that the community can adapt to the increasing number of trips and the challenges associated with increased congestion, while creating travel choices, prioritising effective and equitable access to transport options, and ensuring the liveability and safety of streets.
<b>Creative and Prosperous City Strategy 2023–2026</b>	Supports the creation of a thriving social, cultural and economic future for the City of Port Phillip and a continued focus on economic development and tourism, festivals, events, live music, our screen industry (including film and gaming) and arts, culture and heritage. It supports the economic recovery of the local economy following the COVID-19 pandemic.	<b>Placemaking Action Plan 2018–21</b>	The plan for reactivating areas of Port Phillip.
<b>Don’t Waste It! Waste Management Strategy 2018–28</b>	Provides the blueprint for how the City and the community will work together to create a more sustainable future, through the way waste is managed in the municipality.	<b>Places for People Public Space Strategy 2022–32</b>	Sets the vision and blueprint for the future of public spaces in Port Phillip.
<b>Games Action Plan 2020–24</b>	Recognises the opportunity for Port Phillip’s games sector and related creative industries to continue as a significant part of the City’s future economy.	<b>Port Phillip Heritage Review (Version 36, December 2021)</b>	The main heritage reference document for the City, providing a municipal-wide, post-European contact environmental history, and also includes citations for heritage precincts and individual heritage places.
<b>Greening Port Phillip, an Urban Forest Approach 2010</b>	Provides the strategic framework and policy context for the development and management of trees in Port Phillip.	<b>Spatial Economic and Employment Framework (Draft 2023)</b>	Sets out a series of directions and strategies to support economic growth and vitality over the coming years.





Port Phillip Planning Scheme			
<b>Planning Policy Framework – State Policy</b>	<p>The following State Policy in the Planning Policy Framework of most importance to South Melbourne includes:</p> <ul style="list-style-type: none"><li>• Clause 11.03–IS Activity centres and 11.03–IR Activity centres – Metropolitan Melbourne, addressing the role, function and direction for land in activity centres.</li><li>• Clause 13.01–IS Natural hazards and climate change seeks to minimise the impacts of natural hazards and adapt to the impacts of climate change through risk-based planning.</li><li>• Clause 13.01–2S Coastal inundation and erosion identifies the need to plan for and manage coastal hazard risk and climate change impacts. Importantly, it contains the strategy to plan for sea level rise of not less than 0.8 metres by 2100.</li><li>• Clause 13.07–IS Land use compatibility, seeking to protect commercial, industrial and other employment generating uses from encroachment by use or development that would compromise the ability of those uses to function safely and effectively.</li><li>• Clause 17.01–IR Diversified economy relating to Metropolitan Melbourne, which<ul style="list-style-type: none"><li>– Provides support for diverse employment generating uses, including offices, innovation and creative industries in identified areas within regionally significant industrial precincts, where compatible with adjacent uses and well connected to transport networks.</li><li>– Requires consideration of how land use change proposals can respond to local and regional employment demand or identify how it can be accommodated elsewhere.</li></ul></li><li>• Clause 17.01–IR Diversified economy – Metropolitan Melbourne – Inner Metro Region: Contains the strategy to “Retain and encourage the development of areas in and around Collingwood, Cremorne and South Melbourne for creative industries.”</li><li>• Clause 17.03–IS Industrial land supply contains the strategy to preserve locally significant industrial land for industrial or employment generating uses, unless long-term demand for these uses can be demonstrably met elsewhere.</li><li>• Clause 17.03–2S Sustainable industry, which supports the retention of small-scale industries servicing established urban areas through appropriate zoning.</li></ul>	<b>Planning Policy Framework – Local Policy</b>	<p>The following Local Policy in the Planning Policy Framework of most importance to South Melbourne includes:</p> <ul style="list-style-type: none"><li>• Clause 02.03 – Strategic directions</li><li>• Clause 02.04 – Strategic framework plans</li><li>• Clause 11.03–1L-05 – South Melbourne Central Major Activity Centre, addressing South Melbourne’s role as an activity centre.</li><li>• Clause 15.01–1L-02 Urban design, addressing landmarks, views and vistas</li><li>• Clause 15.01–5L Neighbourhood character, addressing how development should respond to specific character elements</li><li>• Clause 17.02–1L Mixed Use and office areas, addressing uses in the South Melbourne office and mixed-use precincts</li><li>• Clause 18.01–3L-01 Sustainable and safe transport in Port Phillip, addressing the provision of high-quality walking and bicycle infrastructure and facilities to and between key destinations including South Melbourne</li><li>• Clause 18.02–3L Public transport, addressing support for various new route connections and extensions to and through South Melbourne</li><li>• Clause 19.02–4L Community facilities, addressing support for new community facilities within South Melbourne Central.</li><li>• Clause 19.02–6L Public open space and foreshore, addressing strengthening existing or creating new open space in South Melbourne.</li></ul>

Port Phillip Planning Scheme			
<b>Zones</b>	<p>Land use and development in the City is regulated by planning provisions in the Port Phillip Planning Scheme.</p> <p>Zones are the primary planning tool used to control land and development in Victoria. A combination of commercial, residential, mixed use, industrial and public use zones are applied throughout the Structure Plan area, shown in Figure 5.</p> <p>Most of the land within the Structure Plan area is in the Commercial 1 Zone (applying to 33.7% of the land). The purpose of this zone at Clause 32.01 of the Port Phillip Planning Scheme is to create lively areas with a mix of shops, offices, businesses, entertainment, and homes that fit well with the size and role of the commercial centre.</p> <p>A smaller portion of the Structure Plan area (applying to 26.4% of the land), is within the Commercial 2 Zone, the central commercial and creative hub of South Melbourne. This area is a State identified enterprise precinct supporting South Melbourne’s vibrancy, along with providing meaningful local and regional employment opportunities. Additionally, this area is identified in State policy in the Melbourne Industrial and Commercial Land Use Plan 2020 as ‘Regionally significant Industrial Land’ which are to be planned for and retained as locations for employment opportunities.</p> <p>A key objective of the Commercial 2 Zone, as set out in Clause 34.02 of the Port Phillip Planning Scheme is to encourage commercial activities, without affecting the safety and amenity of adjacent, more sensitive uses. The zone mainly differs from the Commercial 1 Zone in that it prohibits residential uses, as well as allowing industrial and office uses as of right (subject to conditions), and allowing some retail, subject to the granting of a planning permit.</p> <p>The southern part of the Structure Plan area also includes large pockets of land zoned for residential purposes. The purpose of residential zones (including the Residential Growth Zone, General Residential Zone and Neighbourhood Residential Zone) at Clauses 32.07, 32.08 and 32.09 of the Port Phillip Planning Scheme respectively are to provide for residential development to varying scales responding to the specific context.</p> <p>A smaller section of land along the eastern and southern boundary of the Structure Plan area is covered by the Mixed Use Zone (MUZ). The MUZ’s purpose is to accommodate various residential, commercial, industrial, and complementary mixed-use activities.</p>	<b>Overlays</b>	<p>Overlays are a complementary planning control to the zones. Unlike zones, that deal primarily with the broader aspects of the use and development of land, an overlay generally seeks to control a specific aspect of the development of land.</p> <p>A significant proportion of South Melbourne is included in the Heritage Overlay (HO) either as part of a heritage precinct (HO440 Emerald Hill Residential, HO30 Emerald Hill Estate or HO4 City Road Industrial), or as an individual heritage place. South Melbourne contains several heritage precincts and places, including Clarendon Street and the Town Hall, some of which are included on the Victorian Heritage Register.</p> <p>The current planning requirements that address the design of development are mostly contained in Design and Development Overlay Schedule 8 (DDO8) South Melbourne Central. Parts of the Structure Plan area are also included in the Special Building Overlay to ensure development in these areas respond to flood risk.</p>
<div><div><h3>Planning Practice Notes</h3><p>Preparation of this Structure Plan has regard to the following Planning Practice Notes (PPN) and guidance material published by the Victorian Government:</p><ul style="list-style-type: none"><li>• <i>Planning Practice Note 1: Applying the Heritage Overlay</i>, August 2018</li><li>• <i>Planning Practice Note 58: Structure planning for activity centres</i>, September 2018</li><li>• <i>Planning Practice Note 60: Height and Setback Controls for Activity Centres</i>, September 2018</li></ul></div><div><ul style="list-style-type: none"><li>• <i>Planning Practice Note 94: Land Use and Transport Integration</i>, December 2021.</li><li>• <i>Practitioner’s Guide to Victoria’s Planning Schemes</i>, Version 1.5, April 2022</li><li>• <i>Urban Design Guidelines for Victoria</i>, 2023.</li></ul></div></div>			





Figure 6 – South Melbourne's zones facilitate a combination of commercial, residential, mixed, industrial and public uses.

## South Melbourne Central Structure Plan 2007

The current *South Melbourne Central Structure Plan* (2007) sets out a vision for how the area should evolve over the last 15 years.

The South Melbourne Central Structure Plan identifies what is highly valued about South Melbourne Central and provides recommendations on how to ensure that these elements are retained for the benefit of all. At the same time, it examines how South Melbourne can embrace opportunities for growth and change, and evolve as a vital inner urban area of the 21st century. It outlines strategies on how the pressure for development within the area can best be managed.

While the current Structure Plan recognises the role of South Melbourne as a Major Activity Centre, new policy is required to strengthen this role, along with South Melbourne's role as an Enterprise Precinct. Further policy support is also required to address built form and building design in South Melbourne, ensuring that change is managed in a way that responds to South Melbourne's valued attributes.

## Defining the South Melbourne Major Activity Centre

Activity centres are a focus for housing, commercial, retailing, community, employment, transport, leisure, open space, entertainment, and other services and are places where people shop, work, meet, relax and live. South Melbourne is identified as a Major Activity Centre (MAC) in *Plan Melbourne 2017–2050: Metropolitan Planning Strategy*, the Victorian Government's long-term planning strategy that guides the way Melbourne will grow and change to 2050 while remaining a liveable city.

State planning policy directs the further expansion of these services into activity centres, and recognises that activity centres are ideally placed to provide for growth in household numbers. As such, activity centres will be a major focus for change in metropolitan Melbourne.

The *South Melbourne Structure Plan Major Activity Centre Boundary Report* (November 2023) informs this Structure Plan by assessing what land should be included within the South Melbourne MAC. The activity centre boundary differs from the structure plan boundary, which delineates the complete area that is being considered as part of the structure plan.

The existing activity centre boundary defined in the existing *South Melbourne Central Structure Plan* (2007) was analysed against the Activity Centre Boundary Criteria set out in Victorian Government guidance contained in





Planning Practice Note 58 (PPN58) (September 2018). These criteria support councils to define activity centre boundaries when structure planning for activity centres. Figure 7 shows the outcome of this analysis, recommending some additional areas to the activity centre that support its role. The report shows areas that are recommended to be included in the activity centre.

Including land within the South Melbourne MAC does not directly relate to likely development potential. A range of uses with a strong functional inter-relationship with the activity centre have been included, some of which may have limited opportunity for redevelopment.



Figure 7 – South Melbourne Activity Centre and South Melbourne Central Structure Plan (2008) Area

## South Melbourne Enterprise Precinct

State planning policy recognises Enterprise Precincts as having the purpose of accommodating employment and economic activity, as set out in recently gazetted Amendment VC215 to the Victoria Planning Provisions, which implements the *Melbourne Industrial and Land Use Plan* (2020) in the Planning Policy Framework.

The *Melbourne Industrial and Commercial Land Use Plan* (MICLUP) (2020) categorised the Enterprise Precinct (land in the Commercial 2 Zone and Industrial 1 Zone) in South Melbourne as ‘Regionally Significant Industrial Land’, and as such its importance is now recognised in state planning policy, discussed previously in Part 1.

‘Enterprise Precincts’ have been the focus of investigation by the Victorian Government as a means of implementing Plan Melbourne’s strategic direction, in particular for creating the jobs of the future *Unlocking Enterprise in a Changing Economy* (DELWP, 2018).

Research into Enterprise Precincts in *Melbourne’s Enterprise Areas: Catering for the New Work Order* (Echelon Planning, 2018) found that:

- Enterprise Precincts play an important role in incubating creative industries, niche manufacturing and start-ups.
- The trend of displacing employment activities for residential uses in precincts such as these is increasing,

as residential development is more attractive to investors.

- While certain types of businesses have migrated from older inner metropolitan industrial areas to other areas, many new types of businesses that have established in these precincts, which originally due to affordability, agglomeration and business clustering, access to skilled labour and high quality amenity.

The *South Melbourne Economic, Employment and Land Use Study* (Urban Enterprise, 2023) considers how to enhance the role of South Melbourne’s Enterprise Precinct as not only a locally significant employment area, but also a regionally significant employment area. This is discussed further in Theme 1: Activities and Uses of this report.

The *South Melbourne Structure Plan Activity Centre Boundary Report* (November 2023) recognises the Enterprise Precinct as a Commercial 2 Zone outside but complementary to the South Melbourne MAC. This is a proactive approach to protect commercial use from competition with residential development. Such an approach to managing and protecting economic land in Port Phillip is recommended by the *Port Phillip Planning Scheme Review Audit Report* (2018).



## Part 2: Vision and Framework

**This section provides an overview of South Melbourne's context and the development of the South Melbourne Structure Plan**



## Vision for South Melbourne

**Uniquely South Melbourne – a flourishing, welcoming and creative community.**

Recognised as a meeting place on the traditional lands of the Kulin Nation in Naarm / Melbourne, 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, located in between Melbourne's CBD and the beaches of Port Phillip.

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.





# Theme 1: Activities and Uses

A place for living, experiencing, creating and innovating

## Introduction

South Melbourne has emerged in the last 20 years as a centre for Melbourne's creative industries. This, coupled with the strong presence of professional and financial services, along with retail, hospitality and personal services, highlight the significance of South Melbourne's contribution to the local and regional economy.

Between 2020 and 2040, South Melbourne is expected to see a significant growth in job opportunities, with the number of jobs set to rise from 23,100 to a range of 30,700 to 36,700. This represents an increase of approximately 7,600 to 13,600 jobs, equating to a growth rate of about 33% to 59%. This growth is underpinned by robust state planning policies that support the retention of commercial and industrial land in South Melbourne, designating it as both a Major Activity Centre and regionally significant Enterprise Precinct.

The *South Melbourne Employment, Economic and Land Use Study* (Urban Enterprise, November 2023) highlights that South Melbourne's economic success has been partly driven by:

- Favourable land use zoning and development opportunities, especially land in the Commercial 2 Zone
- Its strategic location proximate to the Central City, south-eastern suburbs, western suburbs and beyond
- Transport connectivity including:
  - Key roads such as Kings Way and the West Gate Freeway
  - Public transport

- Cycling infrastructure
- Recognition for creative and technology businesses
- An established activity centre with a vibrant retail and hospitality scene
- Sought-after residential opportunities within South Melbourne itself and the neighbouring precincts of Southbank, Domain and Montague.

Further, as businesses increasingly compete for talented workers, with those workers equally seeking high levels of local amenity, South Melbourne offers distinct advantages over traditional working environments. Unlike other commercial precincts of Melbourne, South Melbourne combines this economic edge with a range of housing options. However, the affordability of housing and workspaces is increasingly diminishing, requiring a nuanced land use planning framework.

The ongoing development of the Fishermans Bend Urban Renewal Area to the west of South Melbourne, particularly the Montague Precinct adjacent to the Structure Plan area, will reshape the land use mix and economic landscape of the area. South Melbourne is well placed to respond to this challenge by leveraging its many advantages and the aspects that differentiate it from surrounding areas.



## South Melbourne's land use context

As shown on Figure 5 on page 14, the population of South Melbourne and its neighbours will grow by 145,912, from 134,355 in 2021 to 280,287 in 2041.

The *Port Phillip Spatial Economic and Employment Framework* highlights that the substantial population increase expected within major urban renewal precincts within and adjacent to the municipality will increase demand for retail and services in Port Phillip, as well as creating a larger labour force.

Within this context South Melbourne has an important role to play in accommodating businesses seeking proximity to the Fishermans Bend National Employment and Innovation Cluster (NEIC) and will have an important role to play in productivity growth for the regional economy.

Therefore, accommodating business and employment growth in the northern part of the municipality, including within South Melbourne, is an economic priority of this Structure Plan.

Further, the northern part of the City is the subject of major public transport investment and land use change which presents opportunities for business attraction and employment growth (Figure 8). The attraction of South Melbourne to business is demonstrated by more than half of all commercial development within the City of the past five years being in South Melbourne. Importantly, South Melbourne is one of the few areas in the City with a dedicated employment only zone.

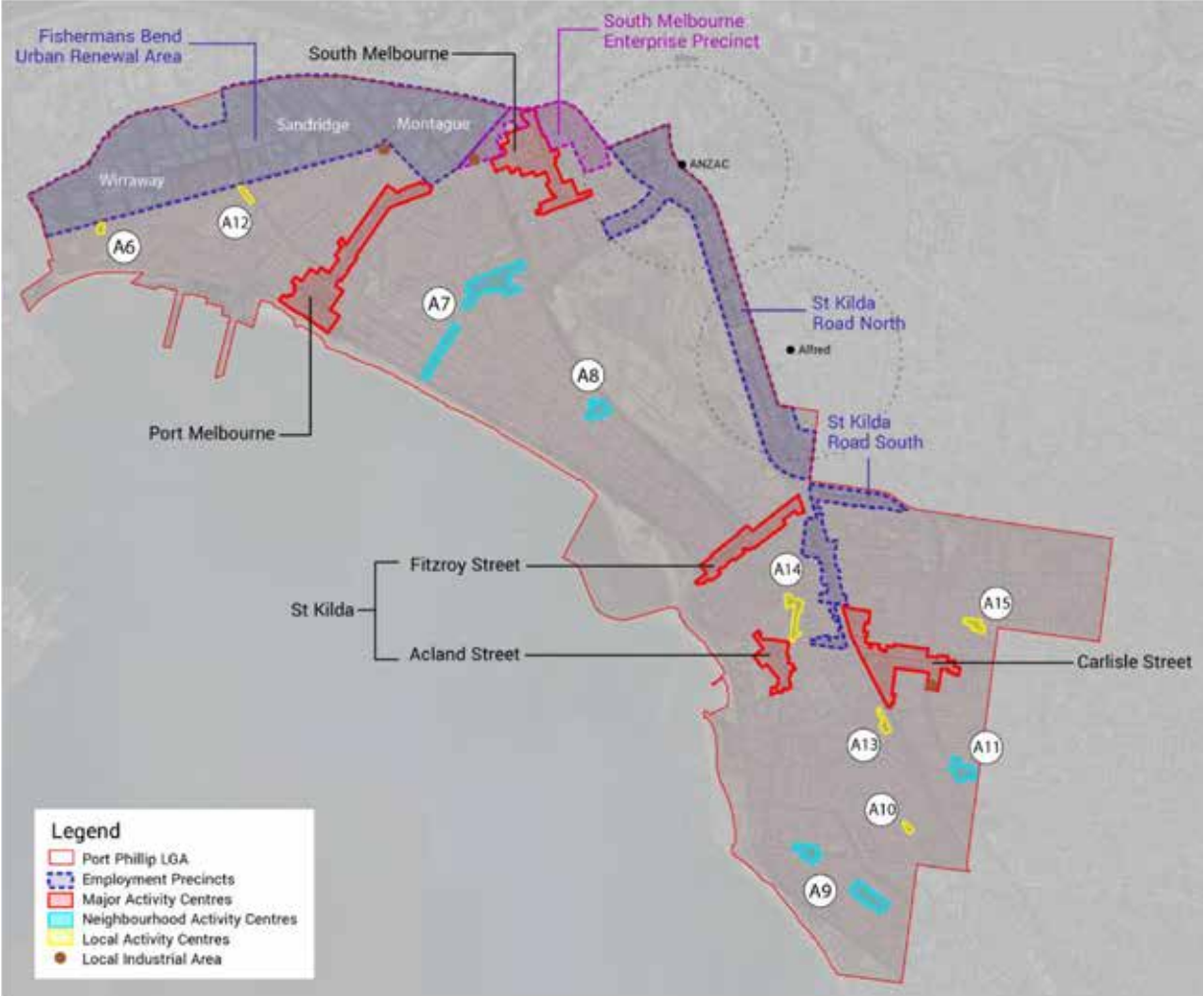


Figure 8 – South Melbourne's spatial context within the City of Port Phillip (Port Phillip Spatial Economic and Employment Framework 2023)



### How will the South Melbourne Structure Plan support this theme?

The following objectives and actions under this theme will help deliver the vision for South Melbourne, represented spatially in Figure 9.

- Protect and enhance local strengths such as heritage, mid rise built form and genuine mix of land uses (Activities and Uses Objective 1).
- Protect a critical mass of employment land to support a thriving Enterprise Precinct (Activities and Uses Objective 1).
- Retain, support and grow South Melbourne's economic specialisations and retail opportunities, and accommodate ongoing demand for office space in South Melbourne (Activities and Uses Objective 2).
- Provide opportunities for ongoing reinvestment, mixed use development and new employment floorspace in areas close to public transport, especially within walking distance to Anzac Station and Park Street tram upgrade. (Activities and Uses Objective 3).
- Provide a range of affordable business spaces which suit micro, small and medium businesses (Activities and Uses Objective 4).
- Capitalise on the popularity of the South Melbourne Market to create a thriving street-based retail precinct (Activities and Uses Objective 5).

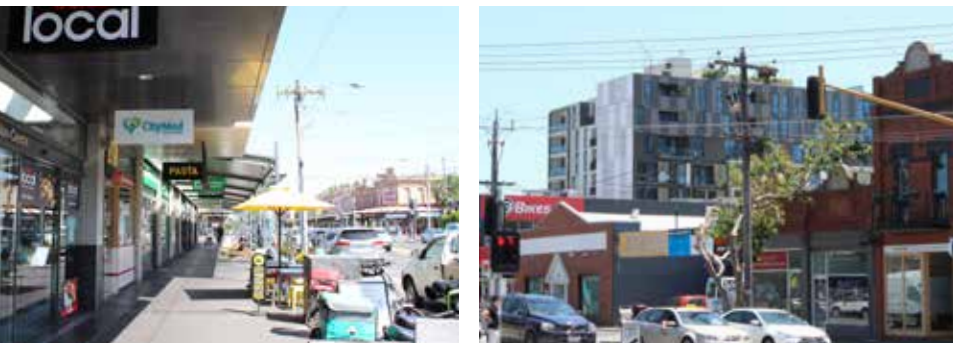
- Accommodate the housing needs of a welcoming, resilient and future-focused community (Activities and Uses Objective 6).
- Community infrastructure to enhance social connection (Activities and Uses Objective 7).

The key technical reports and strategies underpinning the objectives and actions under this theme are:

- For Activities and Uses Objectives 1 to 5, the *South Melbourne Employment, Economic and Land Use Study* (Urban Enterprise, November 2023 and *Port Phillip Spatial Employment and Economic Framework* (forthcoming).
- For Activities and Uses Objective 6, the forthcoming *Places to Live: Port Phillip Housing Strategy*.
- For Activities and Uses Objective 7, the *Creative and Prosperous City Strategy 2023-26* and *Library Action Plan 2021 to 2026*.



Figure 9 – South Melbourne's Activity Centre, Enterprise Precinct and key civic hubs



## Activities and Uses Objective 1: Protect and enhance local strengths such as heritage, mid rise built form and genuine mix of land uses.

### Providing detailed planning policy to guide decision making

This Structure Plan will inform a new place based local policy for South Melbourne in the Port Phillip Planning Scheme that provides updated direction to support South Melbourne as a vibrant, diverse, accessible, and high amenity Major Activity Centre and Enterprise Precinct. The new policy in the Port Phillip Planning Scheme will help implement the strategic vision for South Melbourne by providing specific direction on economic development, built form, heritage, movement and access and the public realm. It will also reinforce South Melbourne's role as a Major Activity Centre and Enterprise Precinct, in line with State Planning Policy direction.

Further detail about new built form controls is in Theme 2: Built Form and Building Design.

### Protecting South Melbourne's heritage

South Melbourne's heritage, which also encompasses that of the traditional custodians of the land, is a vital component of South Melbourne's identity and story. This Structure Plan aims to honour and celebrate South Melbourne's rich heritage, both its the tangible and intangible aspects, wherever possible.

New built form controls set out in the South Melbourne Structure Plan will

continue to protect and enhance South Melbourne's heritage character by setting out parameters for new development, including both existing heritage buildings and infill development, within and abutting heritage areas. It will do this by implementing the recommendations of the *City of Port Phillip Stage 2 Heritage Review: South Melbourne* (Trethowan, 2023) to address gaps in the Heritage Overlay will protect places assessed as being of local significance. These places are set out in Figure 10. Further detail about new built form controls and heritage is in Theme 2: Built Form and Building Design.







Figure 10 – Places recommended to be included in the Heritage Overlay

## Improving recognition of 'enterprise precincts' in local planning policy

The South Melbourne Structure Plan provides opportunities to better recognise South Melbourne's Enterprise Precinct in local policy. State policy at Clause 17.01 Employment (Clause 17.01-2S Innovation and research) includes a strategy to support the development of enterprise precincts to create opportunities for innovation and the knowledge economy. Additionally, State policy at Clause 17.01-R (Diversified economy - Metropolitan Melbourne - Inner Metro Region) contains a strategy to retain and encourage the development of areas in and around Collingwood, Cremorne and South Melbourne for creative industries.

Enterprise precincts are recognised in the *Melbourne Industrial and Commercial Land Use Plan* (Victorian Government, 2020) and *Unlocking Enterprise in a Changing Economy* (Victorian Government, 2018). They play a critical role in Victoria by providing land for businesses to establish and for the development of ideas that drive innovation across industries. Their ongoing success requires state and regional planning policy support and strategic direction.

Similarly, both the *South Melbourne Employment, Economic and Land Use Study* (Urban Enterprise, November 2023) and *Port Phillip Spatial Employment and Economic Framework* recognise the contribution of South Melbourne's Enterprise Precinct to the City's and broader metropolitan economy. Recognising this important function in

local policy and will ensure that South Melbourne's Enterprise Precinct can drive innovation and provide varied employment opportunities for many years to come.

## Retaining the Commercial 2 Zone in South Melbourne's Enterprise Precinct

South Melbourne's Commercial 2 Zone (C2Z) has supported South Melbourne's success as an Enterprise Precinct, anchored by its specialisations in creative industries and professionals services. Retaining the C2Z will protect the enterprise precinct's future employment growth, as recommended by the South Melbourne Employment, Economic and Land Use Study. In turn, this will strengthen South Melbourne's specialisations, while also providing opportunities for new industries to establish in South Melbourne and contribute to its vitality.

Rezoning the 'City Road Industrial Triangle' bound by City Road, Ferrars Street and York Street from the Industrial 1 Zone (IN1Z) to the C2Z will accurately reflect the land uses taking place in this area (Figure 11). The nature of these land uses aligns with those within the broader Enterprise Precinct, providing greater certainty around development outcomes for this area.

In recognition of this area's current industrial zoning it is also recommended to apply an Environmental Audit Overlay (EAO) to ensure land is suitable for sensitive uses such as child care centres.

Applying the EAO to the entire area effects the approach taken in the abutting

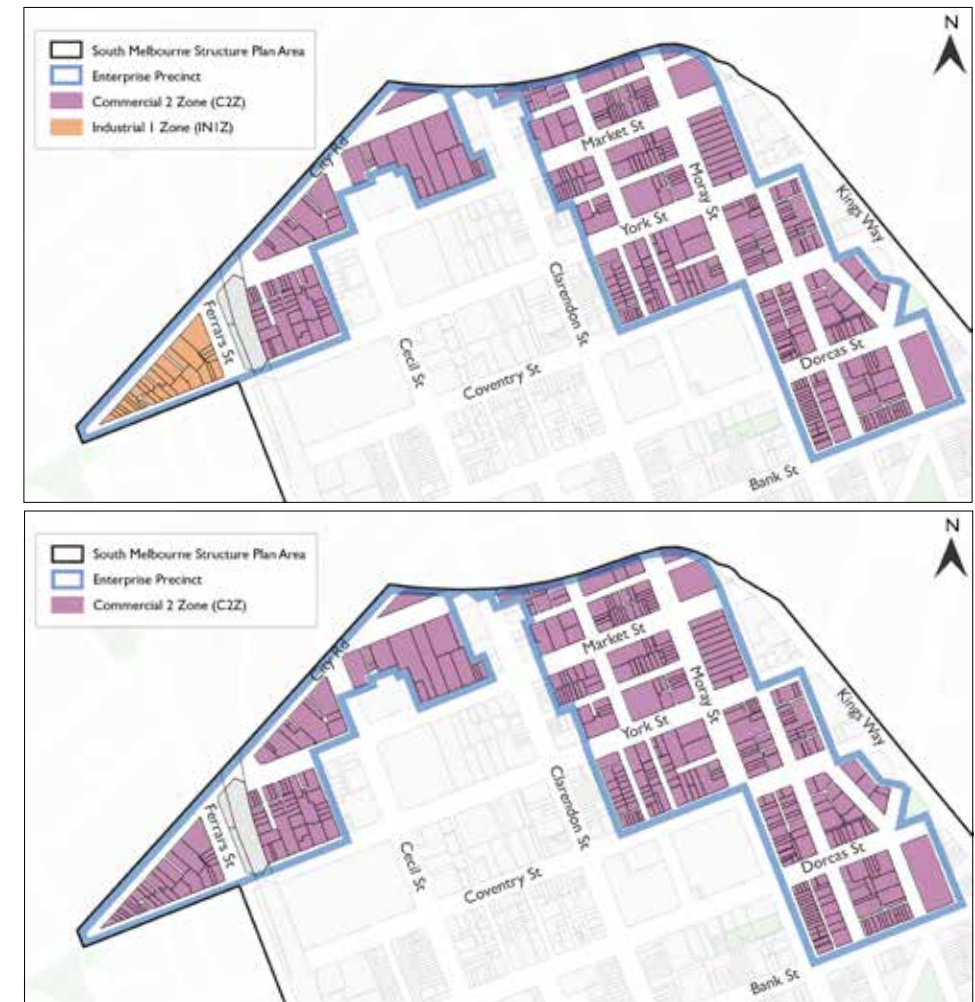


Figure 11 – South Melbourne's Enterprise Precinct with City Road triangle rezoned to Commercial 2 Zone.



Fishermans Bend, where the EAO has been applied to all precincts where residential development and other sensitive uses are envisaged. Studies undertaken to inform the Fishermans Bend Framework (Victorian Government, 2018) suggest that heavy metals and solvents may be widespread across Fishermans Bend and confirm issues with ground water contamination due to past land use activities. Further, a portion of Ferrars Street abutting the area is identified as a Groundwater Restricted Use.

Defining the spatial extent of the South Melbourne Major Activity Centre

Activity centres are a focus for housing, commercial, retailing, community, employment, transport, leisure, open space, entertainment and other services and are places where people shop, work, meet, relax and live.

State planning policy directs the further expansion of these services into activity centres, and recognises that activity centres are ideally placed to provide for growth in household numbers. As such, activity centres will be a major focus for change in metropolitan Melbourne.

Plan Melbourne 2017-2050: Metropolitan Planning Strategy identifies South Melbourne as a Major Activity Centre. The Victorian Government defines Major Activity Centres as places that provide a suburban focal point for services, employment, housing, public transport and social interaction.

The South Melbourne Activity Centre Boundary Report (November 2023) recommends some additions to the South Melbourne Major Activity Centre, illustrated in Figure 12. These recommended additions accord with the criteria outlined in Planning Practice Note 58: Structure planning for activity centres (Victorian Government, 2018). The additions also align with the 20-minute neighbourhood concept, as defined in Plan Melbourne. In doing so, the planning framework applying to South Melbourne will accurately reflect the land uses that support its function as a Major Activity Centre.

Residential precincts

South Melbourne comprises two residential areas east and west of Clarendon Street comprising low rise houses often interspersed by mid-rise apartment and townhouse developments. Most of these areas are in the Heritage Overlay. These residential areas are mostly in the Neighbourhood Residential Zone, which has a height limit of 9 metres or two storeys, however some sites are in the General Residential Zone, which has a height limit of 11 metres or three storeys. Park Towers is in the Residential Growth Zone.

Detailed planning and building requirements for these areas are already in the Port Phillip Planning Scheme. Including these areas in the Structure Plan area seeks to protect their established streetscape character, an attribute highly valued by the community. Importantly, the South Melbourne

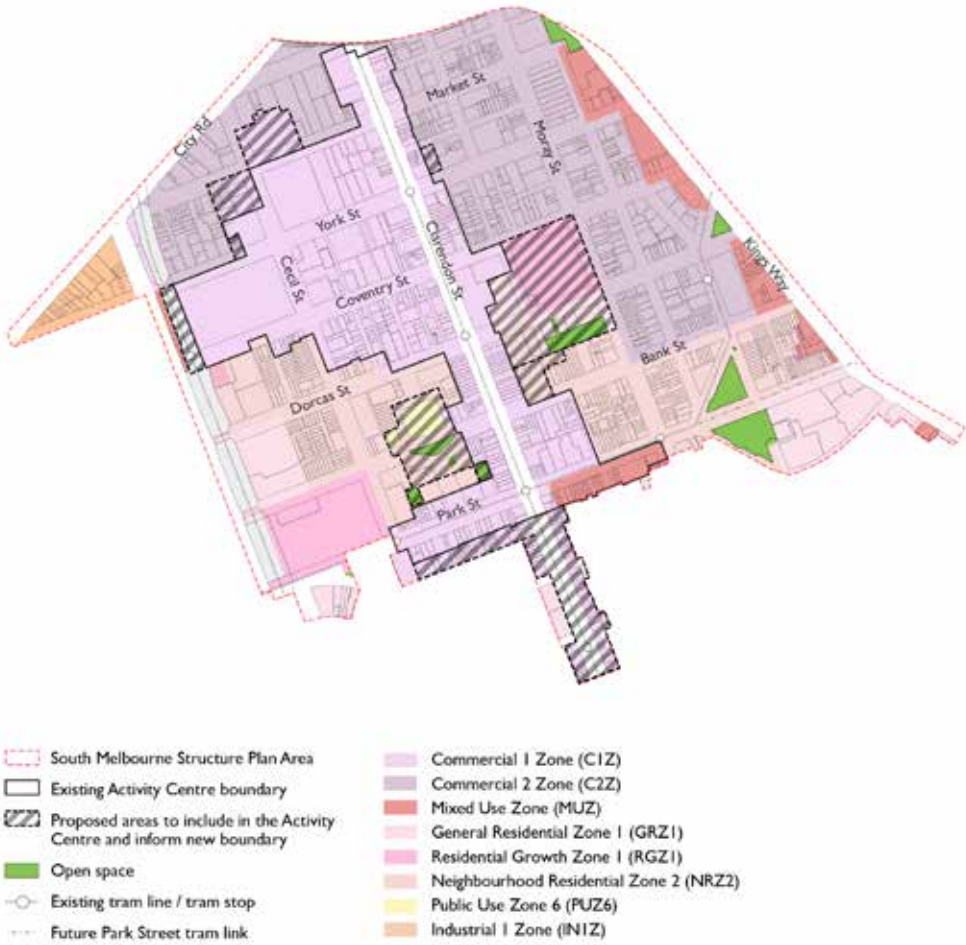


Figure 12 – Proposed South Melbourne Activity Centre Boundary

Structure Plan to ensure that the fine grain character and heritage values of the residential areas are respected by building scale and design in larger adjoining commercial development.

Fixing zoning anomalies

There are three identified zoning anomalies in South Melbourne, where two zones apply to a single site. These are listed in Figure 13 and location shown in Figure 14. Correcting these anomalies so one zone applies will facilitate clear direction on future use and development, along with better supporting the role of South Melbourne’s activity centre. Further

justification about each rezoning is in South Melbourne Structure Plan: Zoning Anomalies Report (City of Port Phillip, November 2023). Other than the proposed rezonings, the application of existing zones will be retained to ensure that both South Melbourne’s Activity Centre and Enterprise Precinct can thrive, along with providing meaningful employment opportunities that contribute to South Melbourne’s economic specialisations and competitive advantage. The proposed zoning framework for South Melbourne is shown in Figure 15.

Address	Current Zone	Recommended Zone
① The block of land bound by York, Cecil, Market and Northumberland streets, South Melbourne	Part Commercial 1 Zone, part Commercial 2 Zone	Commercial 1 Zone
② 176-188 Bank Street, South Melbourne (former South Melbourne Butter Factory)	Neighbourhood Residential Zone – Schedule 2	Commercial 1 Zone
③ 383-385 Clarendon Street, South Melbourne	Part Commercial 1 Zone, part Neighbourhood Residential Zone Schedule 2	Commercial 1 Zone
④ 68-72 York Street, 191-199 Clarendon Street and 31 Ross Street, South Melbourne	Part Commercial 1 Zone, part Commercial 2 Zone	Commercial 1 Zone

Figure 13 – Sites identified as zoning anomalies and proposed new zone

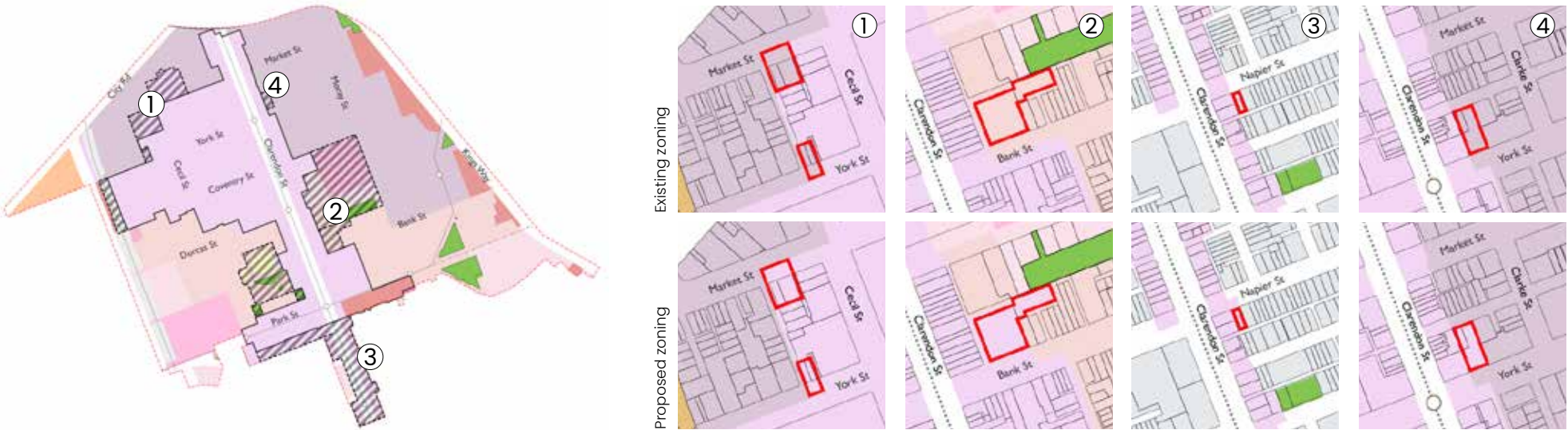


Figure 14 – Location of sites identified as zoning anomalies and proposed new zone





Figure 15 – Proposed zoning framework for South Melbourne.

## Actions

### Planning Scheme Amendment – Policy

- 1.1 Prepare a planning scheme amendment based on the content in this South Melbourne Structure Plan to:
  - Introduce a new place-based policy and replace the existing Design and Development Overlay Schedule 8 in the Port Phillip Planning Scheme that supports South Melbourne as a vibrant, diverse, accessible and high amenity Major Activity Centre and Enterprise Precinct.
  - Includes specific policy on economic development, built form and heritage, access and movement and the public realm.
  - Ensure planning policy and controls encourage a wide range of land uses in the Major Activity Centre and position the Enterprise Precinct as the last remaining ‘business only’ land area in the southern city fringe, where residential uses are prohibited and range of building types is retained to cater for diverse businesses.
- 1.2 Ensure built form controls for South Melbourne differentiate the area from neighbouring areas so that different business settings are available to a range of business types over the medium to long term.
- 1.3 Ensure local policy in the Port Phillip Planning Scheme continues to recognise South Melbourne as a Major Activity Centre that encourages a range of commercial, retail, residential and public uses.
- 1.4 Use the *South Melbourne Structure Plan: Activity Centre Boundary Report* (November 2023) to define the spatial extent of the South Melbourne Major Activity Centre as shown in Figure 13, extending its spatial extent to include:
  - Site 1: 100 Market Street (existing Aldi centre site)
  - Site 2: 80–94 Cecil Street, 166–180 York and 80–94 Market Streets
  - Site 3: South Melbourne Station Route 96 light rail tram stop
  - Site 4: Area comprising Homes Victoria public housing site at 166 Moray Street and 209 Dorcas Street, Skinners Adventure Playground at 179 Dorcas Street, St Lukes Anglican Church at 210 Dorcas Street, the Greek Orthodox Archdiocese of Australia at 221–229 Dorcas Street and Apple Blossoms Early Learning Centre at 219 Dorcas Street South Melbourne
  - Site 5: 176–188 Bank Street South Melbourne (Former South Melbourne Butter factory)

- Site 6: Emerald Hill ‘civic heart’: Area comprising South Melbourne Town Hall, Emerald Hill Library and Heritage Centre, 222 Bank Street (currently occupied by Access Arts Victoria), Foundry Site Park and Edythe McCallum Reserve and the current South Melbourne Police Station at 211 Bank Street
- Site 7: Land already in the Commercial 1 Zone bound by Park, Clarendon, Dow and Cecil streets
- Site 8: Land along Clarendon Street between Park and Thomson Streets already in the Commercial 1 Zone
- Site 9: 31 Ross Street and rear of 68–72 York Street.

### Planning Scheme Amendment – Rezoning

- 1.5 Correct zoning anomalies shown in Figures 14 and 15 at the following addresses:
  - The block of land bound by York, Cecil, Market and Northumberland streets, South Melbourne
  - 176–188 Bank Street, South Melbourne (former South Melbourne Butter Factory)
  - 383–385 Clarendon Street, South Melbourne
  - 68–72 York Street, 191–199 Clarendon Street and 31 Ross Street, South Melbourne
- 1.6 Rezone land currently in the Industrial 1 Zone to the Commercial 2 Zone and apply the Environmental Audit Overlay to support this area’s future growth and evolution as part of the broader South Melbourne Enterprise Precinct.
- 1.7 Retain the Commercial 2 Zone in the South Melbourne Enterprise Precinct.
- 1.8 Other than proposed rezonings, retain application of existing zones within the Structure Plan area as shown in Figure 15.



Actions

Planning Scheme Amendment – Heritage gaps

- 1.9 Implement the *City of Port Phillip Stage 2 Heritage Review: South Melbourne* (Trethowan, 2023) by:
- Adding the places assessed as being of local significance, listed in Figure 10, to the Heritage Overlay of the City of Port Phillip Planning Scheme.
  - Including the new statements of significance for the significant places as incorporated documents in the Port Phillip Planning Scheme.
  - Adding the properties assessed as being of local contributory significance, listed in Figure 10, to the Heritage Overlay of the City of Port Phillip Planning Scheme as Contributory places within revised precinct boundaries for Heritage Overlay 440 (Emerald Hill Residential Precinct).
    - City Edge Complex, 89 & 99 Eastern Road and 36A & 58A Napier Street
    - House, 110 Bank Street
    - House, 128-130 Bank Street
    - House, 21 Dorcas Street
    - Terrace row, 151-155 Dorcas Street
    - Alma and Tasma Terrace, 68-70 Market Street
    - Corner shop and residence, 108 Bank Street
    - Warehouse 167-173 Coventry Street
    - Former Factory, 82-86 Clarke Street
    - Former Factory, 49-55 York Street
    - Former Star Hotel (now Hotel South Melbourne), 152 Clarendon Street
    - Former Warehouse, 2 Alfred Place
    - Shops, 214-216 & 220 Clarendon Street
    - Former Stables, 31 Ross Street
    - House, 22 Moray Street



Activities and Uses Objective 2:  
Retain, support and grow South Melbourne’s economic specialisations and retail opportunities, and accommodate ongoing demand for office space in South Melbourne.

Policy to support South Melbourne’s economic specialisations, retail growth and demand for offices

The *South Melbourne Employment, Economic and Land Use Study* (Urban Enterprise, November 2023) identifies the following economic specialisation for South Melbourne:

1. **Creative industries** – an evolving mix of sectors spanning arts, culture, screen, music, design, games development, fashion, publishing and more. Victoria’s creative industries largely comprise small organisations, micro businesses and sole practitioners. They operate within a creative ecosystem that extends from iconic cultural attractions and global businesses to educational institutions, government bodies and community groups.
2. **Professional and financial services** – activities that relate to real estate and property services, engineering, management advice and consulting, insurance, legal, investment and accounting services, and administrative related services.
3. **Retail, hospitality and personal services** – activities that relate to the retailing of goods and services, hospitality and personal services such as fitness, recreation, health, wellbeing and beauty.

These specialisations add an estimated \$1.1 billion to Port Phillip’s economy, demonstrating the overall importance of these industries in terms of productivity and value-add to the local economy.

New planning controls and policy will help continue to guide urban design and development outcomes that ensure South Melbourne remains attractive to these businesses. Such outcomes include:

- Preserving valued aspects of South Melbourne’s heritage and physical character
- Preserving and enhancing the amenity of streets (for example sunlight access on key pedestrian routes, street activation, openness and sky visibility, street activation)
- Maintaining a distinction between the low to medium rise character of South Melbourne and high rise buildings in the CBD, Southbank and along Kings Way.

New planning controls and policy will also cater for demand for retail and office floorspace. Based on projected employment growth and current development activity, there is expected to be the need for approximately 145,000 to 187,000 square metres of office space in South Melbourne by 2040. In addition, projections indicate between 16,000 square metres and 21,000 square metres of retail floorspace could be supported in South Melbourne by 2040. These projections need to be monitored and may vary over time.

Provide the infrastructure to retain, support and grow South Melbourne’s economic specialisations

Digital infrastructure<sup>1</sup> is one of nine identified success factors of Enterprise Precincts (*Unlocking Enterprise in a Changing Economy*, DELWP 2018). Providing the necessary utilities and infrastructure is central to supporting connectivity, collaboration, and innovation, for example supplying high-capacity broadband networks. Opportunities may also exist to embed smart technologies that enable real-time data to be collated and used to inform planning and guide investment.



<sup>1</sup> Digital infrastructure refers to the combination of technology and what we need to make it work, innovate and deliver, such as standards, policies and processes.



Supporting business establishment and growth, linking local workers with local jobs and exploring opportunities to expand the night time economy

The City is committed to actively supporting business establishment and growth in South Melbourne and throughout the municipality. Examples include the City of Port Phillip’s Business Concierge service, as well as working with traders’ associations, the Prosperous Port Phillip Business Advisory Group and other stakeholder groups. Continuing these initiatives will support South Melbourne’s growth. Delivering placemaking<sup>2</sup> initiatives guided by public realm actions in the South Melbourne Structure Plan and building on the directions in the *Creative and Prosperous City Strategy 2023–2026* to develop an investment attraction strategy are also important initiatives that will support South Melbourne’s attractiveness to businesses.

South Melbourne provides a vibrant retail, hospitality, and personal services sector, coming second only to St Kilda in the density of live music venues<sup>3</sup>. However, there is a notable lack of vibrancy in the Enterprise Precinct, defined by the Commercial 2 Zone. These areas can be

2 Placemaking involves the community, stakeholders and Council working together to plan, design, develop, activate, manage and evaluate spaces, neighbourhoods and precincts such as South Melbourne.

3 CoPP Live Music Action Plan 2021–24

rather dark and unsafe at night due to the absence of a thriving nighttime economy, given workers tend to head straight home after work without lingering. Therefore, opportunities exist to investigate how to leverage this specialisation to expand South Melbourne’s night time economy, including designating South Melbourne as a live music precinct similar to St Kilda<sup>4</sup>.

The most common occupations held by South Melbourne residents are professionals (40%) and managers (23%) in the professional, financial, technical and insurance service sectors, generally reflecting South Melbourne’s economic specialisations. Hence, exploring how to link the expertise of the local workforce with local businesses will not only support South Melbourne’s economic development, but also its vibrancy as more people live and work within their neighbourhood. Connecting local secondary school and tertiary students to businesses will help develop the expertise of the emerging workforce of the future, including connecting students from the new University of Melbourne Fishermans Bend campus to be delivered in the City of Melbourne.

Within this work are opportunities to collaborate with and advocate to the State Government for investment attraction, infrastructure delivery, workforce and destination development.

4 St Kilda Live Music Precinct Policy June 2023

Data collection and monitoring to drive ongoing investment in South Melbourne

City fringe locations such as South Melbourne offer important alternatives to the Melbourne’s CBD that function as a network of inner employment and business hubs, as highlighted by both the *South Melbourne Employment, Economic and Land Use Study* (Urban Enterprise, November 2023) and *Port Phillip Spatial Economic and Employment Strategy* (forthcoming). A new generation of workers seek high levels of local amenity and are attracted to businesses in non-conventional office buildings and South Melbourne’s attributes are well matched to this trend.

As South Melbourne’s popularity as a business destination increases, it will be

crucial to collect accurate and detailed data to effectively monitor and review business activity in South Melbourne and encourage ongoing investment.

Using South Melbourne as a pilot to establish a municipal Census of Land Use and Employment similar to that undertaken by the City of Melbourne to collect data and build a database containing key information will expand and enhance the City of Port Phillip’s business planning, policy development and strategic decision making capacity. By providing more comprehensive information about land use, employment and economic activity in South Melbourne, it would also support investors, consultants, students, urban researchers, property analysts and businesses gain key insights into why South Melbourne is an attractive location for business and investment, therefore



Actions

Planning Scheme Amendment – Policy

- 1.10 As part of preparing a planning scheme amendment to implement the South Melbourne Structure Plan in the Port Phillip Planning Scheme, ensure the planning policy framework in the Port Phillip Planning Scheme for South Melbourne provide opportunities to:
  - Encourage the Major Activity Centre and Enterprise Precinct grow and improve its hospitality and speciality food offering
  - Leverage South Melbourne’s specialisation in hospitality and speciality food to grow its offering in the Enterprise Precinct
  - Provides additional core retail floorspace to meet the needs of the growing resident, worker and visitor catchment
  - Support non-food retailers to respond to online and other competition.
  - Accommodate projected employment growth and ongoing demand for office space, especially in small and medium premises
  - Support and grow the number of media businesses, including through the retention of suitable premises where possible
  - Protect and advance South Melbourne as a creative industries cluster.

Digital infrastructure

- 1.11 Support the provision of high-capacity digital infrastructure throughout South Melbourne.
- 1.12 Investigate opportunities to provide ‘smart’ infrastructure within South Melbourne to facilitate innovation, investment and data activation.

Support business establishment and growth

- 1.13 Encourage businesses to establish in South Melbourne and support their prosperity by:
  - Building on the directions in the *Creative and Prosperous City Strategy 2023–2026* to develop an investment attraction strategy for South Melbourne
  - Continue using the City of Port Phillip’s Business Concierge service to support businesses establish and grow their business in South Melbourne

- Continue working with and supporting the Clarendon and Coventry Streets Business Association and other stakeholder groups to support businesses and drive investment in South Melbourne
- Continue working with the Prosperous Port Phillip Business Advisory Group to:
  - Identify and facilitate the co-creation and co-contribution of short, medium and longer-term actions the City can make to achieve a vibrant and thriving City
  - Support recovery efforts for local traders hit hard by the COVID-19 pandemic
  - Create and attract new jobs to Port Phillip.
- Delivering placemaking initiatives guided by public realm actions in this South Melbourne Structure Plan.
- 1.14 Work with State Government departments and agencies to advocate for State Government investment attraction, infrastructure delivery, workforce and destination development.
- 1.15 Investigate opportunities to expand South Melbourne’s night-time economy, particularly within the C2Z area through a strategic review.
- 1.16 Seek opportunities to support live music in South Melbourne, including exploring the possibility of designating South Melbourne as a dedicated live music precinct.

Linking local workers with local jobs

- 1.17 Provide South Melbourne’s educated labour force with opportunities to work closer to their homes by:
  - Exploring how to connect South Melbourne’s educated labour force with local businesses
  - Exploring how to connect local educational institutions and local students with local businesses
  - Retaining employment land, especially land in the Enterprise Precinct that is in the Commercial 2 Zone.



Actions

Collect accurate and detailed data to effectively monitor and review business activity in South Melbourne and encourage ongoing investment

- 1.18 Investigate the feasibility of using South Melbourne as a pilot to establish a municipal Census of Land Use and Employment similar to that undertaken by the City of Melbourne to collect data and build a database containing information such as:
- Industry structure and type (ANZSIC code and number of establishments or business locations)
  - Floor space type and use (office, retail, industrial, accommodation or entertainment and office vacancy rates)
  - Employment type (full-time, part-time, casual or contractor)
  - Building information (number of floors, year of construction, gross floor area and lettable area)
  - Venue and capacity measures (café or restaurant seats, child care centre spaces, off-street car parking spaces, bicycle and shower facilities, residential dwellings, student dwellings, student beds, theatre and stadium seats, conference and meeting seats and gaming machines)
  - Spatial distribution (maps, CLUE small areas, blocks and customised regions).
- 1.19 Monitor the growth and change in South Melbourne by reviewing changes in commercial office floorspace, employment growth, planning permit activity and rents.



Activities and Uses Objective 3:  
Provide opportunities for ongoing reinvestment, mixed use development and new employment floorspace in areas close to public transport, especially within walking distance to Anzac Station and Park Street tram upgrade.

Encouraging and supporting investment in South Melbourne’s economy

One of South Melbourne’s strategic advantages is its excellent access to public transport. The new Anzac Station, expected to open in 2025, will strengthen this advantage. Anzac Station will provide heavy rail public transport to the South Melbourne and St Kilda Road areas for the first time. Anzac Station will improve access to South Melbourne from Melbourne’s north-western and the south-eastern suburbs. Associated with the new Anzac Station will be the construction of the Park Street link, which will redirect trams from St Kilda Road along Park Street and Clarendon Street into the CBD. This will significantly increase trams and commuters traveling through South Melbourne, potentially encouraging greater visitation into South Melbourne.

Figure 16 shows that the south-eastern section of the Enterprise Precinct will be within 800m (a standard measure of ‘walking distance’) from the station entrance. This includes land in the Commercial 2 Zone as well as the Mixed Use Zone fronting Kings Way. In turn, improving accessibility and walkability from Anzac Station to South Melbourne’s Activity Centre and Enterprise Precinct will be crucial.

Given Anzac Station will significantly improve public transport access to the South Melbourne and St Kilda Road areas, it is expected that demand will increase

for employment uses. According to the South Melbourne Employment, Economic and Land Use Study, commercial floorspace requirements are projected to be between 145,000 to 187,000 square metres by 2040 .

New planning policy and controls presented in the South Melbourne Structure Plan and implemented in the Port Phillip Planning Scheme will encourage ongoing reinvestment, mixed use development and new employment floorspace in areas close to public transport. Doing so will ensure that South Melbourne remains a premiere location for a variety of businesses within its Enterprise Precinct and activity centre.

The South Melbourne Structure Plan area shares a direct interface with the Domain precinct. Adopted by Council on 18 September 2019, the *Domain Precinct Public Realm Masterplan* will continue to guide public realm improvements in the Domain precinct.

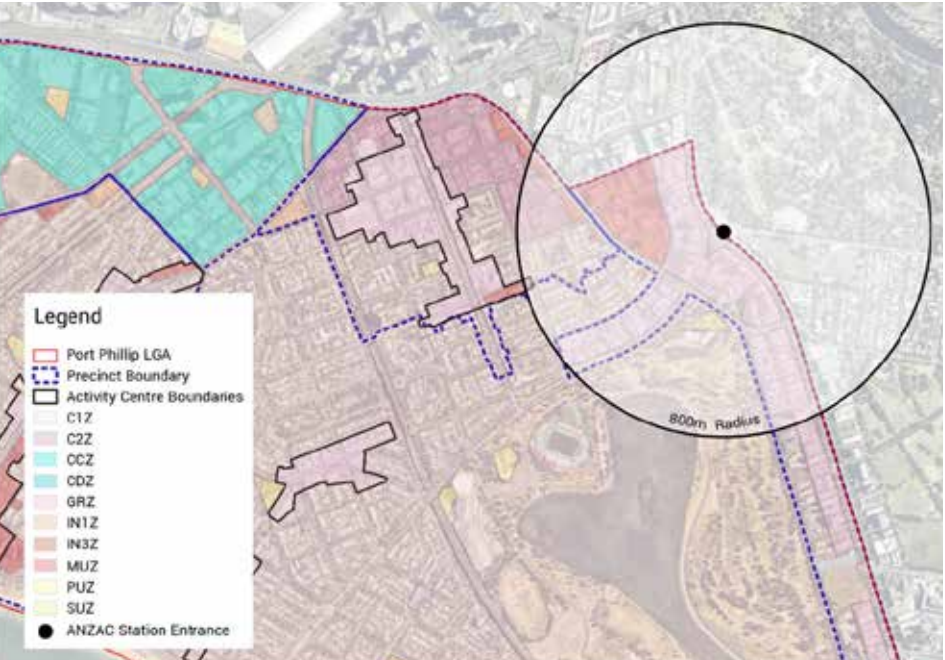


Figure 16 – ANZAC Station location and proximity to Structure Plan area (Urban Enterprise 2023).







## Actions

### Planning Scheme Amendment – Policy

- 1.20 As part of preparing a planning scheme amendment to implement the South Melbourne Structure Plan in the Port Phillip Planning Scheme, ensure the planning policy framework in the Port Phillip Planning Scheme for South Melbourne provide opportunities for ongoing reinvestment, mixed use development and new employment floorspace in areas close to public transport.
- 1.21 Use the actions in this South Melbourne Structure Plan to drive ongoing investment in South Melbourne and support its evolution as a Major Activity Centre and Enterprise Precinct.

### Domain Precinct Public Realm Masterplan

- 1.22 Continue using the *Domain Precinct Public Realm Masterplan* (adopted by Council on 18 September 2019) to guide public realm improvements in the Domain Precinct.

## Activities and Uses Objective 4: Provide a range of affordable business spaces which suit micro, small and medium businesses.

### Retaining and creating affordable workspaces

As land values and rents increase, affordable spaces for business such as offices, studios, shopfronts and industrial premises reduce. For some creative and emerging businesses, this challenge leads to relocation elsewhere. Similarly, increasing rents and redevelopment of existing rented premises presents a threat to the retention of micro and small businesses, especially those using former industrial premises. The loss of smaller businesses at the ‘emerging’ end of the business cycle could limit local ideas creation and business and productivity growth.

Therefore, there are opportunities for state and local government to explore how to ensure that South Melbourne remains accessible and affordable for startups and creative industries. One way to do this is by retaining the Commercial 2 Zone in South Melbourne’s enterprise precinct, which contains a variety of building types suitable for micro, small and medium businesses.

However, broader State-led planning policies seeking to provide more affordable workspaces are also required to support local initiatives such as the City’s partnership with the Fitzroy Street Business Association and Renew Australia to deliver Renew Fitzroy Street, which provides low cost retail spaces. State policy can help retain affordable workspaces in strategic locations.

### Supporting coworking spaces

Leasing a space can be prohibitive for many small and start-up businesses. Hence, coworking spaces have emerged across high rent locations such as South Melbourne to minimise rent costs. Coworking spaces are open plan offices where spaces can be leased. Often these spaces feature shared facilities such as meeting rooms and kitchens. By bringing freelancers, early-stage entrepreneurs and other small business owners together, this can provide a supportive environment, along opportunities for social interaction that can drive innovation.



## Actions

### Planning Scheme Amendment – Policy

- 1.23 Support the growing role and utilisation of coworking spaces in South Melbourne.

### Advocacy to support affordability

- 1.24 Advocate to the State Government to provide further planning guidance and best practice models for the delivery of affordable workspaces for creative and innovation industries necessary for the desired economic activity.
- 1.25 Advocate to the State Government to adopt a state-wide definition of affordable workspace and creative neighbourhoods.





## Activities and Uses Objective 5:

### Capitalise on the popularity of the South Melbourne Market to create a thriving street-based retail precinct.

#### South Melbourne Market – a treasured landmark now and into the future

South Melbourne Market is one of the major drawcards to the area. Since 1867, South Melbourne Market has been a treasured inner-city landmark and a favourite amongst locals and visitors. It is the quintessential village market, a place where people come not only to purchase fresh food, but to meet, eat, drink, shop, discover, share and connect. With annual visitation of at least 4 million people the South Melbourne Market is a major retail destination which directly contributes to the amenity and vibrancy of the Structure Plan area. Several office and residential developments have been constructed or are underway near the market, with this intensification of activity indicating the desirability of businesses, workers, and residents to be located near the Market.

South Melbourne Market Project Connect is currently being undertaken to futureproof this thriving village market -. Project Connect is currently in the preliminary stage, with designs being developed that address the best use of the Market footprint to achieve the desired outcomes which include reviewing current structural issues, integration with surrounding roads, footpaths and car parking, and assessing safety and amenity requirements.

While the South Melbourne Market Project Connect is currently in development, this Structure Plan can support the Market

by aiming to increase activity along and integration with York Street. Part of this initiative involves implementing planning policies to preserve solar access to the area, with a particular focus on ensuring that key locations like the Market receive ample sunlight, especially during the winter months.

Moreover, there are also opportunities to explore how to leverage the strength of the South Melbourne Market to provide greater benefit for the whole area. Leveraging the Market's strength as an anchor that draws people from a broad catchment will encourage people to spend more time within the broader South Melbourne Major Activity Centre. This, in turn, boosts foot traffic, benefiting local businesses and contributing to the Market's overall success and vibrancy.



#### Actions

##### Planning Scheme Amendment – Policy

1.26 As part of preparing a planning scheme amendment to implement the South Melbourne Structure Plan in the Port Phillip Planning Scheme, ensure the planning policy framework in the Port Phillip Planning Scheme supports the South Melbourne Market's renewal, particularly with its interface to the public realm.

##### South Melbourne Market – other actions

1.27 Continue implementing the *South Melbourne Market Strategic Plan 2021-25*, which includes moving towards financial sustainability, improved customer experience and an enhanced and safer public asset for the City and its visitors, as well as implementing future strategic plans.

1.28 Continue progressing South Melbourne Market Project Connect.

1.29 Identify opportunities to leverage the South Melbourne Market's strength as an anchor that draws people from a broad catchment will encourage people to spend more time within the broader South Melbourne Major Activity Centre.

1.30 Consistent with Council's advocacy position prior to the 2022 State and Federal elections, seek opportunities for a partnership with the Victorian and Commonwealth Governments to co-fund a renewed and reinvigorated South Melbourne Market to ensure it can continue to thrive in the local community.

## Activities and Uses Objective 6:

### Accommodate the housing needs of a welcoming, resilient and future-focused community.

#### Supporting sustainable housing growth and change

By 2036, an extra 38,290 people are expected to move to the City of Port Phillip and live in an additional 21,480 homes . The forthcoming *Places to Live: Port Phillip Housing Strategy* is one of the main ways the City will plans for our residents' current and future housing needs. It considers population growth, housing demand and supply, housing quality and diversity, affordability, and sustainability.

The Strategy will determine how housing growth can be best accommodated in South Melbourne and Port Phillip, including where and what type of housing is required. Ultimately, *Places to Live* will be implemented through the Port Phillip Planning Scheme.

The Strategy's key draft housing Principles include:

- **Resilient Housing:** *Facilitating housing development that adapts and mitigates the impacts of climate change.*
- **Diverse Housing:** *Facilitating housing of diverse size, tenure, type and cost/affordability that accommodate existing and future communities of all ages, genders, abilities and needs*
- **Inspiring Housing:** *Facilitating innovative, site-responsive, design that contributes positively to the street and make our neighbourhoods safe, welcoming, distinct, and inspiring.*
- **Evolving Housing:** *Facilitating housing change to meet contemporary*

*housing needs that are aspired by current and future communities.*

The South Melbourne Structure Plan supports the development of *Places for People* by identifying the scale and form anticipated for the centre, including building height limits. This information is a key factor, amongst other base assumptions, used by the Housing Strategy to determine the total housing capacity within the centre.

Additionally, the plan establishes a preferred land use framework to identify potential rezoning options. However, as mentioned in Part 1, rezoning C22 land for housing growth is not recommended. This land, designated as an Enterprise Precinct, is recognised in State policy for its significant contribution to Victoria's economy and opportunities to provides for employment and innovation.

#### Housing to support an evolving neighbourhood

Ongoing demographic trends towards the increase of one person households, along with changing work patterns due to the COVID-19 pandemic, highlight the importance of providing diverse dwelling types. Similarly, increasing purchase and rent prices highlight the need for affordable housing options, including social housing, which makes an important contribution to South Melbourne. Affordable housing is housing, including social housing, that is appropriate for the needs of very low and moderate-income households.

Social housing is short and long-term rental housing that is owned and run by the government or not-for-profit agencies. New housing should be sustainable, durable and demonstrate high quality design and amenity.

Housing growth in South Melbourne will be relatively steady. However, neighbouring areas particularly Montague (Fishermans Bend), Southbank and Domain will experience population growth that will expand South Melbourne's worker and visitor catchment, as shown earlier in Figure 5.

Already, Southbank is one of Australia's most dense neighbourhoods, as is Melbourne CBD. In this way, South Melbourne will benefit from this change, by serving these future populations, while retaining its valued character and unique identity for generations to come.





### Emerald Hill Court and Housing precinct

Homes Victoria is preparing a master plan to revitalise the Emerald Hill Court public housing estate bound by Dorcas, Moray, Coventry and St Luke streets.

The master plan will focus on improvements including new housing, ground-floor uses which respond to local needs, improved connections around the site, and better green and shared spaces.

The master plan aims to improve outcomes for Emerald Hill residents and the broader South Melbourne community by planning for:

- Future development of social and affordable homes for more Victorians
- New community facilities and ground-floor uses
- New movement pathways and improved open and green spaces.

The master plan boundary includes Skinners Adventure Playground, which is owned by the City of Port Phillip. Opportunities to improve the layout and interface to meet future community needs will be explored. The City of Port Phillip is not disposing of Skinners Adventure playground. It will remain accessible to the community. The City's 10-year financial plan allocates funds towards upgrading Skinners Adventure Playground. In this way, there are opportunities for the City to collaborate with Homes Victoria to seek the best possible outcome for the community.

Homes Victoria will also deliver Stage 1 of the Emerald Hill Big Housing Build which will integrate new social and affordable housing with a community hospital.

As part of Stage 1, Homes Victoria will build at least 70 new homes and include ground floor uses and better open spaces. The site will also accommodate a new Emerald Hill Community Hospital that will be operated by Alfred Health in partnership with Star Health and will provide tailored health services to meet the community's needs.

The Emerald Hill Health and Housing precinct is being delivered by Homes Victoria and the Victorian Health Building Authority. Construction will start in 2023.

This Structure Plan confirms the City's support for retaining, upgrading and increasing the provision of social and public housing.



### Park Towers

Homes Victoria has commenced taking steps towards retiring Melbourne's older public housing towers, including Park Towers.

Homes Victoria proposes to retire and transform 44 older-style towers across Melbourne over the coming years and decades, seeking to deliver modern, accessible homes, and better community facilities to enrich communities.

The *South Melbourne Built Form Review* (Hodyl & Co, October 2023, p.116) identifies high level built form principles to guide future development outcomes on Park Towers should the Victorian Government progress with their proposal.

#### Opportunities

In light of other Victorian Government public housing projects, Council endorsed a series of guiding principles in October 2022 to provide parameters for Council officer input into Victorian Government public housing projects. These broad principles have informed principles to guide future built form outcomes for Park Towers, which covers an area of approximately 1.48 hectares (14,780 square metres).

#### Urban structure

There is an opportunity to provide a more formal street arrangement at the existing north-south accessway to the east of the tower. This would assist in improving the permeability of the block and improve integration into the surrounding street network and public realm. An additional vehicle entrance or pedestrian link could also be provided to the west of the tower to integrate with a proposed location for new development.

#### Public open space

There is an opportunity to improve the reserve at the east of the estate including increased public access. The *Places for People: Public Space Strategy 2022-32* includes the following action:

*Action 68. Park Towers Reserve: Advocate to, and partner with the Victorian Government to improve access into Park Towers Reserve.*

The accompanying technical report notes that a larger open space would have potential to provide a greater diversity of unstructured recreational facilities for everyone including residents of Park Towers. Applying the open space hierarchies in the technical report, a large open space would require 18-67% of the total site area. The existing 0.6 hectare open space occupies approximately 40% of the site area.





**Built form**

On the basis that the existing tower remains on site, the area of surface car parking to the west of the tower provides the greatest opportunity for redevelopment. An initial assessment indicates that:

- There are no sensitive interfaces within the surrounding context to this portion of the site
- As the western site boundary is approximately 100 metres in length, multiple buildings should be delivered to provide an appropriate grain and scale of development
- The buildings would be orientated north-south presenting a slender elevation to both Bank Street and Park Street
- Building separation of approximately 15 to 18 metres could be achieved between the new development and the existing tower
- Development up to 8 storeys (26.4 m) at the southern end would not overshadow the southern footpath of Park Street at the spring equinox (22 September)
- The northern end could support a taller tower form
- Separation between buildings along the western boundary as well as the built form articulation of each building will be crucial in maintaining outlook for dwellings on the western side of the existing tower
- Current vehicle access to the existing surface car parking could continue to be utilised or an alternative entrance could be provided from Park Street.

Additional development would likely require encroachment into the Park Towers Reserve resulting in a reduction in open space. This should be reallocated to other areas of the site to ensure there is no net loss of open space. If the Victorian Government was to consider development in this area, an initial assessment indicates that:

- Any built form should be located to the south of the site to protect sunlight to the northern portion of the open space
- A development along the southern boundary up to five storeys (16.8 m) comprising one storey of non-residential and four storeys of residential that is setback 6 metres from the property boundary to Park Street would not overshadow Howe Crescent Reserve between 10 am and 2 pm on the winter solstice (22 June)
- Any development should provide active frontages and passive surveillance to the open space
- Opportunities to increase activation to the ground floor of the tower should be explored, either by retrofitting existing spaces or through additions which ‘sleeve’ the base of the tower.



**Actions**

**Planning Scheme Amendment – Policy**

- 1.31 As part of preparing a planning scheme amendment to implement the South Melbourne Structure Plan in the Port Phillip Planning Scheme, ensure the planning policy framework in the Port Phillip Planning Scheme:
- Encourages housing that provides diverse dwelling typologies and tenures, accommodates changing work patterns, is sustainable and durable, and demonstrates high quality design and amenity.
  - Recognise in planning policy that while housing growth in South Melbourne will be relatively modest, neighbouring areas particularly Montague (Fishermans Bend), Southbank and Domain will experience population growth that will expand South Melbourne’s worker and visitor catchment.

**Places to Live: Port Phillip Housing Strategy (forthcoming)**

- 1.32 Support the development and objectives of the forthcoming *Places to Live: Port Phillip Housing Strategy*.

**Social and affordable housing**

- 1.33 Support retaining, upgrading and increasing the provision of social and public housing, along with increasing opportunities to provide affordable housing for rent and purchase by:
- Supporting the Victorian Government’s upgrade of existing public housing supply and advocate for increases in public housing supply.
  - Facilitating and strengthening the partnership between community housing providers and the development industry.
  - Advocating to the Victorian Government to provide social and public housing when developing government land or require the provision of social housing when selling surplus government land.
  - Requiring new developments to contribute to achieving The City’s affordable housing objectives, articulated in the forthcoming *Places to Live: Port Phillip Housing Strategy*.





## Activities and Uses Objective 7: Community infrastructure to enhance social connection.

### Community infrastructure supporting South Melbourne

Community infrastructure refers to spaces, facilities and services that support the health and wellbeing of people and the community. It includes facilities for residents as well as those who work or study in the area, provided by the City of Port Phillip, other government agencies, non-government not-for-profit organisations and private enterprise. Benefiting from both a legacy of social and community housing and ongoing investment, South Melbourne has an extensive network of community infrastructure servicing residents, students, workers and visitors, meaning that they do not have to travel too far to access services or facilities. The City of Port Phillip provides a variety of community infrastructure in South Melbourne, including civic and community spaces, services for families and children, services for young people and spaces for learning. Key sites include the South Melbourne Town Hall on Bank Street, the Emerald Hill Library and Heritage Centre also on Bank Street, Skinners Adventure Playground on Dorcas Street and the South Melbourne Market on Cecil Street. Many facilities contain spaces that can be reserved for community use.

While South Melbourne has a good range of community facilities, there are opportunities to explore how to address a lack of places for young people aged between 12 and 18 years to spend time in South Melbourne, as highlighted in

community engagement. Identifying how to activate public spaces can contribute to South Melbourne's arts and cultural scene, connecting the community with local creatives. Theme 4: Public Spaces and Places outlines how a refresh of the *Emerald Hill Master Plan 2012* prepared by the City of Port Phillip (not to be confused with the master planning process led by Homes Victoria for the Emerald Hill Court Estate) could do this, building on community feedback seeking to activate this area. Importantly, in terms of community infrastructure, a refresh of the *Emerald Hill Master Plan 2012* will investigate opportunities for the adaptive reuse of the existing South Melbourne Police Station should the construction of a new police station in Dorcas Street proceed. It will also investigate how the Emerald Hill Library and Heritage Centre can more prominently contribute to cultural and public life, including investigating the delivery of an outdoor community events space.

The delivery of the Emerald Hill Health and Housing precinct at the Emerald Hill Court public housing estate will see a community hospital and other new community facilities and ground-floor uses.

It will be vital for the City to continue planning for the provision of community infrastructure and services required for the increased population and projected demographic change for South Melbourne. This includes consideration of where community infrastructure is located to minimise travel times between locations. Private and non-profit providers

can also consider the location of facilities such as child care centres to ensure they are close to workplaces.

It will also be vital to work with all organisations that influence the provision and delivery of community infrastructure in South Melbourne, especially within the context of change anticipated for Fishermans Bend. Strategies such as the *Creative and Prosperous City Strategy 2023-26*, the *Library Action Plan 2021*

to 2026 and future versions of these strategies will support the provision of community infrastructure and services and how this contributes to South Melbourne's flourishing arts and cultural scene.

### Actions

#### Community infrastructure supporting South Melbourne

- 1.34 Continue to plan for the community infrastructure and services required for the increased population and projected demographic change for South Melbourne and surrounding areas that rely on South Melbourne's rich provision of community infrastructure.
- 1.35 Work with all organisations that influence the provision and delivery of community infrastructure and services in South Melbourne to strengthen service offering and ensure it meets local needs and is in convenient locations that minimise travel time.
- 1.36 Use the actions in this South Melbourne Structure Plan to guide how the public realm can support the provision of and access to community infrastructure, arts, culture and libraries.
- 1.37 Use the *City of Port Phillip Guiding Principles for Victorian Government public housing projects*, adopted by Council on 19 October 2022, to support The City's collaboration with Homes Victoria the Victorian Health Building Authority to deliver the Emerald Hill Health and Housing precinct master plan, including the integration and improvement of Skinners Adventure Playground and provision of new community infrastructure.
- 1.38 Advocate to the State Government on behalf of the community for the best service delivery as part of the Emerald Hill Health and Housing precinct.

## Theme 2: Built Form and Building Design

A place where quality design enhances South Melbourne's distinct characteristics

### Introduction

#### Current planning requirements

The character of South Melbourne will continue to evolve as development pressure increases. With increasing demand for varied workplaces and residences, South Melbourne will continue to be a highly attractive location for public and private sector investment.

The key question is whether the current planning framework, including policy and controls can effectively manage this increasing development pressure while also striking a balance between accommodating population and employment growth, preserving heritage, minimising amenity impacts, and improving liveability. This framework should also provide a high level of clarity and certainty for the City and the wider community on the preferred outcomes sought for the area.

The current planning requirements for South Melbourne are mostly contained in Design and Development Overlay Schedule 8 (DDO8) – South Melbourne Central at Clause 43.02 of the Port Phillip Planning Scheme, shown in Figure 17. DDO8 came into effect in 2008 when it was implemented by Amendment C52 to the Port Phillip Planning Scheme and was updated in 2012 by Amendment C102.

Assessment of development over the last 15 years has provided lessons on how the outcomes sought by DDO8 have been delivered and where planning controls

need to be improved. Key identified development issues include:

- Recent development can be characterised by buildings with multiple upper-level setbacks, referred to as a 'wedding cake', creating the following issues:
  - Awkward and inefficient floor plate layouts
  - Poor internal amenity
  - Environmentally unsustainable building designs
  - Increased construction costs
  - Poor architectural design outcomes
  - Designs that are not responsive to neighbourhood character.
- Setback requirements making it difficult to build to permitted heights.
- The need for greater policy guidance around articulation and streetscape frontages

This issues are highlighted in Figure 18.



Figure 17 – Map showing Design and Development Overlay Schedule 8.



### Retaining South Melbourne's unique character

South Melbourne's buildings are typical of an inner-city, mixed-use neighbourhood developed, subdivided and development from the mid nineteenth century onwards.

Building styles and types found within the Structure Plan area include:

- Victorian and Edwardian era shop residences, larger retail stores, banks and pubs
- Early 20th century factories and warehouses in the northern section
- Mid-20th century walk-up and high-rise public housing at Park Towers and Emerald Hill Court
- Mid-rise commercial development since the 1970s in the northern section
- Residential and mixed-use development since the 1970s with growing demand for living in the inner-city
- Office development since the 1980s along the Kings Way corridor.

Many of South Melbourne's buildings are in the Heritage Overlay, so it will be important for new development to respond appropriately, ensuring that new development adds to South Melbourne's unique mixed-use identity while protecting valued heritage buildings.

It will be equally important to ensure that important views and local landmarks are not compromised as they contribute to reinforcing a sense of place, retaining crucial historic reference points and

providing a positive experience for visitors.

As addressed in Theme 1: Activities and Uses no changes are proposed to the residential precincts in the Neighbourhood Residential Zone (NRZ). These areas are already covered by existing planning controls that will continue managing development.

### New planning controls to guide future development

Sustained development, design issues and the need for clearer policy directions to guide South Melbourne's future character highlight the need for new planning controls addressing the way buildings are designed.

New planning controls will provide more clarity and certainty for landowners, the City and the community. They will also seek to strengthen South Melbourne's position as a Major Activity Centre and Enterprise Precinct and encourage greater investment, while protecting heritage, enhancing the public realm, managing amenity impacts and strengthening South Melbourne's sense of community.

Most of the new planning requirements will be contained within new schedules to the Design and Development Overlay (DDO). The DDO is a planning tool that is applied to areas which need specific requirements to guide the built form and design of new development. DDOs set requirements for the height, form and the general design of buildings. DDOs can include built form and design

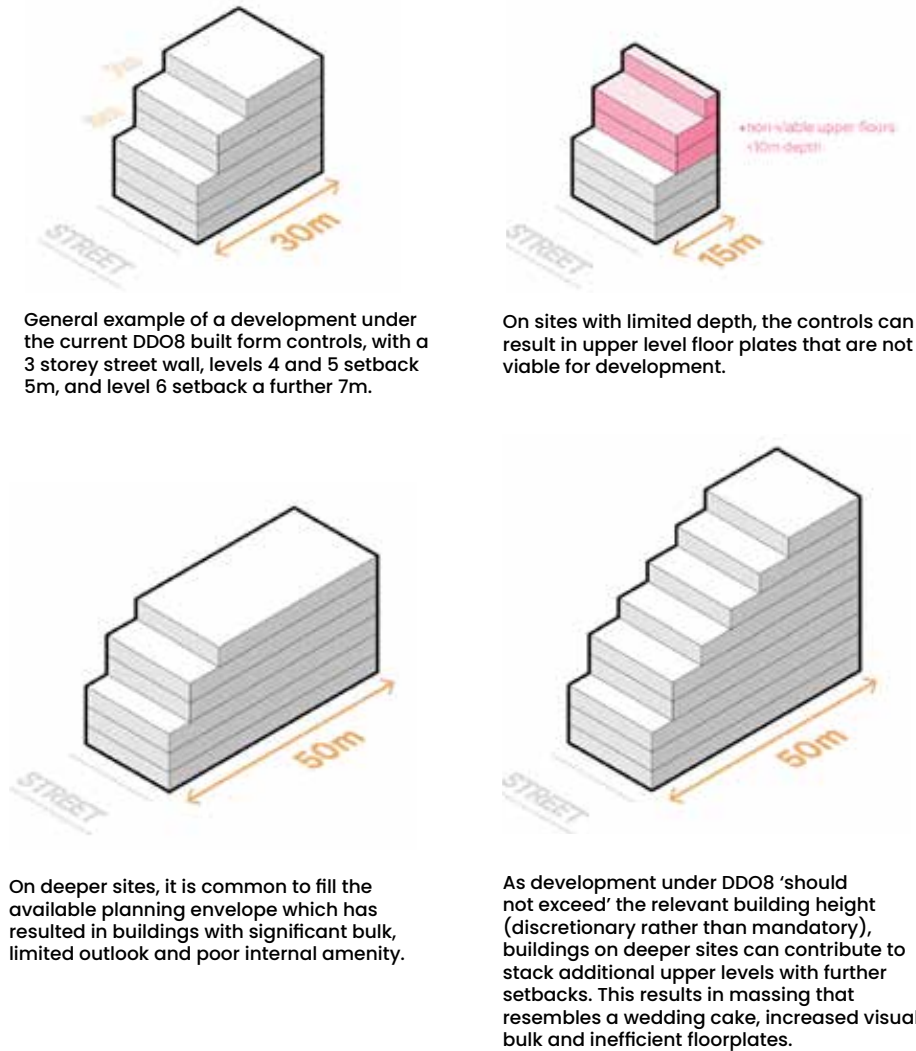


Figure 18 – Diagrams showing a general example of how the planning envelope controls in DDO8 and the depth of sites impacts development outcomes (Hodyl & Co 2023).

requirements that are mandatory or preferred (discretionary). A mandatory requirement is a requirement that must be met with no opportunity to vary it. A discretionary (or preferred) requirement provides for some flexibility in how the required outcome is achieved. It is proposed that the new DDOs will contain a mix of mandatory and discretionary controls. The DDOs will apply to four distinct precincts: Clarendon Street, Market, Enterprise Precinct East and Enterprise Precinct West. Defining four precincts will support a tailored approach to new development in South Melbourne.

### How will the South Melbourne Structure Plan support this theme?

The Structure Plan's approach to developing a built form and heritage framework has been informed by extensive technical analysis including, the *South Melbourne Built Form Review* (Hodyl & Co, July 2023) (Review) and the *Built Form Review: South Melbourne Major Activity Centre & Employment Precincts Heritage Built Form Analysis & Recommendations* (GJM Heritage, June 2023).

The Review identified four design objectives to guide the preferred built form and heritage parameters for South Melbourne, including:

1. Ensure development is responsive to the local context and character
2. Contribute to engaging and walkable precincts
3. Provide high-amenity housing and workplaces
4. Integrate climate responsive design.

Each objective is addressed in turned and includes the preferred built form and heritage outcomes for key design elements, such as (but not limited to) Floor Area Ratio (FAR), building height, heritage, internal amenity, street wall height, upper-level setback, solar access to the public realm, and building separation. Collectively, these preferred built form and heritage outcomes for development will help define a preferred building envelopes for new development.





# Built Form Objective 1: Ensure development is responsive to the local context and character

South Melbourne has a diverse mix of architecture and building uses, attributes valued by the community. It is important that new buildings are responsive to their context which varies significantly across the Structure Plan area. This ranges from sensitive responses to highly intact heritage properties through to locations where higher density and taller building heights can be accommodated.

## Design recommendations

The following design recommendations from the *South Melbourne Built Form Review* (Hodyl & Co, October 2023) provide guidance on how to achieve this objective:

- Ensure development responds to the valued attributes of South Melbourne and contributes positively to the existing and future character within each precinct
- Enable precincts that are human scaled with a diversity of building types that are mainly mid-rise with some higher built form in specified areas
- Ensure development respects the height, scale and proportions of adjoining heritage places and residential areas
- Ensure development reinforces the fine grain, vertical rhythm and visual interest of streetscapes
- Encourage reduced visual bulk and maintain sky views on larger sites
- Carefully locate taller built form to minimise visual bulk and overshadowing
- Ensure solar access controls are more targeted to maintain sunlight at certain times of the year to key streets and open spaces
- Ensure street wall controls are more targeted by responding to the built form character and hierarchy of streets.
- Maintain the existing street wall height of heritage places and buildings while enabling taller street wall heights in non-heritage areas
- Enable simple and legible building forms and efficient floor plates by avoiding multiple setbacks above the street wall
- For heritage buildings, provide a sensitive distinction between the lower building levels and the new upper building levels through changes in form, details and materials

through the development of individual buildings or through the separation of built form elements at upper levels

## Built form outcomes

### Floor Area Ratios

The use of a density control or Floor Area Ratio (FAR) contributes to higher quality buildings and greater certainty in planning outcomes.

The review of DDO8 noted that the current controls lack necessary clarity



and consistency which contributes to uncertainty, disagreement between parties and poor quality built form outcomes. A density control or Floor Area Ratio (FAR) can provide greater certainty by specifying the amount of gross floor area that can be developed on a site. The use of FAR controls alongside building envelope controls is a standard planning mechanism that is used nationally and internationally in regulating development.

### What is a Floor Area Ratio?

A FAR is a common measure that represents the density of a building (or buildings) within a specified area of land. It is expressed as a ratio between the amount of Gross Floor Area (GFA) that can be developed and the area of a site. For example, with a FAR of 4:1, the GFA that could be developed on a site of 1000 square metres would be 4000 square metres, which is four times the site area.

FARs are used with other building envelope controls such as street wall heights, upper level setbacks, building separation and building heights. The use of FARs with other controls can be tailored to specific areas to ensure buildings are responsive to the context as well as providing for greater flexibility or diversity of design outcomes. This is related to the use of mandatory and discretionary controls.

Figure 19 illustrates different outcomes that could be delivered with a FAR of 4:1. The examples illustrate why a FAR should also be paired with other built form controls, such as discretionary heights

and setbacks need to be provided a level of design flexibility that is appropriate for the context.

### The use of mandatory and discretionary controls

It is recommended that FAR controls are mandatory if they are to be effective. Building envelope controls are typically discretionary although certain mandatory controls may be justified, for example to protect sunlight to streets and parks or to ensure appropriate building heights and upper level setbacks above an existing heritage building.

### Benefits of density controls

The key benefits of using FAR controls alongside building envelope controls include:

- Providing greater clarity and certainty of future development yield that can be delivered on the site whilst ensuring that amenity outcomes are appropriately managed
- Provides design flexibility to respond to the specific conditions of a site and the surrounding context.

### The relationship between FAR and site size

Delivering good design outcomes requires FARs to be carefully calibrated to site size. While infill sites can often rely on spaces outside of the site to deliver high amenity (for example, outlook to surrounding streets), developments on

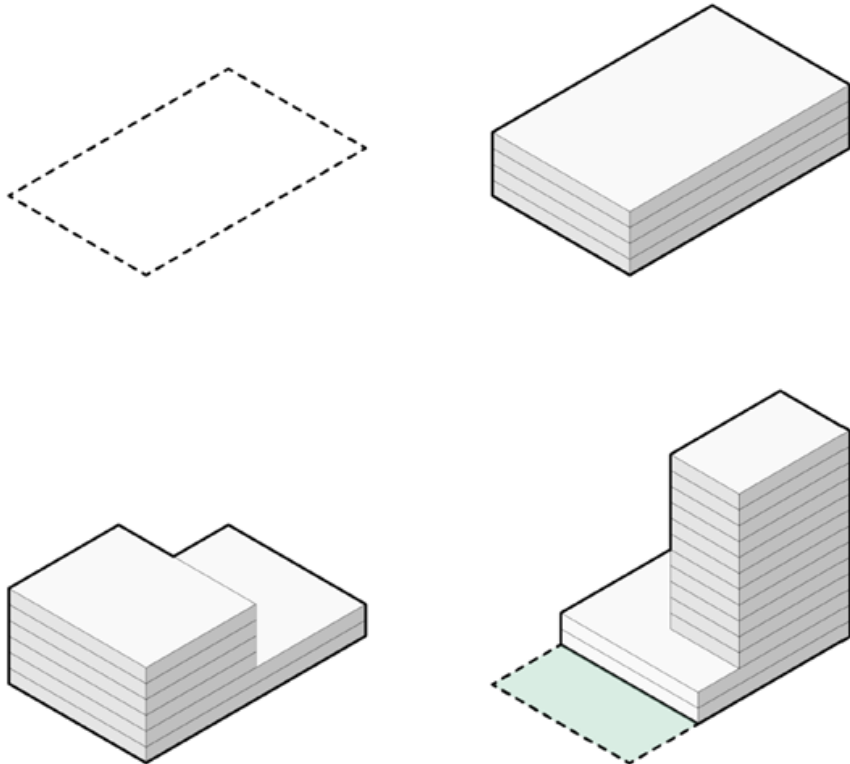


Figure 19 – General example of how a FAR of 4:1 can result in different design outcomes based on relationship with other built form controls including building height, street wall heights and setbacks (Hodyl & Co 2023)



larger sites must also deliver amenity within sites. This means that FARs on larger sites can be lower than the FARs that apply to smaller sites, recognising that as site size increases, more space within sites must be dedicated to creating sufficient separation between buildings, and on some sites accommodating additional communal open space or pedestrian connections. Figure 21 illustrates the different design outcomes sought on larger sites in comparison to smaller infill sites.

**The relationship between FAR and residential / commercial building typologies.**

Commercial buildings can typically support larger and deeper floorplates than residential buildings, resulting in a higher GFA per floor. However, this does

not mean that differentiated FARs are required to apply to sites of the same size. Figure 19 illustrates how differences in floor-to-floor heights and overall building height for residential and commercial buildings mean that residential buildings are often able to deliver an extra storey within the height envelope, resulting in a similar FARs for sites of both residential and commercial uses.

**Delivering more efficient built form**

The built form controls in the current DDO8 result in building mass being pushed to the centre and rear of a site as upper levels are increasingly setback above the low street wall heights. Reorienting the building mass towards the street as shown in Figure 20 allows for higher internal amenity, increased connection between building occupants

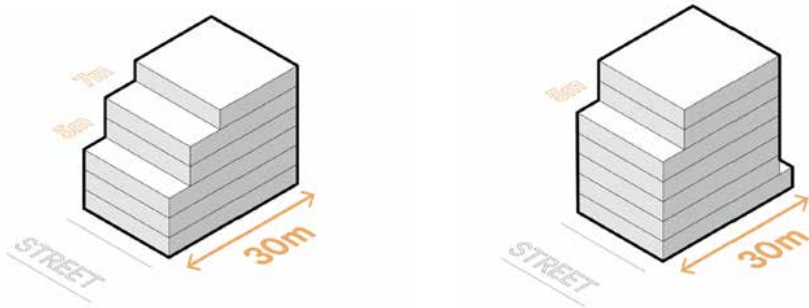


Figure 20 – Diagrams showing a general comparison between the current DDO8 built form controls and built form that allows for more of the building mass to be reoriented towards the street frontage (Hodyl & Co 2023).

and activity in the public realm, as well as greater efficiency in the design of floor plates. This approach can be used in a targeted way as it is important to maintain lower street wall heights in particular contexts, for example in

areas where there is a cohesive heritage streetscape, on narrow streets or laneways or where there is a transition to low rise residential areas. Figure 19 shows the relationship between FAR and site size.

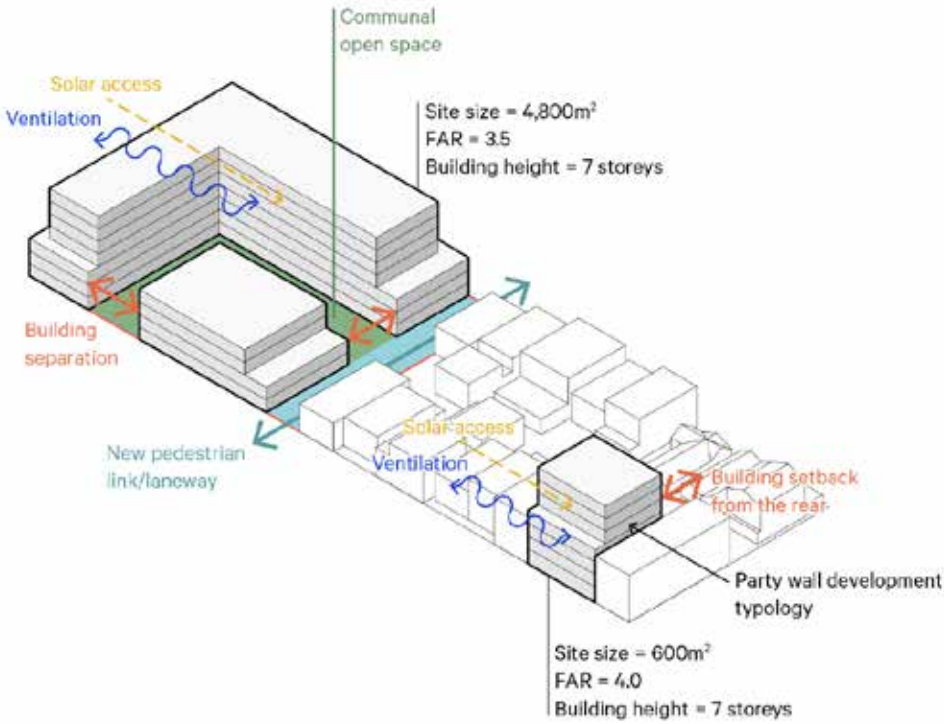


Figure 21 – The relationship between FAR and site size, as illustrated by an infill site of 600 sqm, and an island site of 4,800sqm (Hodyl & Co 2023).



Overshadowing of 30m wide streets at 10.00am, 12.00pm and 2.00pm based on a 5 storey street wall, 5m upper level setback and 7 storey building height for non-residential development.



Overshadowing of 20m wide north-south streets at 10.00am, 12.00pm and 2.00pm based on a 4 storey street wall, 5m upper level setback and 6 storey building height for non-residential development.



Overshadowing of 9m wide north-south streets at 10.00am, 12.00pm and 2.00pm based on a 3 storey street wall, 5m upper level setback and 5 storey building height for non-residential development.

Figure 22 – Studies of overshadowing to common street types at the spring equinox (22 September). Based on the level of development indicated above, sunlight protection is maintained to southern footpaths on 30m wide streets with sunlight access provided to all north-south oriented streets. Due to the alignment of blocks in South Melbourne, the impact of overshadowing to north-south streets is greater in the morning and improves in the afternoon (Hodyl & Co 2023).

**Building height**

The proposed building height ranges reflect the highly varied character of the Structure Plan area and have been determined through considering factors such as the role and width of streets, lot sizes, interfaces and land uses. There are opportunities for taller built form up to 12 storeys along Kings Way and on larger sites in the north of the precinct. Mid-rise buildings generally up to 7 or 8 storeys can be located along the 30 metre streets with lower building heights up to 5 or 6 storeys on the narrower 9 and 12 metre streets. In general, properties on the Victorian Heritage Register, heritage precincts with cohesive shop residence streetscapes will have lower building heights of 3 to 5 storeys, as well as areas with more sensitive interfaces such as to the residential zoned land south of Park Street.

**Solar access to the public realm**

Much of the activity in the Structure Plan area occurs along, and is oriented towards, the 30 metre streets. With limited public open space in the Structure Plan area, the street network will play a crucial role in delivering high quality amenity in the public realm. This includes providing good sunlight access to the wide footpaths located on the southern, eastern and western side of the main streets. There is a direct relationship between sunlight access, the orientation of streets and the proposed street

wall heights, upper level setbacks and building heights.

The existing built form controls in DDO8 includes mandatory winter sunlight controls for several streets:

- The western and eastern footpaths of Clarendon Street
- The southern footpaths of Market, York and Coventry Streets to the west of Clarendon Street streets surrounding the South Melbourne Market
- The southern footpath of Bank Street between Moray Street and Eastern Road.

Changes to these restrictive controls are recommended to enable development outcomes that better reflect the role and function of South Melbourne as a Major Activity Centre and Enterprise Precinct. Hence, it is recommended that sunlight controls for the spring equinox (22 September) are generally applied across the Structure Plan area to better balance built form outcomes with winter controls targeted to more specific locations. Sunlight access measured at the spring equinox is a standard measurement implemented consistently in Planning Schemes across Victoria. This date is at the mid-point between the winter solstice (22 June) where shadows are at their longest, and the summer solstice (22 December) where shadows are at their shortest. The renders in Figure 22 indicate the level of sunlight access that can be achieved at different times of the day at the spring equinox.

On narrower streets, a balance needs to be struck between enabling appropriate



levels of development and providing sunlight access at the spring equinox. Buildings on narrower north-south streets can still provide a level of sunlight access through the middle of the day, while achieving this on east-west streets is challenging.

The built form propositions for each precinct later in this chapter include further detail on specific streets, footpaths and open space where development must not cast shadows at specific times for either the spring equinox or winter solstice.

### Interfaces with adjoining sites

Density and built form controls will enable new development to respond positively to important interfaces in the Structure Plan area. Recommended built form planning controls for each precinct, set out later in this chapter, specify important interface conditions requiring a specific built form response, such as separation between buildings.

## Heritage outcomes

South Melbourne has a rich mix of heritage architecture with buildings of varying sizes and character found in heritage precincts, along cohesive heritage streetscapes and on isolated sites. There is a mixture of residential, commercial, and industrial heritage with several buildings of State importance.

Figure 26 (on pages 63 and 64) identifies the types of heritage building found in South Melbourne. Key municipal-wide landmarks within South Melbourne include the Shrine of Remembrance, the South Melbourne Town Hall, views along the north and south of Clarendon Street. South Melbourne features many local landmarks, which are shown in Figure 27 (on pages 65 and 66).

The recommended built form outcomes will apply to heritage buildings and sites adjoining heritage buildings to ensure appropriate consideration is given to the heritage values within South Melbourne.

The appropriate development response to heritage buildings will vary depending on the typology, size and status of heritage buildings. Figures 23 to 25 show examples of varied responses to different types of heritage buildings.

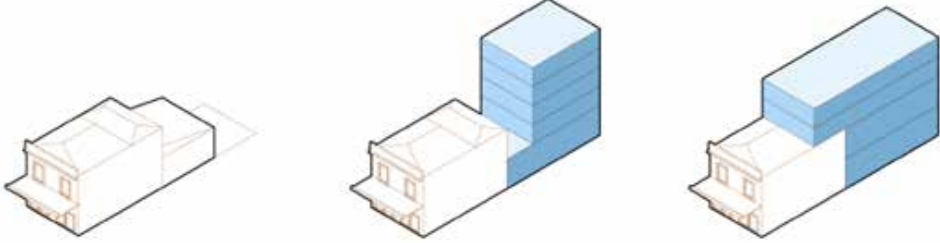


Figure 23 – An example of an existing shop residence in South Melbourne with two different approaches to redevelopment. The middle image maintains the heritage fabric of the main building with a taller volume towards the rear of the site. The image to the right maintains the front rooms of the main building as well as the existing floor to floor levels, with the new addition being more directly integrated into the heritage fabric (Hodyl & Co, 2023).

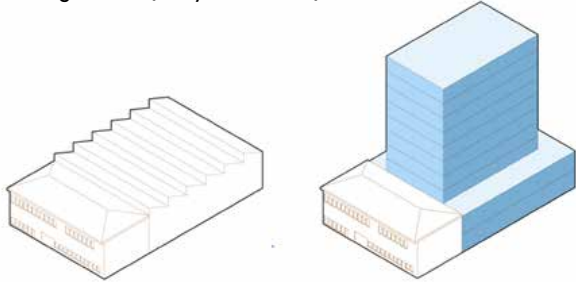


Figure 24 – An example of industrial heritage building with a distinct element to the street that fronts a sawtooth warehouse space. This approach avoids facadism by maintaining the front element which allows the facade and roof form to be read from the public realm. The new development can then occupy the remaining site area of the former sawtooth warehouse (Hodyl & Co, 2023).

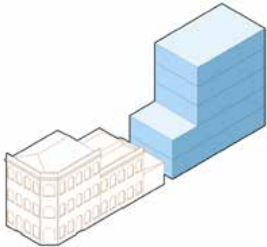


Figure 25 – An example of how an adjacent site should respond to the form and scale of a heritage building. In this general example, an office building had a two storey rear interface which matches the height of the two storey pub. A significant upper level setback provides separation for the taller element of the commercial building (Hodyl & Co, 2023).

### New development within the Heritage Overlay

The following recommendations from the *Built Form Review: South Melbourne Major Activity Centre & Employment Precincts Heritage Built Form Analysis & Recommendations* (GJM Heritage, June 2023) apply to new developments on land subject to the Heritage Overlay across precincts and heritage building typologies:

- Ensure that upper storey additions are sited and massed behind the principal facade (or facades) so that it is visually recessive, particularly in intact or consistent streetscapes where a mandatory minimum 6 metre upper-level setback control should in most cases ensure the visual primacy and legibility of the heritage streetscape
- Ensure that any upper-level or infill development is subservient to the heritage fabric and is visually recessive in mass, scale and materiality
- Retain chimneys and principal roof forms visible from street views. To allow for the redevelopment to the rear of commercial buildings local heritage policy at clause 15.03-1L in the Port Phillip Planning Scheme which discourages alterations to “Contributory fabric, the principal façade, roof or any walls or surfaces visible from the public realm including a side street or laneway for Significant and Contributory places” will need to be moderated to give greater weight to street views rather than laneway views.
- Ensure that key public realm views, as identified in the local policies at clauses 15.01-1L-02 (Urban design) and 11.03-1L-01 (South Melbourne Central Major Activity Centre) of the Port Phillip Planning Scheme are protected. This includes the following landmark views and view corridors:
  - The clock tower of South Melbourne Town Hall when viewed from the footpath on the south-eastern corner at the intersection of Clarendon and Bank streets
  - The Shrine of Remembrance when viewed along Bank Street from Clarendon Street
  - Looking north along Clarendon Street towards Melbourne’s CBD and Southbank
  - Looking south along Clarendon Street towards Albert Park.
- Retain the visual prominence within the streetscape of local landmarks identified in Figure 27. To achieve this, new upper-level development behind existing heritage buildings should:
  - Incorporate materials and finishes that are recessive in texture and colour
  - Generally utilise visually lightweight, but high quality, materials that create a juxtaposition with the heavier masonry typical of the heritage buildings
  - Incorporate simple architectural detailing so it does not detract from significant elements of the existing building or streetscape.





- Provide a recessive backdrop to the heritage streetscape within precincts and to individual heritage buildings by:

- Avoiding highly articulated facades with recessed and projecting elements
- Avoiding highly contrasting or vibrant primary colours
- Avoiding the replication of existing decorative features and architectural detail.

- New development on land immediately abutting heritage places should:

- Provide a sensitive site-responsive transition between the existing heritage fabric and the proposed new built form
- Be distinguishable from the original heritage fabric and adopt a high quality and respectful contextual design response
- Incorporate simple architectural detailing so it does not detract from significant elements of the existing building or streetscape.

- Retain the visual prominence of the return façades of heritage buildings that address two major streets, by applying a mandatory minimum 6 metre upper-level setback control for new upper-level development from both street frontages. This includes corner buildings within heritage streetscapes and standalone individual heritage places, located at the following intersections:

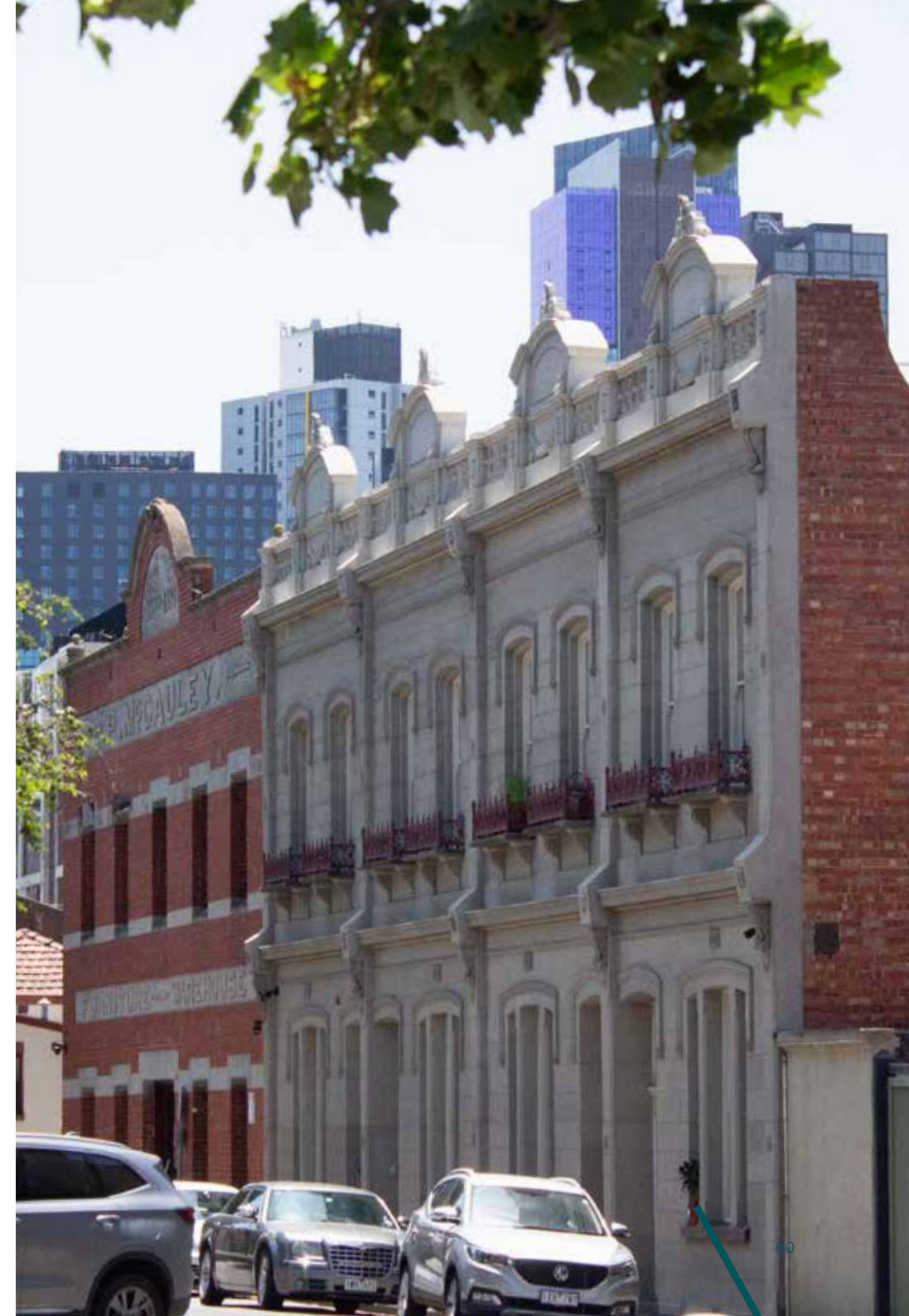
- Clarendon Street with Market, York,

Coventry, Dorcas, Bank and Park streets

- Cecil with Market, York and Coventry streets
- Moray with York, Coventry, Bank and Park streets
- Eastern Road and Bank Street
- Park and Perrins streets (on the key north-south axis to South Melbourne Town Hall).

- Retain the visual prominence of return façades – or end of terrace (side) elevations – of heritage buildings that address a secondary (or minor) street, by applying a preferred upper-level setback control for new upper-level development above the secondary street frontage. This includes corner buildings within heritage streetscapes and standalone individual heritage places, located at the following intersections:

- Clarendon Street with Alfred Lane and Chessell, Ross, Wynyard, Dow, Napier, Raglan and Thomson streets
- Moray Street and Little Moray Place
- York Street and Northumberland Street
- Coventry Street with Hotham, Francis, Union, Charles and Yarra streets
- Dorcas Street with Union, John and Charles Street
- Clarke Street and Ross Stree
- Park Street and Church Street.



- Encourage high quality, contemporary design that respects and complements the heritage place consistent with the local heritage policy at clause 15.03-IL of the Port Phillip Planning Scheme.
- In addition, a further setback from the principal street frontage at the uppermost level should be applied where appropriate to ensure that this floor is visually recessive, when viewed from the public realm.

### New infill development within cohesive heritage streetscapes

The following recommendations apply to the consistent and visually cohesive heritage streetscapes found within the Structure Plan area. This typically applies to the rows of shop/residences and commercial buildings found in Clarendon, Coventry, and Park streets that are included within the extent of HO440 – Emerald Hill Residential Precinct. While forming a consistent and cohesive heritage streetscape, the rows of shop/residences on the western side of Clarendon Street and the northern side of Park Street included in the extent of the Emerald Hill Estate (VHR H1136), have not been considered in these recommendations as they are included in the Victoria Heritage Register.

To maintain the visual cohesiveness and prominence of the heritage street wall:

- Adopt a zero site setback from the street boundary for infill development

- Maintain a street wall height for infill development that reflects the established (Victorian and Edwardian-era) predominantly two-storey scale between 8 metres and 11 metres by encouraging the street wall height of infill development to not exceed the height of the flat upper surface of the parapet of an adjacent Significant- or Contributory-graded heritage building.

- Discourage single-storey street wall infill development unless the both adjacent graded buildings are single-storey.

- Ensure that the heritage buildings and terrace rows remain visually prominent within the streetscape and retain their three-dimensional form as viewed from the public realm to avoid ‘facadism’. This can be achieved by applying mandatory controls for minimum upper-level setbacks behind the street wall of consistent streetscapes of shop/residences (Clarendon, Coventry and Park streets) through:

- Requiring new upper-level development to be set back from the street wall by a minimum of 6 metres which will retain the substantial majority of the front chimneys as freestanding rooftop elements and would retain the ‘front’ room of the deep plan form (typically around 13 metres)
- Respecting the inter-floor heights of the existing heritage fabric at ground and first floor levels; and
- Ensuring that the height of new

buildings does not visually dominate the heritage streetscape by applying a preferred height limit to complement the mandatory FAR. Within the cohesive heritage streetscapes this height limit may vary from 14.8m (4 storeys) to 18 metres (5 storeys) and up to 21.2 metres (6 storeys) depending on lot size and depth, emerging built form and the character of the heritage streetscape as determined by the *South Melbourne Built Form Review* (Hodyl & Co, October 2023).

### New development on individual Heritage Overlay places

The following recommendations apply to individual heritage places that do not form part of a precinct. Within the Structure Plan area typical examples include industrial buildings, church/halls and larger commercial premises, such as corner hotels that are not within or abut a heritage precinct. Any new development within the Heritage Overlay must consider, as a starting point, the Statement of Significance for the heritage place.

To retain the prominence of heritage buildings and the legibility of a building’s three-dimensional form:

- Upper-level setbacks above individual heritage buildings should be informed by:
  - Statement of Significance for the heritage place





- The heritage fabric, such as chimneys, parapets and other rooftop element
- The depth of structural bays
- The original roof form.
- To ensure that new built form does not visually dominate the heritage place new development should:
  - Incorporate materials and finishes that are recessive in texture and colour
  - Generally utilise visually lightweight, but high quality, materials that create a juxtaposition with the heavier masonry typical of the heritage buildings
  - Incorporate simple architectural detailing so it does not detract from significant elements of the existing building or streetscape.
- Provide a recessive backdrop to the heritage streetscape within precincts and to individual heritage buildings by:
  - Avoiding highly articulated facades with recessed and projecting elements
  - Avoiding highly contrasting or vibrant primary colours
  - Avoiding the replication of existing decorative features and architectural detail.

## Sites adjoining land subject to the Heritage Overlay

New development on land not subject to the Heritage Overlay abutting heritage buildings should provide a suitable transition to lower-scale of heritage buildings. This may be achieved by:

- Encouraging new development adjoining land on the Heritage Overlay to match the street wall height for a distance equivalent to a typical structural or façade bay (approximately 6m in the case of a typical nineteenth century shop residence)
- Where the proposed development is separated from the heritage place by a laneway, the street wall height for new development on adjacent land should not be greater than two storeys taller than the neighbouring heritage building, for a minimum distance of equivalent to a typical structural or façade bay
- Where land not subject to the Heritage Overlay adjoins a Significant- or Contributory-graded building, encourage upper-level development to be set back from the street wall to avoid visually overwhelming the adjacent heritage building.

## Actions

### Planning scheme amendment – built form controls

- 2.1 Prepare a planning scheme amendment to introduce and implement the built form recommendations for the South Melbourne Structure Plan, addressing the following built form parameters :

- The need to identify planning tools such as Floor Area Ratios to deliver more certainty and better buildings
- Delivering more efficient built form
- Building heights
- Delivering sunlight to streets and parks.

- Heritage parameters for:

- New development within the Heritage Overlay generally
- New infill development within cohesive heritage streetscapes
- New development on individual Heritage Overlay places
- Sites adjoining land subject to the Heritage Overlay.

### Monitoring and review

- 2.2 Establish an ongoing monitoring and review program to assess the performance of new planning controls for the South Melbourne Structure Plan Area.

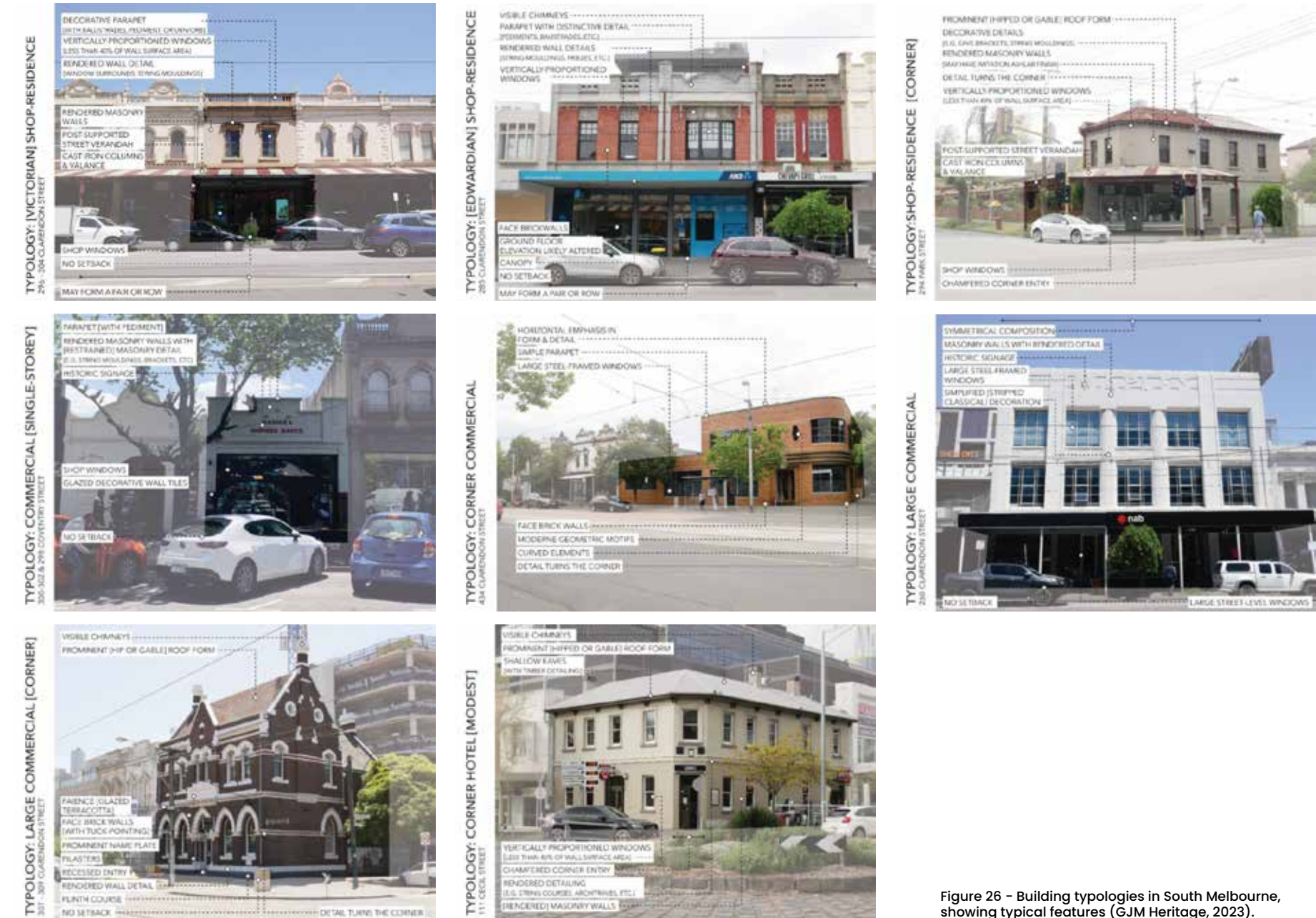


Figure 26 – Building typologies in South Melbourne, showing typical features (GJM Heritage, 2023).



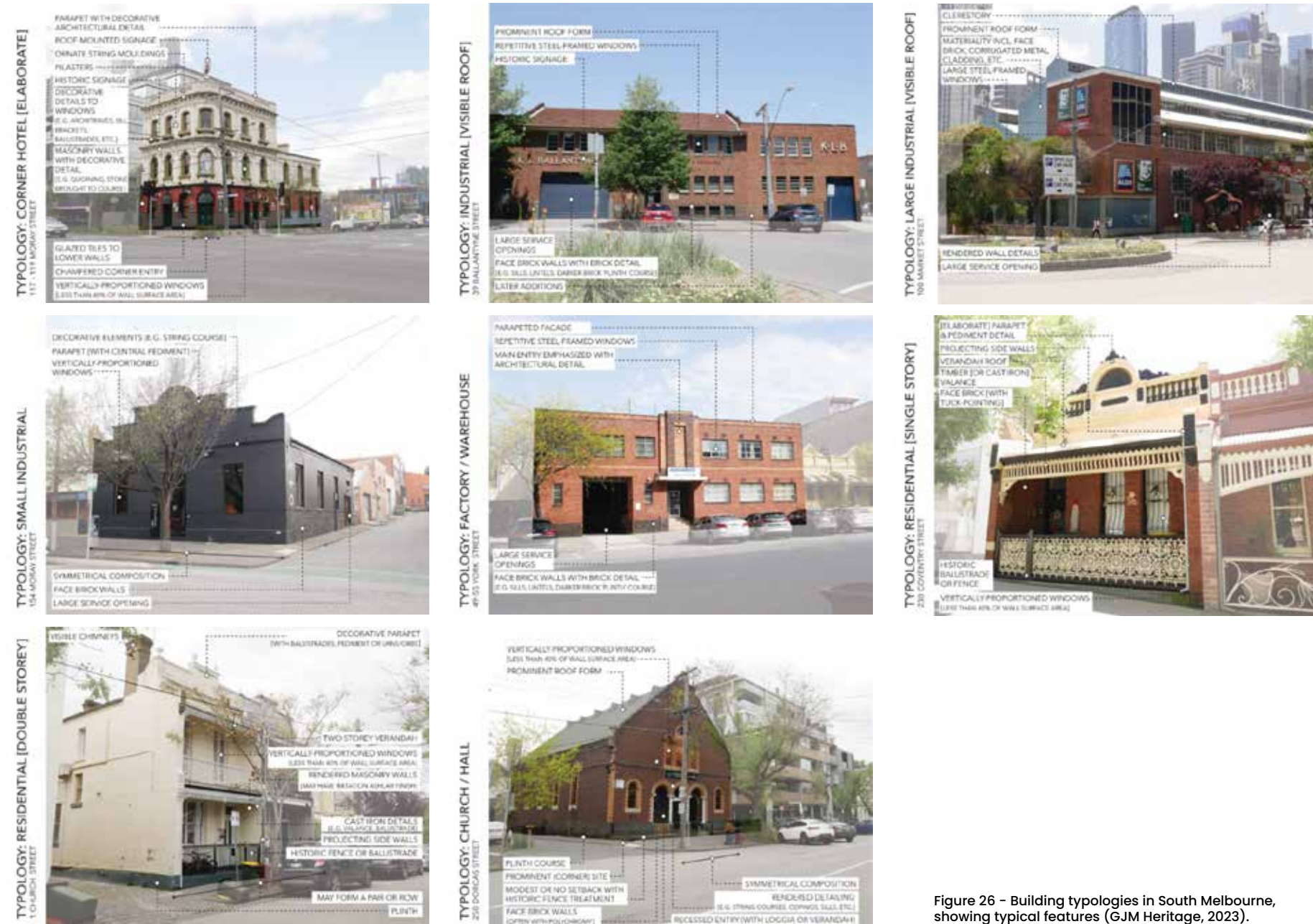


Figure 26 – Building typologies in South Melbourne, showing typical features (GJM Heritage, 2023).



Figure 27 – Location and description of local landmark buildings in South Melbourne identified by GJM Heritage (2023).



**78 Cecil Street (Southern Cross Hotel)**  
Type: Hotel on a prominent corner site  
Grading: Significant Heritage Place – inside HO (HO440)



**139 Cecil Street (George Hotel)**  
Type: Hotel on a prominent corner site  
Grading: Significant Heritage Place – inside HO (HO440)



**155 Cecil Street (Finn Barr)**  
Type: decorative façade and distinctive tower  
Grading: Included in the Victorian Heritage Register (VHR H0715)



**152-160 Clarendon Street (Market Hotel - Former Star Hotel)**  
Type: Hotel on a prominent corner site  
Grading: No HO; identified as a Significant Heritage Place in the South Melbourne Stage 2 Heritage Review



**209-215 Clarendon Street (Clarendon Hotel)**  
Type: Hotel on a prominent corner site  
Grading: Significant Heritage Place – inside HO (HO440)



**260 Clarendon Street (Maples Building)**  
Type: Large three-storey former showroom within predominantly two-storey, fine grain streetscape  
Grading: Significant Heritage Place – inside HO (HO440)





**307-309 Clarendon Street (Former bank)**  
 Type: Former bank on a prominent corner site  
 Grading: Significant Heritage Place – inside HO (HO440)



**364-368 Clarendon Street (Limerick Arms Hotel)**  
 Type: Hotel on a prominent corner site  
 Grading: Significant Heritage Place – inside HO (HO440)



**409-415 Clarendon Street (Emerald Hotel)**  
 Type: Hotel on a prominent corner site  
 Grading: Contributory Heritage Place – inside HO (HO440)



**433-435 Clarendon Street (Coppersmith Hotel)**  
 Type: Hotel on a prominent corner site  
 Grading: Contributory Heritage Place – inside HO (HO440)



**322-328 Coventry Street and 116-136 Cecil Street (South Melbourne Market)**  
 Type: Market building that occupies whole block  
 Grading: No HO



**210 Dorcas Street (St Luke's Anglican Church)**  
 Type: Church  
 Grading: Included in the Victorian Heritage Register (VHR H0218)



**221-229 Dorcas Street (Former bank)**  
 Type: Greek Orthodox Church  
 Grading: Significant Heritage Place – inside HO (HO440)



**232 Dorcas Street (Former Salvation Army Citadel)**  
 Type: Hall  
 Grading: Individual Heritage Place (HO109)



**250 Dorcas Street (Former Baptist Church)**  
 Type: Church  
 Grading: Individual Heritage Place (HO110)



**117-119 Moray Street (Māori Chief Hotel)**  
 Type: Hotel on a prominent corner site  
 Grading: Individual Heritage Place (HO205)



**147 Moray Street (Bells Hotel - Former Freer's Family Hotel)**  
 Type: Hotel on a prominent corner site  
 Grading: Individual Heritage Place (HO206)



**256-258 Moray Street (The Rubber Chicken)**  
 Type: Hotel on a prominent corner site  
 Grading: Significant Heritage Place – inside HO (HO440)



**256-264 Park Street (Former Harcourt Parry Building)**  
 Type: Former emporia with decorative façade and distinctive tower  
 Grading: Included in the Victorian Heritage Register (VHR H1136)



**332 Park Street (Park Towers)**  
 Type: Prominent high-rise residential building and adjacent reserve  
 Grading: Significant Heritage Place – inside HO (HO440)



**143 York Street (Market Tavern)**  
 Type: Hotel on a prominent corner site  
 Grading: Significant Heritage Place – inside HO (HO440)



**172 York Street (Albion Hotel)**  
 Type: Hotel on a corner site across from the South Melbourne Market  
 Grading: Individual Heritage Place (HO311)





## Built Form Objective 2: Contribute to engaging and walkable precincts

Each building must contribute to the creation of a comfortable and engaging public realm and encourage people to inhabit streets and public spaces.

### Design recommendations

The following design recommendations from the *South Melbourne Built Form Review* (Hodyl & Co, October 2023) provide guidance on how to achieve this objective:

- Provide high-quality frontages to streets and laneways.
- Encourage a mix of small and medium tenancies along key pedestrian streets and laneways in retail and commercial areas.
- Reduce the impact of servicing on the public realm by minimising the number of vehicle crossovers required and removing vehicle crossovers where appropriate.
- Ensure that the location of vehicle entries does not undermine the attractiveness, experience or safety of the public realm.
- Minimise the extent of servicing located on main street frontages and other key pedestrian routes, carefully integrating the design of servicing into the overall design of the ground floor.
- Provide depth and detail to all visible facades, with high quality and visually rich details in lower levels.

- Carefully integrate signage into the design of the ground floor and discourage signage treatments that reduce activation and passive surveillance of the public realm by obstructing windows and doors.
- Provide continuous weather protection along main street frontages and other key pedestrian routes that allows for exposure to winter sun and shelter from summer sun.
- Encourage new development to include splayed corners which are a prominent urban and architectural feature of the area.

### Built form outcomes

Building and street wall heights are key elements of building form that also contribute to a 'human-scaled' streetscape. Figure 31 demonstrates how these controls work together to deliver design outcomes that respond to the street widths in South Melbourne.

### Street wall heights

Street wall heights have been determined through considering the role and width of streets. The relationship or ratio between the street wall height and width of the street therefore varies across the Structure Plan area. The resulting ratios are generally between 0.67:1 to 1.33:1 which results in a comfortable 'human-scale' as experienced from the street. In heritage precincts or cohesive heritage streetscape, the ratio will be lower in order to maintain a consistent street wall height

with existing heritage buildings such as 2 storey shop residences. Street wall heights on narrower streets will often result in a greater level of enclosure to achieve reasonable development outcomes.

As a result of these factors, street wall heights across this Structure Plan area range from 3 storeys (equivalent to 2 storeys for a heritage shop residence) up to 6 storeys.

### Street wall heights and corner sites

For corner sites with two different street wall heights, the higher street wall should return around the corner before stepping down to the lower street wall height. As South Melbourne has a highly varied character, the distance that the higher street wall returns should be determined through a design led response. Within the precinct, this could include reflecting spatial patterns such as finer grain lot sizes, the modules of neighbouring existing buildings, or the spatial plan of the proposed development such as the module of an apartment or structural bay of a commercial development. Figure 28 shows two approaches to turning a corner from a wider to narrower street, both of which have the same Floor Area Ratio and in an area with a higher street wall requirement. The street wall height maps for each precinct later in this section include the turning of corners.

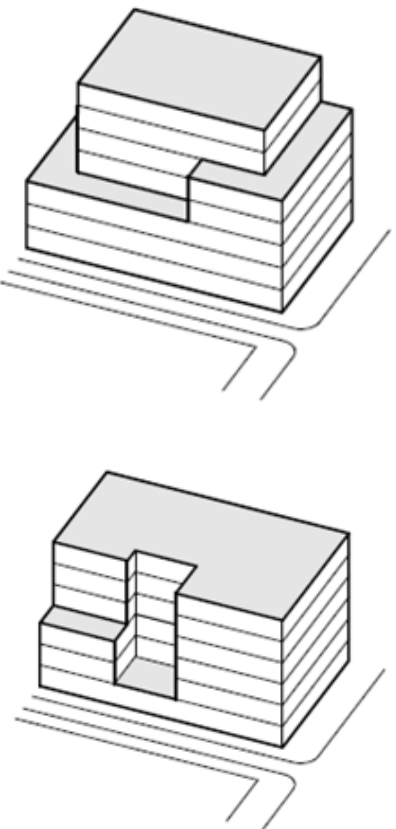


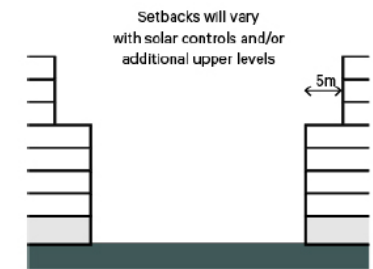
Figure 28 – Two approaches to turning a corner from a wider to narrower street, both of which have the same Floor Area Ratio.

### Upper level setbacks

Setting back the upper levels of buildings above the street wall reinforces the 'human-scale' of the street and allows sunlight to reach the street. With taller street wall heights, the number of upper levels can be reduced and accommodate within a single setback. This results in the upper levels being read as a 'cap' to the building rather than a 'wedding cake' where there is a series of upper levels with multiple setbacks.

A discretionary setback of 3 to 5 metres is generally proposed above the street wall (Figure 29). This will help to reduce the visual bulk of the upper level building 'cap' or ensure that sunlight reaches the street. All development should provide a single setback above the street wall to avoid 'wedding cake' outcomes. For areas with taller buildings heights resulting in more than 2 or 3 storeys above the street wall, or if the preferred maximum building height is exceeded, the setback is to be increased to meet any solar requirements and ensure the 'human scale' of the street experience is maintained. Setbacks above the street wall for heritage precincts and properties are more varied.

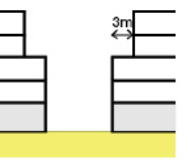
### Mixed-use residential development



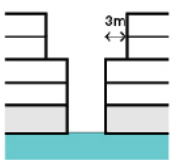
30 m wide street



30 m wide street with heritage

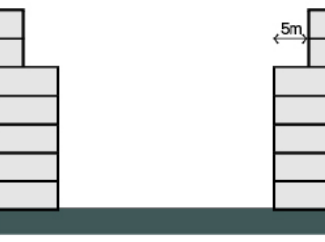


9 m wide street

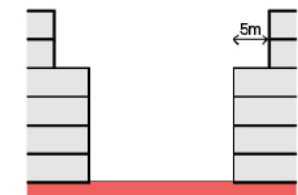


5 m wide street

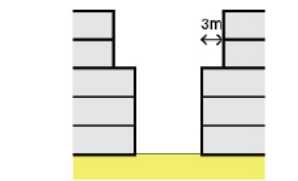
### Non-residential development



30 m wide street



20 m wide street



9 m wide street

- Residential
- Non-residential

Figure 29 – Diagrams demonstrating the relationship between street widths, street wall heights, upper level setbacks and building heights along typical streets in the Structure Plan area for both mixed-use residential development and non-residential development.



### Active frontages

The design of all frontages, including active frontages should be carefully considered to enhance the passive surveillance and contribute to a public realm that is attractive, engaging and safe. The built form propositions for each precinct later under this theme identify specific streets where the design of active frontages is a priority.

### Actions

#### Planning scheme amendment

2.3 Prepare a planning scheme amendment to introduce and implement the built form recommendations for the South Melbourne Structure Plan, addressing:

- Design recommendations to support Design Objective 2, including:
  - Street wall heights and upper level setbacks that avoid multiple ‘steps’
  - Active frontages.



## Built Form Objective 3: Provide high-amenity housing and workplaces

Providing a high level of amenity will contribute to the health, wellbeing and productivity of building occupants. It is important to ensure that good levels of daylight and sunlight enter buildings. It is also important that high amenity buildings provide equitable and dignified access to all, along with ensuring that buildings are adaptable to respond to changes in use over time.

### Design recommendations

The following design recommendations from the South Melbourne Built Form Review provide guidance on how to achieve this objective:

- Provide internal amenity and equitable development between sites by ensuring adequate building separation
- Support equitable development by ensuring that the primary outlook is secured to the street or within the development site
- Ensure that internal privacy is well managed through building separation, landscape interventions and the careful location of windows
- Avoid relying on screening to manage privacy issues at the ground floor and at upper levels
- Provide adequate floor-to-floor heights that support good internal amenity outcomes and are adaptable to changes in future land use over time, including the floor-to-floor heights of car parking

- Ensure universal design principles are achieved to provide equitable and dignified access for everyone.

### Built form outcomes

#### Internal amenity

Adequate building separation distances are required to ensure that good levels of daylight and sunlight enter buildings, as well as providing adequate cross ventilation. Building separation also ensures that outlook is provided from within buildings to connect occupants to the outside world and that privacy between neighbouring buildings is managed.

Building separation is also important to provide development equity, ensuring that the way one site is developed does not diminish the potential to deliver a well-designed building on an adjacent site. This is achieved by setting buildings back from side and rear boundaries and by separating buildings within sites.

To provide high levels of internal amenity, buildings should be designed to secure amenity from:

1. Streets
2. The rear of the property through appropriate setbacks and building separation
3. Communal outdoor open space within the development that has a dimension that meets building separation requirements.

Proposed building separation requirements are set out in Figure 30 and Figure 31, as well as being described in further detail below.

For residential development, primary outlook refers to living spaces and balconies, while secondary outlook refers to bedrooms and bathrooms. For non-residential development, building separation should utilise the distances under primary outlook.

#### Shared rear title boundaries

Where two properties share a rear boundary, development abutting the boundary should be a maximum of 3 storeys subject to any daylighting and ventilation requirements. Above the ground floor, any floors should be setback from the rear boundary to provide amenity by meeting the requirements for building separation, presented in Figures 30 and 31. For non-residential development, these requirements may not apply for properties with a depth of 16 metres or less that share a rear boundary where appropriate amenity can be achieved through a single outlook to the street.

#### Narrow laneways

The Structure Plan area includes narrow laneways that are generally 3 metres wide or less. To ensure that there is appropriate internal amenity and equitable development for properties on the opposite side of the laneway, the rear of developments should be setback





above the ground floor to provide adequate building separation. For properties with a side boundary to narrow laneways, development abutting the laneway may be up to 22 metres or the height limit (whichever is lesser) if amenity is secured to streets or the rear of the property, and if the facade to the laneway is slender.

Light wells

The use of light wells for daylight should be avoided or minimised. Where light wells are provided, they should:

- provide daylight access to bedrooms only.
- be painted in a light reflective colour.
- provide an opportunity for useable space at ground level.
- ensure bedroom windows in separate dwellings that face light wells are staggered to avoid direct overlooking.
- provide ground level access to the light well via a door.
- provide opportunities for landscaping.
- avoid designs which rely on multiple small light wells by consolidating light wells into a larger courtyard space.

While factors other than building height, such as site orientation, will influence the level of daylight to light wells, the following preferred light well dimensions are recommended:

- buildings up to 22 metres: 18 square metres (minimum width 3 metres).

- buildings above 22 metres and up to 27 metres: 36 square metres (minimum width 4.5 metres).
- buildings above 27 metres: 54 square metres (minimum width 6 metres).

Floor to floor heights

Floor to floor heights of 3.2 metres have been adopted for residential development with floor to floor heights of 4 metres for non-residential development. This aligns with best practice, provides a high level of internal amenity, and promotes sustainable building design.

Floor area ratio

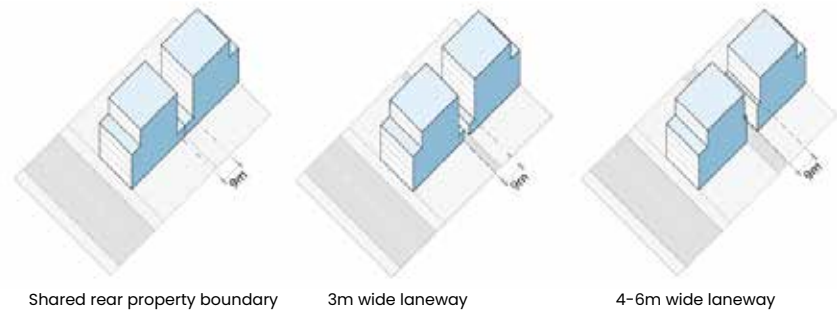
Floor area ratios in conjunction with building envelope controls can work together to achieve positive amenity outcomes by providing design flexibility to respond to the specific conditions of a site and the surrounding contexts. This will ensure that future buildings deliver high amenity dwellings and workplaces for future occupants.

Building Height	Minimum separation from site boundary		Separation between multiple buildings on an individual site
	Primary outlook	Secondary outlook	
Up to 22m	4.5 m	3 m	9 m
Above 22m and up to 27m	6 m	3 m	12 m
Above 27m	9 m	4.5m	18 m

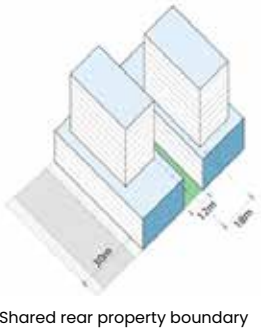
Figure 30 – Proposed building separation



Building height up to 22m with 9m building separation



Building height up above 27m with 18m building separation



Building height up to 22m and up to 27m with 12m building separation

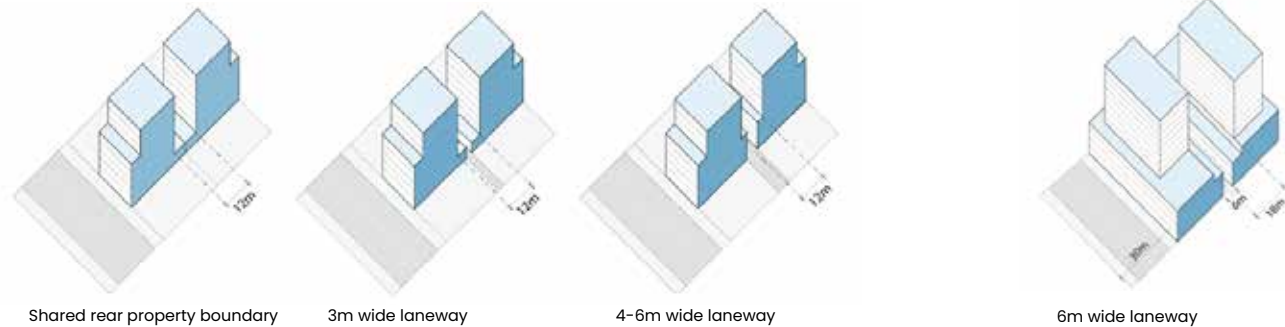


Figure 31 – Sections showing recommended minimum building separation for primary to primary outlook.

Actions

Planning scheme amendment

2.4 Prepare a planning scheme amendment to introduce and implement the built form recommendations for the South Melbourne Structure Plan, addressing:

- Design recommendations to support Design Objective 3, including:
  - Internal amenity
  - Development equity
  - Shared rear property boundaries
  - Narrow laneways
  - Light wells
  - Floor to floor heights
  - Floor area ratios.



## Built Form Objective 4: Integrate climate responsive design

Delivering sustainable buildings is integral if South Melbourne is to contribute to addressing the Climate Emergency declared by Council in 2019 and support the outcomes sought by *Act and Adapt: Sustainable Environment Strategy 2023-28*. Sustainable, high-quality building design leads to reductions in energy costs and healthier building environments for residents, workers and visitors.

### Design recommendations

The following design recommendations from the *South Melbourne Built Form Review* (Hodyl & Co, October 2023) provide guidance on how to achieve this objective:

- Support increased urban greening through green walls and green roofs.
- On larger sites, consider opportunities to provide deep soil zones to support in ground planting and canopy trees in the private realm.
- Provide carefully considered design solutions for buildings in flood affected areas, particularly in the transition from the building to the public realm to ensure that building entries and frontages are accessible and active.
- Encourage on site flood mitigation and Water Sensitive Urban Design (WSUD).
- Incorporate design detail and material choices that reduce urban heat.

### Built form outcomes

#### Flood risk

The City of Port Phillip is particularly vulnerable to the impacts of climate change, including rising sea levels, increased storm severity and frequency, and more extreme rainfall. These effects are expected to significantly impact low-lying areas within in South Melbourne's Enterprise Precinct.

Much of these precincts are covered by the Special Building Overlay<sup>1</sup> (SBO). Conditions that apply to development in these locations can include ground floor levels being set above the flood level or limitations on the design of basement parking and access.

In October 2021, the Minister for Planning approved Amendment VC171, which revised the Victoria Planning Provisions (VPPs) and planning schemes, including the Port Phillip's Scheme to strengthen coastal hazard planning and implement the Marine and Coastal Policy 2020.

Amendment VC171 replaced the previous requirement for councils to plan for a 0.2-metre sea level rise by 2040 with a new requirement to plan for a sea level rise of at least 0.8 metres by 2100. It also emphasises the need to consider the combined effects, such as tides, storm surges, coastal processes, and local conditions, when assessing climate change-related risks.

The *Water Act 1989* and State Planning

<sup>1</sup> The SBO is a planning tool designed to identify areas in the Planning Scheme susceptible to overland flooding and to facilitate appropriate development in these areas.

Policy requires the City to use the best available data for determining flood levels.

These changes have highlighted more locations in South Melbourne vulnerable to flooding when compared to what is currently affected by the SBO. These changes now identify additional sites either susceptible to flooding or facing an elevated flood risk, and this information is not currently reflected in the Planning Scheme.

#### Melbourne Water's sea level rise data

To assist with the City's consideration of this new benchmark, Melbourne Water has provided the City with interim flood data and mapping, highlighting areas of Port Phillip, including South Melbourne most susceptible to sea level rise.

This modelling is an interim measure while amendments are prepared to introduce the new controls into the Port Phillip Planning Scheme to identify land subject to future flooding and to ensure appropriate referrals to Melbourne Water. These amendment/s are scheduled to commence in 2024/25.

In January 2024, the Department of Energy, Environment and Climate Action (DEECA) released the Port Phillip Bay Coastal Hazard Assessment (PPBCHA). This project provides additional modelling on coastal erosion, permanent and tidal inundation and groundwater.

Until such time as Melbourne Water and the City have reviewed the PPBCHA data, the City will continue to rely on the interim Melbourne Water Sea Level Rise data as

the best available to inform statutory and strategic planning decisions.

#### Proactive approach to flood risk mitigation

Flood mitigation can be addressed at the precinct or individual lot scale. Melbourne has Water released the *Guidelines for Development in Flood Affected Areas* February 2019 to assist with managing the impact of flood risk on our community.

#### Lot scale

As the site-specific level, the Melbourne Water advises:

- New development should incorporate flood protection to mitigate tangible damage (e.g. structural building damage, economic losses) and intangible damage (e.g. emotional trauma, health impacts)
- Where new development must achieve the nominal flood protection level (NFPL), as per the DELWP Guidelines, the relevant NFPL for coastal inundation will be defined as the 2100 1% AEP flood level, plus 600mm freeboard
- Residential infill development and subdivisions will be assessed against the 2100 planning horizon for coastal inundation
- Basement entries must be protected to the NFPL. For constrained sites in areas affected by sea level rise, self-closing barriers may be considered to provide the freeboard protection (minimum apex to 2100 1% AEP flood level), with supporting documentation and legal agreements

- For multi-storey development, practical discretion will be exercised as appropriate for setting floor levels for lower risk service areas such as bin rooms, bike storage and transition zones
- Temporary buildings or structures with a limited life span may be permitted with floor levels below the 2100 NFPL at the discretion of the floodplain manager
- New development should be designed to minimise exposure of people to dangerous floodwaters
- The 'Flood Safety' principles and assessment criteria in the DELWP Guidelines will be considered for the 2100 1% AEP flood event in the assessment of coastal inundation
- Where flood depths for the 2100 1% AEP exceed the safety criteria in the DELWP Guidelines, development may not be supported. Consideration must be given to the Planning Policy Framework, including the relevant 'flood risk factors' in any applicable overlays.

Managing flood impacts on a site-by-site basis is generally addressed at the planning permit application stage. During his stage, Melbourne Water as the floodplain manager provides statutory referral comments on new development, primarily regarding minimum floor levels based on current flood mapping.

#### Precinct scale

At the precinct level Melbourne Water has provided preliminary guidance for South Melbourne aimed at proactively steering high levels of built form / development density away from areas at elevated risk of flooding, as defined by the safety criteria outlined in the Guidelines for Development in Flood-Affected Areas.

The Structure Plan is well placed, as a forward looking strategic planning document, to support flood mitigation efforts in the area including formulating land use policies that consider flood risk.

#### Environmentally Sustainable Design

As a member of the Council Alliance for a Sustainable Built Environment (CASBE), the City of Port Phillip is working with 24 other councils to push for planning policy that elevates sustainability requirements for new buildings and encourages a move towards net zero carbon development. The goal of the project is to better protect the natural environment, reduce resource and energy consumption, and support the health and wellbeing of future occupants.

Under the proposed changes, new developments would:

- Produce net zero carbon emissions
- Reduce household bills by making buildings more energy efficient
- Provide a healthier and more comfortable environment for building occupants

- Better manage water quality, use and collection
- Protect and enhance greening and biodiversity
- Be more resilient to changing climate impacts.

It is therefore important that the City of Port Phillip continues its advocacy with CASBE to elevate sustainability requirements for new buildings, not just for South Melbourne, but also throughout the municipality.

In the meantime, new buildings will continue to be assessed against sustainability provisions in the Port Phillip Planning Scheme, namely Clause 15.01-2L-02 (Environmentally sustainable development).

*Cooling South Melbourne* also highlights how deploying new technologies and innovative design can contribute towards mitigating against and adapting to the effects of climate change. High albedo (i.e. reflective) materials for urban surfaces like roofs walls and streets, along with increasing urban greenery are highly effective in reducing both average and maximum surface and ambient temperatures. Water irrigation or misting also plays an important role in reducing both ambient and surface temperatures throughout the day. Investigating how to implement a combination of these tools will crucially improve the outdoor thermal comfort of South Melbourne, particularly in a warming climate.





## Actions

### Planning scheme amendment

- 2.5 Prepare a planning scheme amendment to introduce and implement the built form recommendations for the South Melbourne Structure Plan, addressing:
- Design recommendations to support Design Objective 4
  - Public interfaces in flood prone areas.

### Council advocacy

- 2.6 Advocate the State Government to introduce updated planning provisions addressing flood risk into the Port Phillip Planning Scheme as soon as possible.

### CASBE advocacy

- 2.7 As a member of the Council Alliance for a Sustainable Built Environment (CASBE), continue to advocate for planning policy contained in Amendment C208port that elevates sustainability requirements for new buildings and encourages a move towards net zero carbon development.
- 2.8 Using *Cooling South Melbourne: Impact Analysis of Cooling Interventions*, encourage innovative design in new development that contributes towards mitigating against and adapting to the effects of climate change.



## Built form precincts

To support the implementation of the design objectives, four precincts have been identified to deliver place-specific outcomes for South Melbourne. These precincts are shown in Figure 34 and include:

1. Clarendon Street Precinct
2. Market Precinct
3. Enterprise Precinct East
4. Enterprise Precinct West

Each built form precinct contains a character statement. A character statement is a short summary of the elements of an area that make it distinctive. It identifies valued existing characteristics and outlines the preferred future character by describing the desired appearance of the precinct in the future.

The character statements and precinct boundaries were determined by considering the following attributes:

- Role of South Melbourne
- Existing and preferred streetscape character
- Streets and public spaces
- Existing buildings and land use
- Heritage
- Sunlight
- Size of blocks and land parcels
- Access and movement
- Vistas and views
- Flood risk.

## Approach to recommended built form controls

The recommended built form controls for each precinct provide guidance on key design elements, including density, building height, street wall height, upper level setbacks and building separation. The controls are tailored to the varied character identified within each of the four precincts.

Two overarching approaches are recommended for the built form controls as shown in Figure 32. In the Clarendon Street Precinct, envelope controls are proposed for the majority of properties to best enable built form outcomes that are responsive to the significant low-rise heritage context. The controls include mandatory building heights as well as mandatory street wall heights and upper level setbacks on main streets. For other streets and laneways within this precinct, street wall heights and upper level setbacks are discretionary.

The remainder of the Clarendon Street Precinct, as well as the other three precincts, provide an opportunity to support more flexible design outcomes while also providing for appropriate densities across these areas. The recommended controls for these areas include mandatory Floor Area Ratios (FARs) with discretionary building heights, street wall heights and upper level setbacks. The extent of the Structure Plan area covered by these two approaches is shown in Figure 32.

With highly varied lot sizes across the precinct, it is important to note that





there may be challenges in developing smaller sites to achieve the maximum FAR or building height. In some instances, lot consolidation may be required for development to be feasible, or a small heritage lot in combination with setback requirements may limit development.



Figure 32 – Map showing South Melbourne’s built form precincts along with the areas covered by an envelope control and Floor Area Ratio.

## Clarendon Street Precinct

The Clarendon Street Precinct covers an area of approximately 16.7 hectares and is shown in Figure 33. It includes properties fronting Clarendon Street from Market Street in the north to Thomson Street in the South. The precinct extends along sections of York Street, Coventry Street, Dorcas Street, Bank Street and Park Street which all run east-west and intersect Clarendon Street. There are several smaller streets and laneways within the area. The larger Clarendon Centre site forms part of the precinct.

### Preferred future character statement

The Clarendon Street Precinct will continue to be a vibrant shopping strip and mixed-use precinct with significant and highly intact heritage buildings.

The Victorian era residential shops and larger hotels, banks and commercial buildings along Clarendon Street provide a visually cohesive streetscape within the central section of the precinct.

The streetscape on the western side of Clarendon Street between Dorcas and Park Street is particularly significant with all properties listed on the Victorian Heritage Register (VHR).

There is greater diversity elsewhere in the precinct including Edwardian and Interwar buildings, as well as more recent development from the late twentieth and early twenty-first century.

The limited scale of any future development respects the valued heritage character of the precinct.

Existing street wall heights are maintained with setbacks to upper-level street frontages.

New development uses materials that sensitively distinguish between contemporary built form and existing heritage buildings.

New development reinforces the existing ground floor character of the precinct by providing small tenancies with active frontages that support and enhance the public realm and pedestrian experience.

### Recommended built form planning controls

#### Envelope controls

Envelope controls are recommended for most of the precinct (refer to Figure 35, page 78). This is to ensure an appropriate design response on sites with heritage buildings, along with infill sites that directly adjoin or are close to heritage properties. In responding to the valued heritage of the area, as well as the smaller site sizes, the built form controls seek to establish a more consistent design outcome through building heights and setbacks in comparison to the increased design flexibility of a Floor Area Ratio control. The envelope controls include mandatory controls such as building heights, as well as a mix of mandatory and discretionary controls such as setbacks to upper levels.

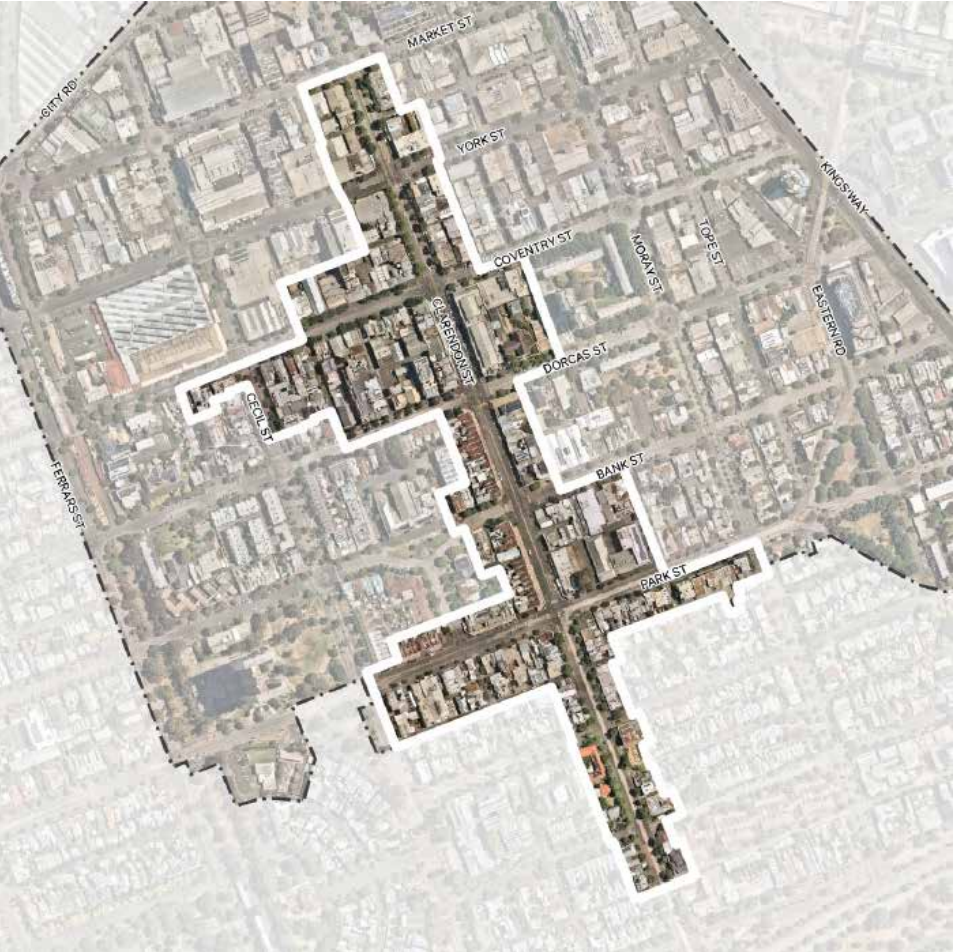


Figure 33 – Map showing the Clarendon Street Precinct.



### Floor area ratio

A Floor Area Ratio (FAR) range of 3.5:1 up to 5:1 is recommended for the precinct (refer to Figure 35). FARs will be mandatory maximums and have been tailored to reflect the emerging and future precinct character. FAR controls have generally been targeted to larger sites within the precinct that:

- Are located away from the central Clarendon Street corridor
- Are located at the northern end of the corridor where there are less heritage properties
- Comprise the Clarendon Centre.

### Building heights

Mandatory maximum building heights of 3 to 5 storeys will apply to properties covered by an envelope control in response to the extent of heritage buildings and finer grain lot sizes within this area (refer to Figure 36). Preferred maximum building heights of 3 to 8 storeys will apply to the remaining properties covered by a Floor Area Ratio control. There is a relatively higher proportion of sites in this precinct with lower building heights as most properties are within a Heritage Overlay, on smaller lots or have an interface with low rise residential areas to the south of Park Street. Taller building heights are generally proposed for sites with larger lots sizes that primarily have frontages to the wider main streets or deeper lots that can provide appropriate upper level setbacks.



Figure 34 – Visualisation demonstrating the view along Clarendon Street representing indicative built form (*South Melbourne Built Form Review*, Hodyl & Co, 2023).

### Street wall heights

Mandatory street wall heights of 2 to 3 storeys will apply throughout most of the precinct to maintain the street wall heights established by existing heritage buildings (refer to Figure 37). In the remainder of the precinct, preferred street wall heights of 3 to 4 storeys will apply. Street wall heights have been established in response to the street hierarchy, existing heritage buildings, and to manage transitions at the interface with low rise residential areas to the south of Park Street.

### Setbacks

For areas of the precinct covered by an envelope control, a mandatory maximum setback of 6 metres will apply to all upper levels on 30 metre wide streets. For all other streets and laneways, a discretionary setback of 3 metres will apply.

For areas of the precinct covered by a Floor Area Ratio control, a discretionary setback of 3 to 5 metres will apply above the street wall to provide design flexibility in responding to street widths and protection of sunlight to footpaths.

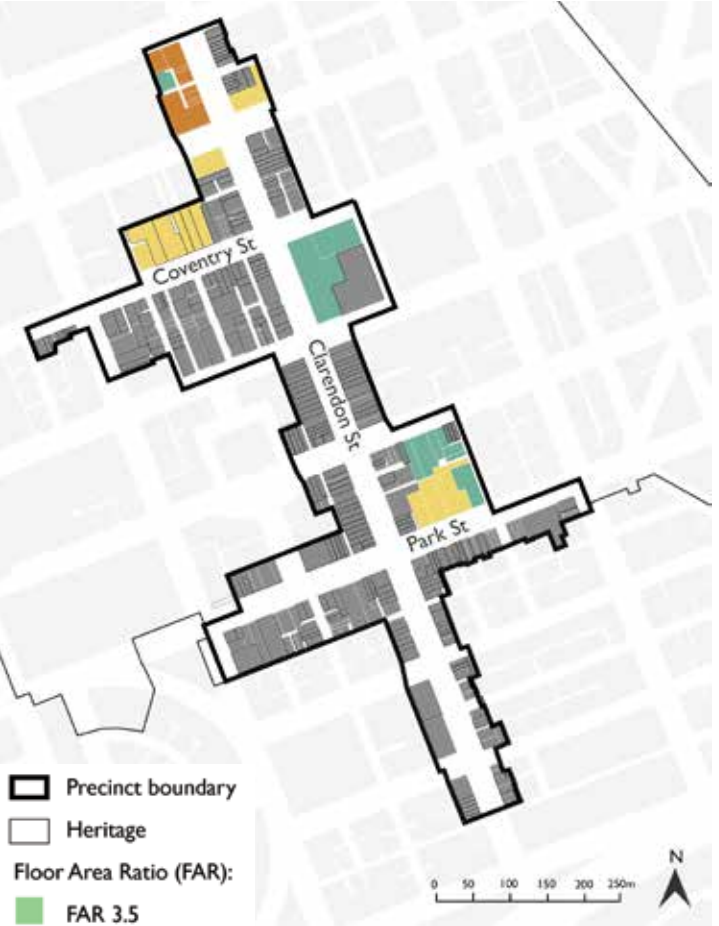


Figure 35 – Map of the areas in the Clarendon Street Precinct covered by envelope controls and Floor Area Ratios (FARs). The specified FAR does not necessarily reflect approved development.

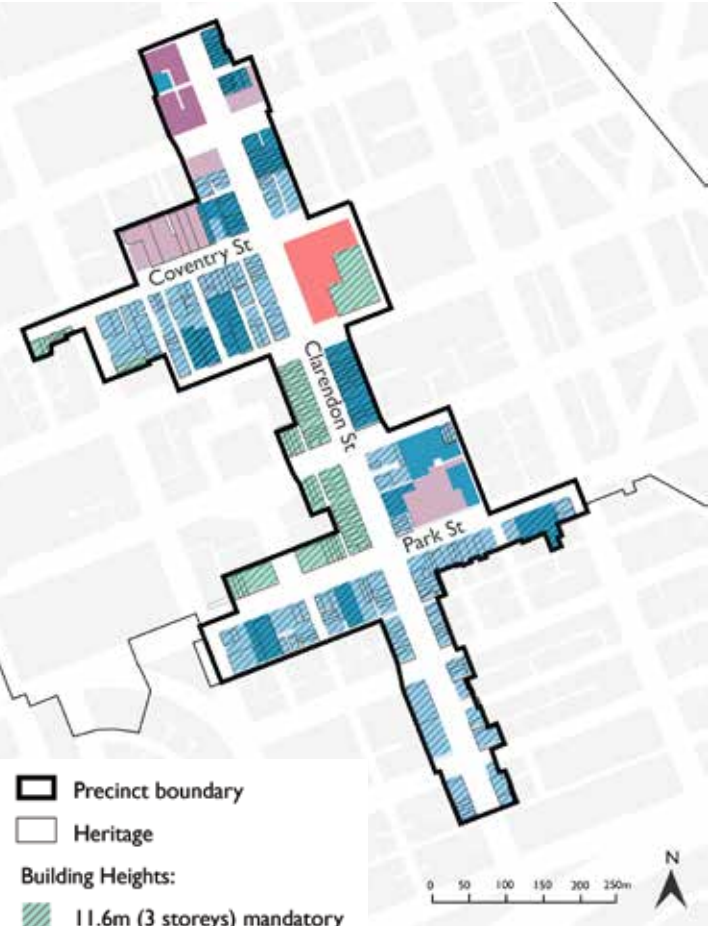


Figure 36 – Map of building heights in the Clarendon Street Precinct.



### Overshadowing

Development must not overshadow the southern footpath of the following streets between 10 am and 2 pm on the spring equinox (22 September):

- Market Street
- York Street
- Coventry Street
- Dorcas Street
- Bank Street
- Park Street.

### Interfaces

Density and built form controls for the precinct will enable new development to respond positively to important interfaces in the area including:

- Ensuring that new development does not overwhelm the St Luke's Anglican Church complex on Dorcas Street.
- Providing an appropriate scale of development and transition to low-rise residential properties that interface with properties at the southern end of the precinct on Park Street, Dow Street and Clarendon Street.

### Active frontages

The design of all frontages, including active frontages should be carefully considered with a focus on the following areas:

- York Street
- Coventry Street
- Clarendon Street.

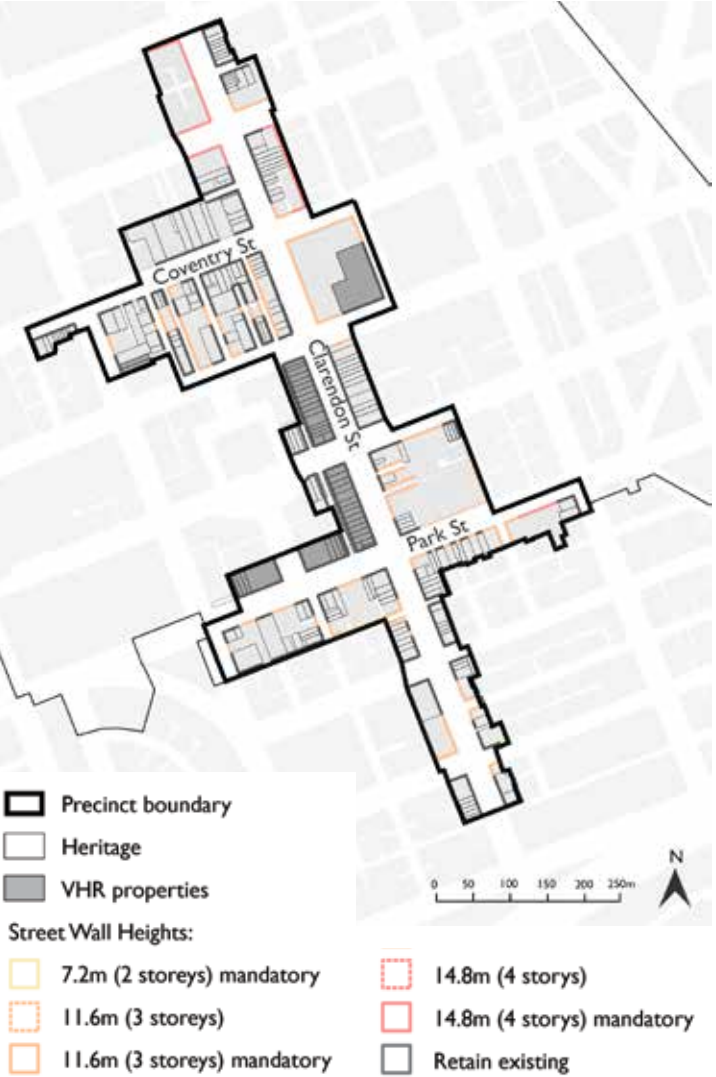


Figure 37 –Map of street wall heights in the Clarendon Street Precinct.



## Market Precinct

The Market Precinct covers an area of approximately 9.3 hectares and is shown in Figure 38. It includes the South Melbourne Market and many of the larger lots in the Commercial 1 Zone that front Market Street, York Street, Coventry Street and Cecil, as well as several smaller streets and laneways. The precinct also includes several properties at the northern end of Clarendon Street that provide a transition from the interface with the West Gate Freeway.

### Preferred future character statement

The precinct contains a mix of heritage factory and warehouse buildings, many of which have been redeveloped, as well as corner hotels and terrace housing.

With larger lot sizes and significant building development from the mid-1970s to today, the commercial character of this precinct is substantially different from the fine grain heritage character of the Clarendon Street Precinct.

Following renewal and reinvigoration, the South Melbourne Market continues to operate as a thriving destination for the local community and a regionally significant attraction. The upgraded market will be a key driver for further development as the precinct evolves into a vibrant mixed-use area.

A more varied built form character emerges as development responds to the different conditions in this precinct including the South Melbourne Market, isolated heritage buildings, irregular

lot sizes and transition to the low-rise heritage character of Clarendon Street.

New development will improve the existing ground floor character of the precinct, particularly along York Street, by providing small and medium tenancies with active frontages that support and enhance the public realm and pedestrian experience.

The public realm supports an active pedestrian environment with York Street connecting the market with Clarendon Street in the east and the Fishermans Bend Urban Renewal Area to the west.

### Recommended built form planning controls

#### Floor area ratio

A Floor Area Ratio (FAR) range of 3:1 up to 5:1 will apply throughout the precinct (refer to Figure 40). FARs are mandatory maximums and have been tailored to reflect the emerging and future precinct character. There is a relatively higher proportion of sites in this precinct with higher FARs as most properties have larger lot sizes and frontages to wide main streets. Lower FARs will apply to properties with small lot sizes with several being heritage buildings as well as an island site located centrally within a block

#### Building height

Preferred maximum building heights of 4 to 8 storeys will apply throughout the



Figure 38: Map showing the Market Precinct.



precinct with some opportunities for development up to 12 storeys on larger sites where there is the potential for multiple buildings of different scale (refer to Figure 41). There is a relatively higher proportion of sites in this precinct with taller building heights as most properties have larger lot sizes and frontages to wide main streets. Properties with lower building heights reflect the small lot sizes with several being heritage buildings, as well as an island site located centrally within a block.

**Street wall heights**

Preferred street wall heights of 3 to 5 storeys will apply throughout the precinct (refer to Figure 42). Street wall heights have been established in response to the street hierarchy and existing heritage buildings.

**Setbacks**

A discretionary setback of 3 to 5 metres will apply above the street wall to provide design flexibility in responding to street widths and protection of sunlight to footpaths.

**Overshadowing**

Development must not overshadow the southern footpath of the following streets between 10 am and 2 pm on the spring equinox (22 September):

- Market Street
- York Street to the east of Cecil Street
- Coventry Street.



Figure 39 - Visualisation demonstrating the view along York Street representing indicative built form (*South Melbourne Built Form Review*, Hodyl & Co, 2023).

Development must not overshadow the southern footpath of the following streets between 10 am and 2 pm on the winter solstice (22 June):

- York Street from the western boundary of South Melbourne Market to Cecil Street

**Interfaces**

Density and built form controls for the precinct will enable new development to respond positively to important interfaces in the area including:

- Providing an appropriate scale of development on the northern side of York Street to protect sunlight to the southern footpath along the northern boundary of the South Melbourne Market.

**Active frontages**

The design of all frontages, including active frontages should be carefully considered with a focus on the following areas:

- York Street
- Coventry Street.

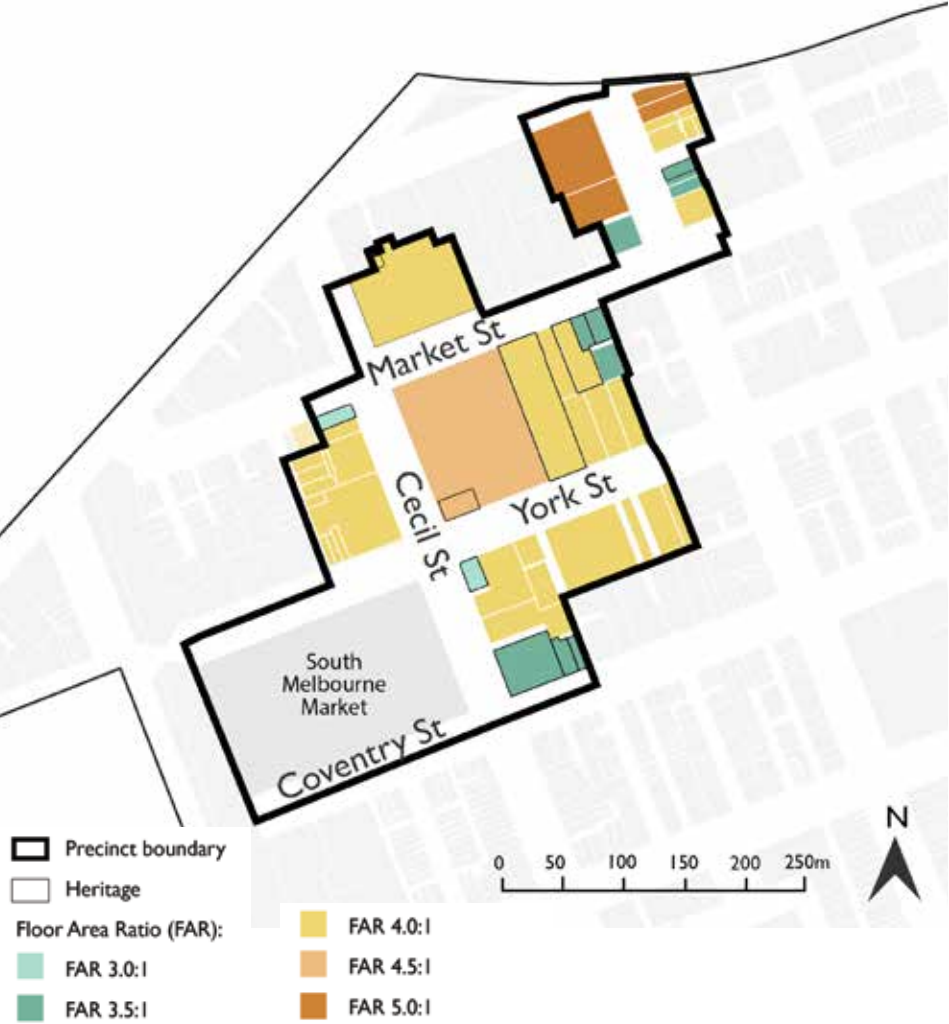


Figure 40 - Map of Floor Area Ratios (FARs) in the Market Precinct. The specified FAR does not necessarily reflect approved development.





Figure 41 – Map of building heights in the Market Precinct.

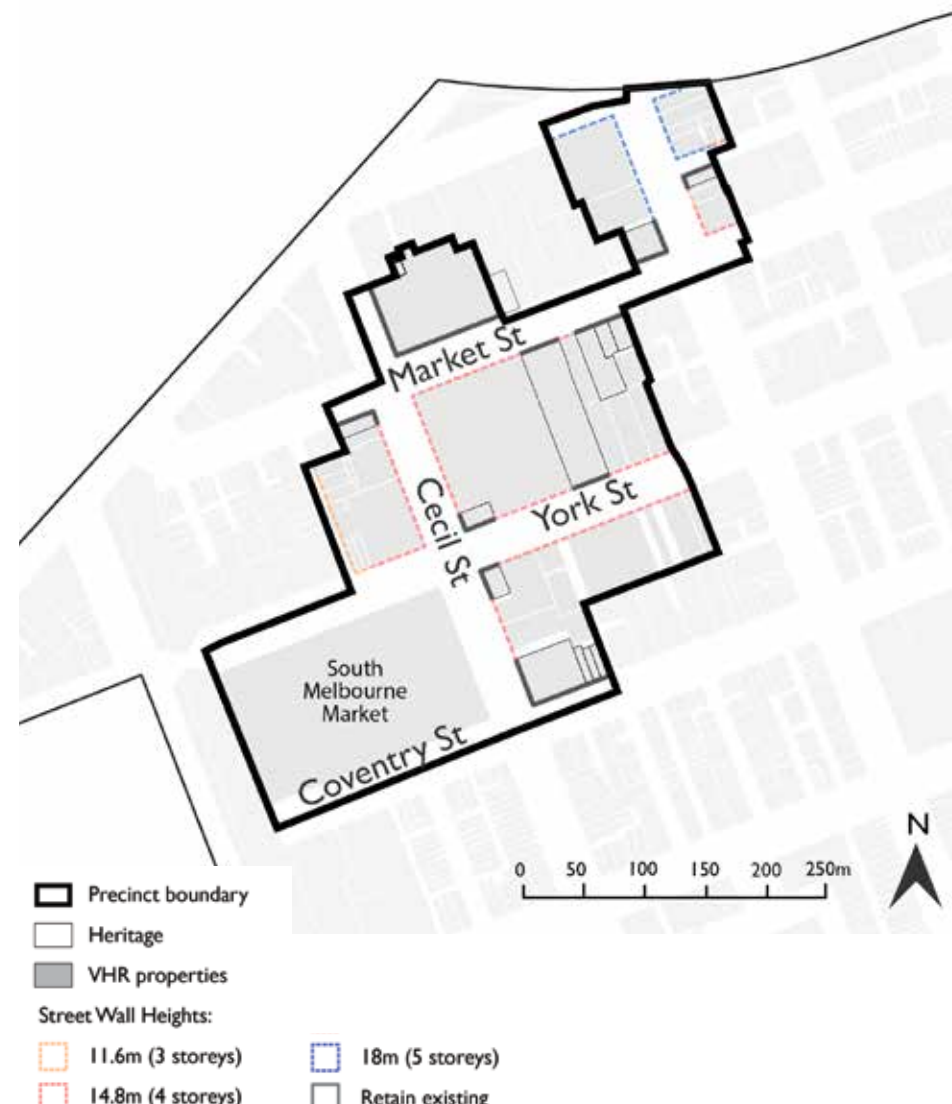


Figure 42 – Map of street wall heights in the Market Precinct.

## Enterprise Precinct East

The Enterprise Precinct East covers an area of approximately 18.2 hectares and is shown in Figure 43. It primarily supports employment uses located between the West Gate Freeway in the north and Bank Street in the south. The eastern edge of this area interfaces with a strip of properties in the Mixed Use Zone with an interface to Kings Way. The western boundary follows Moray Street and Coventry Street, as well as having an interface to properties fronting Clarendon Street. There are several smaller streets and laneways across the precinct.

### Preferred future character statement

Part of South Melbourne's enterprise precinct and a regionally significant industrial area, Enterprise Precinct East continues to support employment activity with a focus on creative industries.

With wide streets, few heritage buildings, and more recent development from the late twentieth and early twenty-first century, the precinct character will evolve through the development of well-designed contemporary workplaces.

New development comprises simple and legible building forms. Efficient floor plates and higher street walls enable design outcomes that avoid multiple upper-level setbacks.

Taller development along Kings Way is integrated into the precinct with frontages and building entries oriented towards the precinct or addressing

key east-west streets that provide connections from South Melbourne to the eastern side of Kings Way.

Maintaining the diversity of lot sizes provides variation in the commercial floor space offer, supporting start-ups, creative industries, and established businesses.

With short block lengths and a highly permeable street network, the ground floor of new development comprises small to medium sized tenancies with active frontages that support and enhance the public realm and pedestrian experience.



Figure 43 – Map showing the Enterprise Precinct East.





### Recommended built form planning controls

#### Floor area ratio

A Floor Area Ratio (FAR) range of 3.5:1 up to 6.5:1 will apply throughout the precinct (refer to Figure 45). FARs will be mandatory maximums and have been tailored to reflect the emerging and future precinct character. The FARs recognise the diversity of streets, lot sizes and interfaces by providing for predominantly medium density development. Higher FARs are generally located on sites with an interface to Kings Way with lower FARs on sites to the west of Moray Street where there is a finer grain of smaller sites and narrower streets.

#### Building heights

Preferred maximum building heights of 5 to 12 storeys will apply throughout the precinct (refer to Figure 46). Taller building heights are located along the interface with Kings Way and on larger land parcels. Most sites have a preferred maximum building height of 6 or 7 storeys. Several properties to the north of Coventry Street have a preferred maximum building height of 5 storeys in response to smaller lot sizes, narrow streets, heritage properties and shared rear boundaries. Similar conditions are found in other properties with a preferred maximum building height of 5 storeys located on the northern side of Bank Street and at the southern end of Moray Street.



Figure 44 – Visualisation demonstrating the view along Market Street representing indicative built form (*South Melbourne Built Form Review*, Hodyl & Co, 2023).

Several properties along Kings Way are in the Mixed Use Zone which allows for both residential and non-residential development. An entirely commercial development may result in taller building height compared to a residential development due to the difference in floor-to-floor heights for commercial and residential buildings.

For sites with the Special Building Overlay (SBO) the preferred maximum building height can be increased to allow for the minimum flood protection level nominated by the floodplain management authority.

#### Street wall heights

Street wall heights have been established in response to the street hierarchy and the limited number of heritage buildings within the precinct.

Discretionary street wall heights of 3 storeys (12 metres) to 5 storeys (20 metres) are proposed for the precinct (refer to Figure 47). Variations in street wall height may be appropriate in order to respond to site specific conditions, for example:

- Reducing the street wall height to align with an adjoining heritage building
- Increasing the street wall height to mark corners.

#### Setbacks

A discretionary setback of 3 to 5 metres will apply above the street wall to provide design flexibility in responding to street widths and protection of sunlight to footpaths.

#### Overshadowing

Development must not overshadow the southern footpath of the following streets between 10 am and 2 pm on the spring equinox (22 September):

- Market Street
- York Street
- Coventry Street
- Dorcas Street
- Bank Street.

Street wall heights and setbacks to development fronting Clarke Street could be tailored to provide sunlight access to either part or all of the street between 11 am and 3 pm on 21 June based on the opportunity for a potential new linear public open space.

#### Interfaces

The proposed density and built form controls for the precinct will enable new development to respond positively to important interfaces in the area including

- Providing for taller development along Kings Way
- Providing sunlight protection to all, or the majority of, Dorcas Street Reserve at the winter solstice (22 June) from 10.00 am to 2.00 pm
- Providing lower street wall heights as a transition to the low-rise residential properties on the south side of Bank Street.



Figure 45 – Map of Floor Area Ratios (FARs) in the Enterprise Precinct East . The specified FAR does not necessarily reflect approved development.



**Active frontages**

The design of all frontages, including active frontages should be carefully considered with a focus on the following areas:

- York Street to the west of Moray Street
- Coventry Street to the west of Moray Street
- Clarke Street from Chessell to York Street.

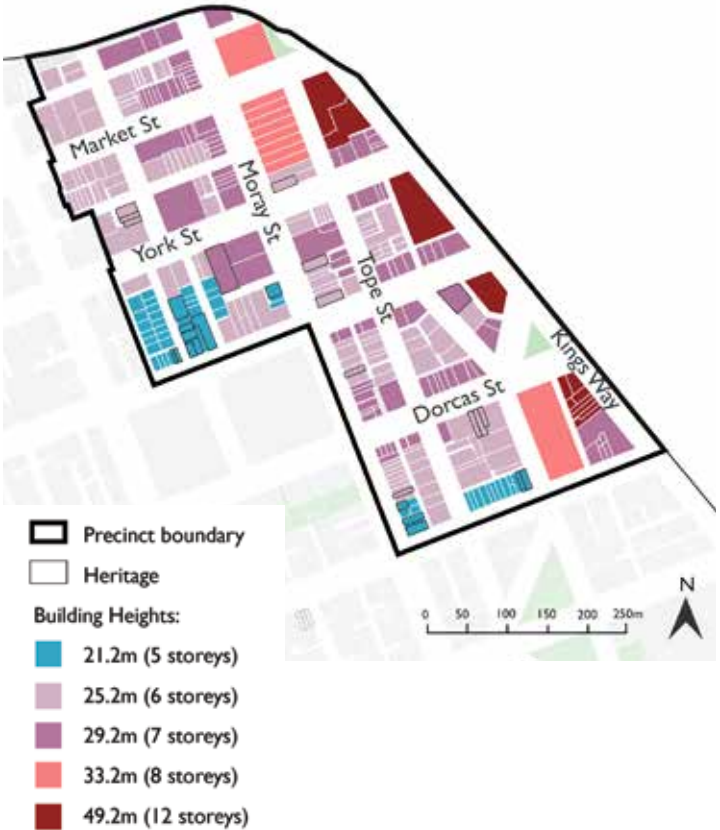


Figure 46 – Map of Building Heights in the Enterprise Precinct East.

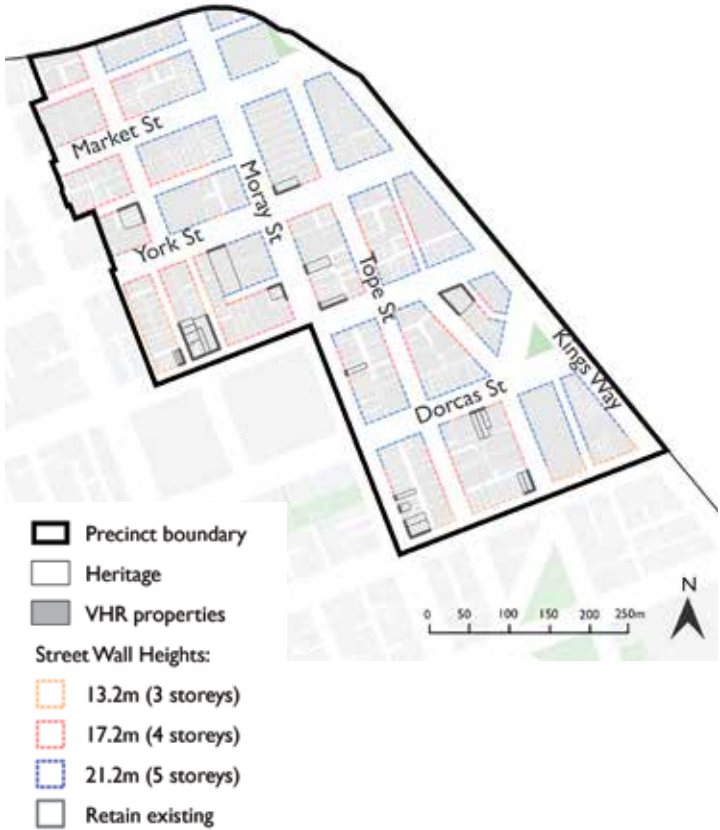


Figure 47 – Map of street wall height in the Enterprise Precinct East.

**Enterprise Precinct West**

The Enterprise Precinct West covers an area of approximately 7.4 hectares and is shown in Figure 48. It supports employment uses located along City Road and at the interface with the West Gate Freeway. Other sites in the precinct have frontages to Ballantyne Street, Market Street, York Street and Cecil Street, as well as several smaller streets and laneways. A small number of properties are directly opposite the South Melbourne Market on the north side of York Street.

**Preferred Future Character statement**

Part of South Melbourne’s enterprise precinct, a regionally significant industrial area, and comprising a small pocket of industrially zoned land, Enterprise Precinct West continues to support diverse employment activity.

The precinct has a more industrial feel and contains a mix of heritage factory and warehouse buildings, and terrace housing, with more recent development from the late twentieth and early twenty-first century.

A more varied built form character emerges as development responds to the different conditions in this precinct including the remaining heritage buildings, interfaces to City Road, West Gate Freeway and South Melbourne Market, or the triangular blocks and irregular lots.

New development on non-heritage sites comprises simple and legible building forms.

Efficient floor plates and higher street walls enable design outcomes that avoid multiple upper-level setbacks.

Sensitive redevelopment of heritage buildings in the precinct ensures that buildings retain their three dimensional form and that key architectural elements remain clearly legible.

New development will improve the existing ground floor character of the precinct, particularly along York Street, by providing small and medium tenancies with active frontages that support and enhance the public realm and pedestrian experience.

The public realm supports an active pedestrian environment with improved and new connections to the Montague Precinct in Fishermans Bend and to South Melbourne Market.



Figure 48 – Map showing the Enterprise Precinct West.



Recommended built form planning controls

**Floor area ratio**  
A Floor Area Ratio (FAR) range of 3.5:1 up to 5.0:1 is proposed for the precinct (refer to Figure 49). FARs will be mandatory maximums and have been tailored to reflect the emerging and future precinct character. While street widths within the precinct are generally consistent, the FARs recognise the diversity of lot sizes and interfaces while providing for predominantly medium density development. Higher FARs are generally located on sites with an interface to City Road, the West Gate Freeway, Ballantyne Street and Market Street. Lower FARs are generally located on sites with a frontage to the north side of York Street which enables a transition to low-rise residential properties and the South Melbourne Market on the southern side of the street.

**Building heights**  
Preferred maximum building heights of 3 to 7 storeys will apply throughout the precinct with some opportunities for development up to 10 storeys where a taller building with increased setbacks would enable greater retention of the front elements of industrial heritage buildings (refer to Figure 50). Taller building heights are located on Ballantyne and Market Street in response to the larger lot sizes and lack of sensitive interfaces. Several properties to the north of South Melbourne Market have



a preferred maximum building height of 5 storeys in response to smaller lot sizes, narrow streets, and to manage overshadowing of York Street and potential future open space on the market site.  
For sites with the Special Building Overlay (SBO) the preferred maximum building height can be increased to allow for the minimum flood protection level nominated by the floodplain management authority.

**Street wall heights**  
Preferred street wall heights of 3 to 5 storeys will apply throughout the precinct (refer to Figure 51). Street wall heights have been established in response to the street hierarchy and interfaces.

**Setbacks**  
A discretionary setback of 3 to 5 metres will apply above the street wall to provide design flexibility in responding to street widths and protection of sunlight to footpaths. Additional setbacks may be required for properties on the north side of York Street to provide sunlight protection to the southern footpath.

**Overshadowing**  
Development must not overshadow the southern footpath of the following streets between 10 am and 2 pm on the spring equinox (22 September):  
• Market Street  
• York Street from City Road to the western boundary of South Melbourne Market.

Development must not overshadow the southern footpath of the following streets between 10 am and 2 pm on the winter solstice (22 June):  
• York Street from the western boundary of South Melbourne Market to Cecil Street.

**Interfaces**  
Density and built form controls for the precinct will enable new development to respond positively to important interfaces in the area including:  
• Providing for taller development along City Road and at the interface to the West Gate Freeway.  
• Providing an appropriate scale of development on the northern side of York Street to protect sunlight to the southern footpath along the northern boundary of the South Melbourne Market.  
• Providing an appropriate scale of development and transition on the northern side of York Street (west of Ferrars Street) to the low-rise residential properties on the south side of the street.

**Active frontages**  
The design of all frontages, including active frontages should be carefully considered with a focus on the following areas:  
• York Street to the east of Ferrars Street.

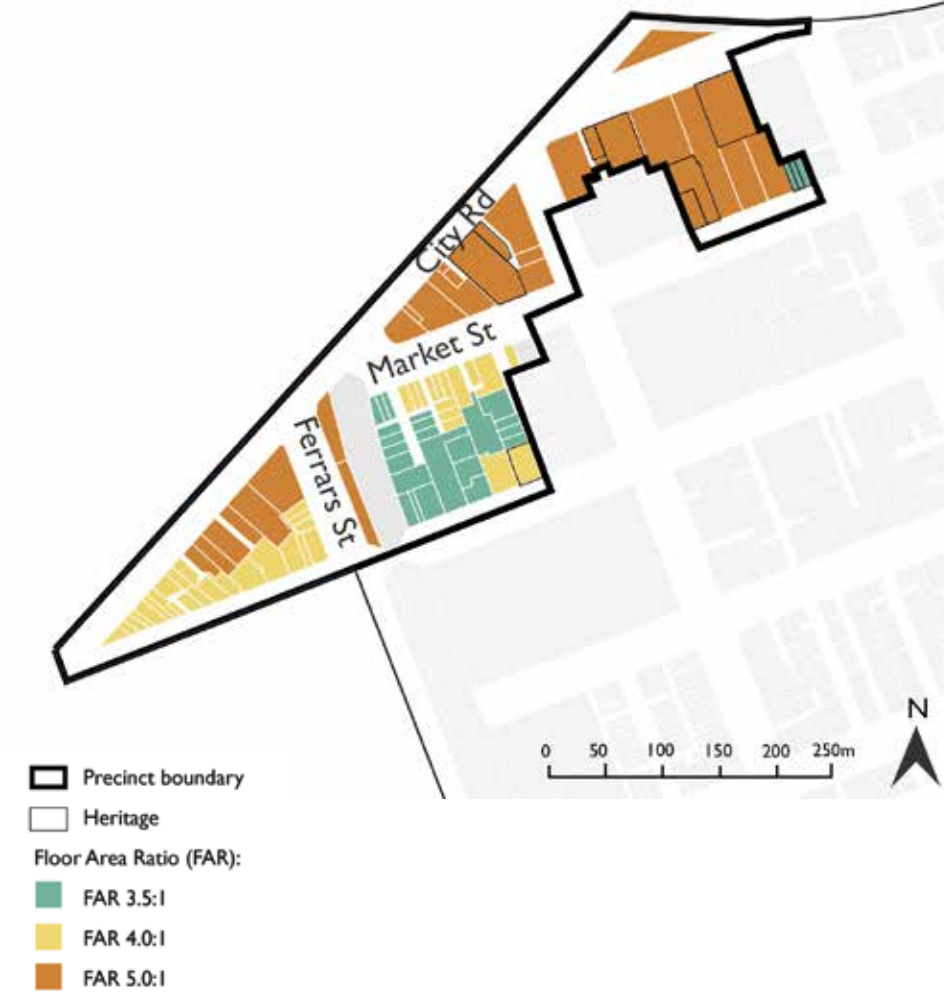


Figure 49 – Map of Floor Area Ratios (FARs) in the Enterprise Precinct West. The specified FAR does not necessarily reflect approved development.





Figure 50 – Map of building heights in the Enterprise Precinct West.

Figure 51 – Map of street wall heights in the Enterprise Precinct West.

## Actions

### Planning scheme amendment

2.9 Prepare a planning scheme amendment to introduce and implement the built form recommendations for the Clarendon Street, Market, Enterprise Precinct East and Enterprise Precinct West precincts, addressing:

- Floor area ratio
- Building heights
- Street wall heights
- Setbacks
- Overshadowing
- Interfaces
- Active frontages.

# Theme 3: Access and Movement

South Melbourne is a place that is connected and easy to move around for all

## Introduction

As activity intensifies in South Melbourne, competition for road space among people who use motor vehicles, ride a bike, walk or use public transport will also increase. A proactive and balanced approach is essential to effectively manage access to and within South Melbourne, mitigating congestion.

### Streets for people

South Melbourne's streets, covering nearly half of its land, are pivotal for fostering a lively and sustainable community. Streetscapes and shopping strips contribute to South Melbourne's public space network, their important role recognised in *Places for People: Public Space Strategy 2022-32*. Reducing vehicle conflict points with pedestrian areas and limiting new crossovers on streets and removing redundant crossovers will prioritise high amenity, safety and comfort for pedestrians.

South Melbourne's gridded street network, shown in Figure 52, facilitates connections between key destinations. Improving the accessibility of South Melbourne's streets provides an opportunity to create a safe and comfortable walking and cycling environment for all, particularly to:

- Support health and wellbeing (including social inclusion and exercise) and sustainability
- Encourage the community to make less trips using private vehicles
- Enable a walkable community for all

- people regardless of age or ability
- Provide a network of 'amenity pockets', providing opportunities for rest and social interaction.

Successfully delivering streets for people is dependent on providing a public realm that is safe, comfortable, vibrant and engaging. Chapter 4 provides further detail on how interventions in the public realm can support streets for people.

In doing so, this can advance the achievement of a 10-minute neighbourhood and support outcomes in *Move, Connect, Live: Integrated Transport Strategy 2018-28*, such as providing safe, connected and convenient active transport choices.

### Enhancing public transport

South Melbourne enjoys excellent public transport coverage, shown in Figure 53. High levels of connectivity provide convenient public transport choices for residents, workers and visitors.

Tram and bus routes provide connections to nearby suburbs and Melbourne's Central Business district. Supplementing other public transport options is the Hop-on Hop-off Community Bus (minibus) service, delivered by Council at no cost to users and is delivered on Monday to Friday (except public holidays) from 9 am until 4.30 pm.

Most of the Structure Plan area is within a five minute walk from a tram stop. The new Anzac Station and Park Street tram link to be delivered as part of Metro Tunnel will only further encourage people

to visit or work in South Melbourne by using public transport. This dedicated tunnel from Kensington to South Yarra will create a direct connection between the Melbourne's west and south east, making train travel significantly easier for people travelling on the Cranbourne, Pakenham and Sunbury lines. In this way, the Metro Tunnel will importantly increase South Melbourne's visitor and worker catchments, particularly in the Enterprise Precinct.

However, not all tram stops are accessible to people with limited mobility such as older people and people with a disability or people with prams or trolleys. Hence, there are opportunities to work with the Victorian Government to improve the accessibility of tram stops to achieve greater consistency with the Disability

Discrimination Act 1992 and support the implementation of *Move, Connect, Live: Integrated Transport Strategy 2018-28*.

While South Melbourne's tram network facilitates easy and convenient access to Melbourne's CBD, this is less so for travel to the west towards Port Melbourne and Fishermans Bend. Here, strengthened pedestrian and bicycle links can provide convenient local travel options.

### A safe and attractive place to walk

One of South Melbourne's strengths is that is well serviced by an extensive pedestrian path network, with footpaths on both sides of the street, extensive pedestrian crossing opportunities and some seating. This footpath network





provides convenient access to South Melbourne's retail opportunities, public transport options, open spaces, workplaces and key attractions, particularly Clarendon Street, Market Street, York Street and Coventry Street. However, the existing light rail corridor running adjacent to Ferrars Street, along with Kings Way provide major barriers to pedestrian movement. Managing the pedestrian network will need to consider movement to and from the South Melbourne Market on days it is open, along with pedestrian movements to and

from Montague in Fishermans Bend and Anzac Station. Strengthening connections to Montague will be crucial, especially as the area transitions from industrial uses to a vibrant community. It will also be important to make it more inviting for people to walk between South Melbourne and Southbank.

In this way, South Melbourne's walkability is crucial to its attractiveness as a liveable destination for investment, housing and jobs.



Figure 52 - Map of street widths in the Structure Plan Area (Hodyl & Co 2023).



Figure 53 - Public Transport connecting South Melbourne.



### Making bike riding safer and easier

Cycling is currently the least used sustainable transport mode within Port Phillip, making up only 6% of existing transport movements. Council's *Move, Connect, Live: Integrated Transport Strategy 2018-28* sets out an overarching municipal framework to increase this number in light of sustained population growth.

North-south bike routes are located on Moray Street, Cecil Street and Ferrars Street, shown in Figure 54. Some sections are configured as high-quality protected bike lanes with buffers from parked cars and traffic. Most streets are shared with cars and bicycles. Ferrars and Cecil Streets provide connections to Southbank, Montague and the broader Fishermans Bend Urban Renewal Area. Dorcas Street, Cecil Street and Park Street East of Moray Street are currently listed as part of the Department of Transport and Planning's Strategic Cycling Corridor.

As South Melbourne's resident, worker and visitor population continues to grow, there is a greater need to provide infrastructure that supports shifts to sustainable modes of transport such as bike riding and e-scooters. Increasing the provision of safe cycling infrastructure is crucial to ensuring that South Melbourne is accessible for bike riders of all ages and abilities, rather than being limited to experienced riders or the 'strong and fearless'.



Figure 54 - Bicycle network, infrastructure and land use context map.



# How will the South Melbourne Structure Plan support this theme?

The objectives and actions under this theme will help deliver the vision for South Melbourne by:

- Enhance South Melbourne’s movement network to prioritise sustainable and active travel, while improving capacity and circulation (Access and Movement Objective 1).
- Provide an attractive and safe local pedestrian and cycling network that connects key destinations and strategic corridors (Access and Movement Objective 2).
- Improve public transport services and access to meet the needs of South Melbourne’s residents, workers and visitors (Access and Movement Objective 3).
- Car parking and loading approaches support more sustainable modes of transport and reduce the impacts of development generated parking demand (Access and Movement Objective 4).

Access and movement proposals addressed in this them are summarised in Figure 55.

The key technical reports and strategies underpinning the objectives and actions under this theme are:

- *South Melbourne: Transport, Movement & Place Study* (Ratio Consultants, November 2023)
- *South Melbourne Public Realm Framework 2024–2044* (City Port Phillip, January 2024).



Figure 55- Map showing summary of access and movement proposals addressed by Theme 3.



# Access and Movement Objective 1:

## Enhance South Melbourne’s well connected movement network to prioritise sustainable and active travel, while improving capacity and circulation

As the intensity of activity increases, space efficient and sustainable forms of travel will be required as an alternative to car usage. Priority will need to be given to accommodating the needs of pedestrians, cyclists, buses and trams and trains. Cars and commercial vehicles will continue to be provided for as part of a more balanced approach to movement in the area.

### Promoting sustainable transport

Council’s *Move, Connect, Live: Integrated Transport Strategy 2018–28* sets a target of no additional trips made by private cars by 2028, seeking to maintain 2016 levels of car trips within Port Phillip. Forecast resident and worker population growth and limited opportunities for the road network to accommodate more car movements, highlight the need for significant shifts to sustainable transport modes. This is confirmed by the analysis contained in the *South Melbourne: Transport, Movement & Place Study* (Ratio Consultants, November 2023).

Further encouragement of mode shift from private vehicles to sustainable transport modes will contribute to reducing car dependency and limiting increases in vehicle volumes. Importantly, directing trips to more sustainable modes of transport will aid in maintaining intersection capacities within acceptable limits, reducing the need for intersection capacity improvements, as well as allowing these resources to be directed elsewhere. Doing so will also support the outcomes sought by *Act and Adapt*:

*Sustainable Environment Strategy 2023–28.*

With the shift toward sustainable transport options and need to reduce the impact of transport on the climate, there will be increases in electric vehicle ownership and use. While not necessarily contributing to lower private car trips, it will nevertheless be important to identify opportunities to improve the availability of vehicle charging in South Melbourne.

### Improving capacity and circulation

While South Melbourne’s gridded network facilitates efficient movement, increases in vehicle trips will continue to limit circulation.

Assessment of the road network highlights sections that are operating over capacity, including Park Street between Kings Way and Moray Street, and York Street between City Road and Ferrars Street, and Ferrars Street to Cecil Street. There are opportunities to investigate parking bans to improve movement through sections of road. Other improvements could include banning right turn movements and consolidating access points. It will be important for improvements to not impact public space, pedestrian safety and amenity and, bike riding opportunities and bike routes.

Additionally, there are opportunities to work with Department of Transport (DTP) for improvements to existing signalised intersections along Kings Way, City Road and Ferrars Street, to improve capacity and performance, along with achieving

improvements for pedestrians and bike riders crossing these busy roads. Improvements could include changes to signal phasing and times, turn lane lengths and changes to parking bans on approaches. Changes to parking bans on approaches could also support safer junctions for all road users.

Another opportunity is to investigate the re-installation of right hand turns from

Sturt Street into Kings Way. The current arrangement of the Sturt Street / Kings Way / Coventry Street intersection sees right turn movements from Sturt Street on the north-east banned. Consequently, vehicles perform a short loop between Sturt Street and Dorcas Street to re-enter Kings Way northbound traffic. Removing the necessity for vehicles to loop through Dorcas Street will improve efficiency and safety.

### Actions

#### Increase mode shift towards sustainable transport

- 3.1 Building on the actions contained in *Move, Connect, Live: Integrated Transport Strategy 2018–28*, further encourage and promote mode shift from private vehicles to sustainable transport modes to reduce car dependency and limit increases in private vehicle trips

#### Electric vehicle charging

- 3.2 Investigate improved charging facilities for electric vehicle use.

#### Improving circulation

- 3.3 Investigate the implementation of parking bans and other capacity improvements at the following streets which are operating beyond their capacity:
  - Park Street between Kings Way and Moray Street
  - York Street between City Road and Ferrars Street
  - York Street between Ferrars Street to Cecil Street.
- 3.4 Investigate and advocate to DTP for improvements to existing signalised intersections along Kings Way, City Road and Ferrars Street, to improve capacity and performance.
- 3.5 Work with DTP to investigate the opportunity to re-instate the right turn movement from Sturt Street into Kings Way to remove the necessity of vehicles to loop through Dorcas Street.



## Access and Movement Objective 2:

### Provide attractive and safe local pedestrian and cycling networks that connect key destinations and strategic corridors

South Melbourne's gridded street network provides excellent connections between key destinations. South Melbourne's wide streets' provide many opportunities to enhance the attractiveness and safety of the pedestrian and cycle network, which can also support investment in South Melbourne's activity centre and enterprise precinct. Strengthening pedestrian and bike connections between South Melbourne and the surrounding Fishermans Bend, Domain and Southbank neighbourhoods will also support accessibility.

#### Enhancing South Melbourne's walkability and strengthening connections

South Melbourne is already a highly walkable neighbourhood, with its wide streets, extensive footpath network and many crossing opportunities. To improve walkability and accessibility, pedestrian safety and design for people with a disability and other vulnerable user groups will be at the forefront of all planning and design of streets in South Melbourne, consistent with the recommendations in the *South Melbourne: Transport, Movement & Place Study* (Ratio Consultants, November 2023). Further investigations will identify opportunities to enhance pedestrian protection at all intersections and road thresholds. In addition, any on-street parking should be designed in a way

<sup>1</sup> South Melbourne's main street grid is 30 metres wide, which is the same width as the streets in Melbourne's CBD,



which safely separate pedestrians and vehicles.

Specific opportunities to enhance walkability and pedestrian accessibility include:

- Improving crossing facilities at the Clarendon Street / York Street intersection, which will see a further 3,000 additional pedestrian movements per day by 2043, to create an intersection that accommodates all users.
- Improving pedestrian infrastructure at the Sturt Street / Dorcas Street intersection, which may include raised pedestrian thresholds, wombat crossings or pedestrian operated traffic signals.
- Introducing pedestrian crossing facilities at the Clarendon Street / Market Street intersection.
- Implementing pedestrian threshold treatments along key pedestrian movement corridors including Market Street, York Street and Coventry Street, which could also include WSUD interventions like raingardens.
- Enhancing pedestrian amenity along Market Street and Cecil Street.

Given the growth anticipated for neighbourhoods around South Melbourne, there is a need to encourage visitors from these areas to walk to South Melbourne. As such, investigations will also focus on improving pedestrian crossings at these locations, shown in Figure 58:

- Kings Way / Coventry Street
- Kings Way / York Street
- Kings Way / Park Street
- City Road / Montague Street
- City Road / Ferrars Street / Market Street
- City Road / Cecil Street
- Ferrars Street / York Street.

Coloured pavement treatments, continuous footpath treatments and raised crossings over slip lanes, raised intersection, wayfinding, appropriate signage, lighting and amenity can be used to guide pedestrians in and out of South Melbourne.

Kings Way poses a significant barrier to pedestrian movements. Hence, it will be crucial to advocate to and work with the DTP to improve pedestrian crossing opportunities along Kings Way to increase pedestrian crossing time and movements to accommodate the increase in future pedestrian movements.

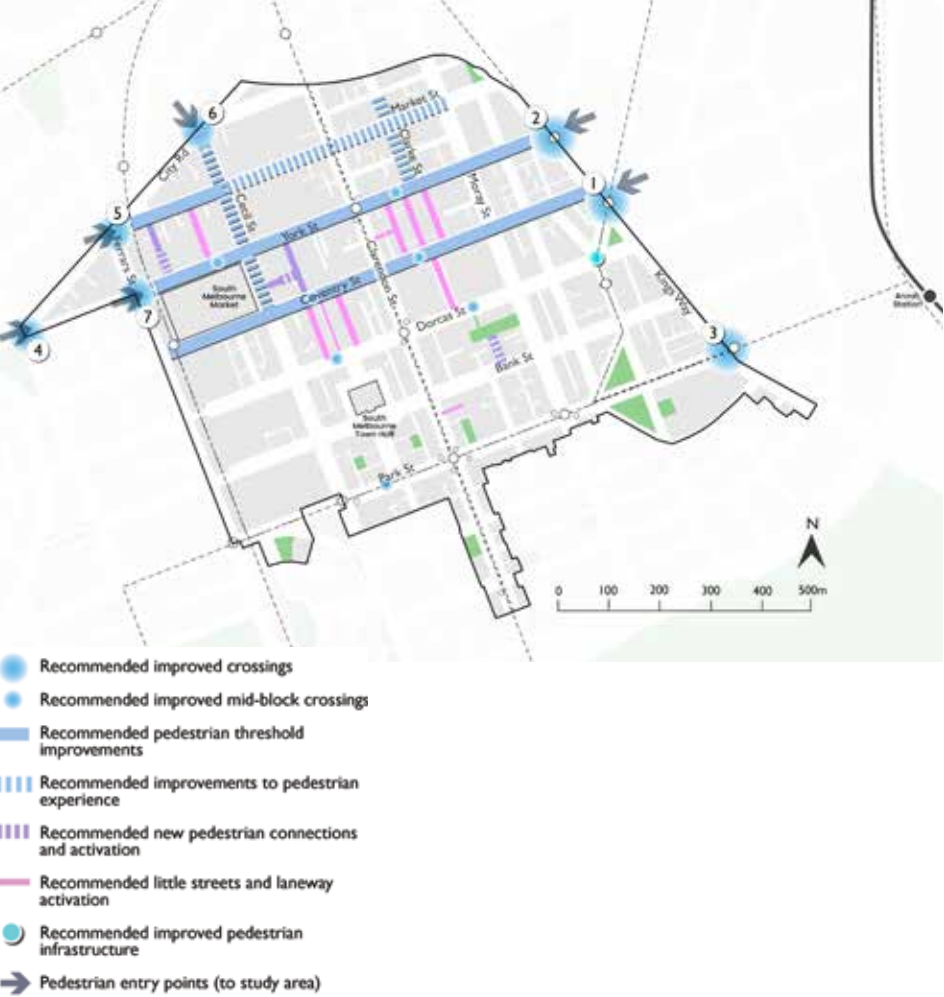


Figure 56 - Recommended future pedestrian network improvements.



**Safer bike connections and more convenient infrastructure**

With more people living, working and visiting South Melbourne, it will be important for South Melbourne to be a safer and more attractive place to ride a bike.

Designing bike riding infrastructure so it is accessible for everyone to ride will ensure that South Melbourne is accessible for cyclists of all ages and abilities, not just experienced or the 'strong and fearless'. Expanding the bicycle network, providing more bike infrastructure and enhancing bicycle protection will make South Melbourne a safer, more attractive and more comfortable place to ride a bike. New upgrades will encourage take up of bike riding by providing an appropriate network of cycling infrastructure within South Melbourne and to nearby key destinations such as Fishermans Bend and the Anzac Station under construction.

Opportunities to improve bike riding in South Melbourne include (Figure 57):

- Extending cycling infrastructure along Park Street west of recent upgrades between Kings Way and Moray Street.
- Introduce bike riding infrastructure along Clarendon Street to facilitate safe movement.
- Introducing safer bike riding infrastructure along Dorcas Street between Ferrars Street and Moray Street, which forms part of Melbourne's Strategic Cycling Corridor.
- Advocating to DTP for an additional cycling crossing location at the Dorcas Street intersection with Kings Way.

- Integrating and improving existing bike riding infrastructure to and from roundabouts in South Melbourne.
- These actions will be supported by integrating bike riding and micromobility infrastructure, such as bicycle hoops, parking, storage, charging stations, repair kit stations across the precinct and especially at key public transport stops and destinations, including:
- South Melbourne Light Rail Tram Stop
  - South Melbourne Market
  - Clarendon Street
  - South Melbourne Town Hall.

Development will be encouraged to provide bicycle parking and appropriate end-of-trip facilities in line with industry best practice, including providing Green Travel Plan for larger developments. Doing so will support the attractiveness of the Enterprise Precinct for workers and businesses alike.

Planning for the uptake of electric micromobility devices such as e-scooters and e-bikes will ensure all future road network and intersection design considers e-bike and e-scooters as road users in the same way as cyclists and pedestrians. This is crucial given Melbourne is one of the highest demand cities for e-scooter use globally. Data from the Victorian Government's e-scooter trial reveals that to 30 June 2023, over 4.8 million individual e-scooter trips had been taken on the 2,500 shared e-scooters across Melbourne (500 e-scooters are in Port Phillip).



Figure 57 - Recommended future cycling network improvements.



**Actions**

**Pedestrian safety and access for all**

- 3.6 Ensure pedestrian safety and design considers universal design principles so South Melbourne is accessible for everyone including people with a disability and other vulnerable user groups.
- 3.7 Investigate opportunities to enhance pedestrian protection at all intersections and road thresholds.
- 3.8 Design on-street parking to safely separate pedestrians and vehicles.

**Specific opportunities to enhance walkability and pedestrian accessibility**

- 3.9 Enhance walkability and pedestrian accessibility by:
  - Improving crossing facilities at the Clarendon Street / York Street intersection, to create an intersection that accommodates all users
  - Improving pedestrian infrastructure at the Sturt Street / Dorcas Street intersection, which may include raised pedestrian thresholds, wombat crossings or pedestrian operated traffic signals
  - Introducing pedestrian crossing facilities at the Clarendon Street / Market Street intersection
  - Implementing pedestrian threshold treatments along key pedestrian movement corridors including Market Street, York Street and Coventry Street, which could also include WSUD interventions like raingardens
  - Enhancing pedestrian amenity along Market Street and Cecil Street
  - Improving wayfinding signage to support walkability and accessibility
  - Explore the opportunity to extend these laneways:
    - Albert Place to York Street, to provide a direct connection to the South Melbourne Market from City Road and Fishermans Bend
    - Waterloo Place to York Place, to increase permeability and mid-block connection.



Actions

- Upgrade the existing bluestone laneway south of Skinners adventure playground, to create an accessible pedestrian connection to Bank Street.
- Explore providing raised mid-block pedestrian crossings in the following locations:
  - Coventry Street, near Francis Street
  - Coventry Street, near St Luke Street
  - York Street, near Clarke Street
  - York Street, near Cecil Street
  - Dorcas Street, near Marshall Street
  - Park Street, near Perrins Street.

Safe and efficient pedestrian entry to the Structure Plan area

- 3.10 Investigate improvements to pedestrian crossing arrangements at:
- Kings Way / Coventry Street
  - Kings Way / York Street
  - City Road / Montague Street
  - City Road / Ferrars Street / Market Street
  - City Road / Cecil Street
  - Ferrars Street / York Street.

Kings Way advocacy

- 3.11 Advocate to DTP to improve pedestrian crossing opportunities along Kings Way to increase pedestrian crossing time and movements to accommodate the increase in future pedestrian movements.

Cycling access and safety for everyone who wants to ride

- 3.12 Design bike riding infrastructure so it is accessible for everyone to ride, not just experienced or the ‘strong and fearless’.
- 3.13 Investigate opportunities to enhance cycling protection at all intersections and along key cycling routes within South Melbourne.
- 3.14 Design on-street parking to incorporate protected cycling lanes.

Specific opportunities to improve bike riding in South Melbourne

- 3.15 Improve bike riding in South Melbourne by:
- Extending cycling infrastructure along Park Street west of recent upgrades between Kings Way and Moray Street
  - Introduce bike riding infrastructure along Clarendon Street will to facilitating safe movement
  - Introducing on-road bike riding infrastructure along Dorcas Street between Ferrars Street and Moray Street, which forms part of Melbourne’s Strategic Cycling Corridor
  - Advocating to DTP for an additional cycling crossing location at the Dorcas Street intersection with Kings Way
  - Integrating and improving existing bike riding infrastructure to and from roundabouts in South Melbourne.

Integrated cycling infrastructure

- 3.16 Work to integrate cycling and micro mobility infrastructure such as bicycle hoops, parking, storage, charging stations, repair kit stations across the precinct, and especially at key public transport stops and destinations, including:
- South Melbourne Light Rail Tram Stop
  - South Melbourne Market
  - Clarendon Street
  - South Melbourne Town Hall.

Best practice end-of-trip facilities and cycling infrastructure

- 3.17 Encourage development to provide bicycle parking and appropriate end-of-trip facilities in line with industry best practice, including providing Green Travel Plan for larger developments.

Micromobility

- 3.18 Plan for the uptake of electronic micromobility devices such as e-scooters and e-bikes and ensure all future road network and intersection design considers e-bike and e-scooters as road users in the same way as cyclists and pedestrians.

Access and Movement Objective 3:  
Improve public transport services and access to meet the needs of South Melbourne’s residents, workers and visitors

Public transport for South Melbourne

South Melbourne is well connected, with several tram routes and bus routes servicing the area. Not all tram and stops are accessible to people with limited mobility such as older people and people with a disability. Working with DTP to fast track and upgrade public transport stops to achieve greater consistency with the *Disability Discrimination Act 1992* will support achieving accessibility for everyone in the community.

Recommended improvements to public transport in South Melbourne are summarised in Figure 58. A key improvement for South Melbourne will be realigning the Route 96 South Melbourne Station tram stop. The current grade separated tram stop between Coventry Street and York Street results in long and indirect access when using the ramp. Relocating the tram stop closer to York Street will overcome the grade separation issues at the current location. Improvements to tram stops at this location will also enhance accessibility to the South Melbourne Market, a treasured landmark loved by visitors and locals alike.

Extending the Route 1 tram along Park Street between Heather Street and Kings Way will enable future tram services to run from St Kilda Road (and the future ANZAC Station) to South Melbourne and the CBD via South Melbourne. Not only will this also encourage public transport use and further connect train services to alternative public transport services, but it will provide economic opportunities

as more people work and visit South Melbourne.

The vast majority of public transport trips in South Melbourne are on tram services. However, bus services also provide a vital public transport option. Currently two bus services from within the Structure Plan area operating every 10-minutes to 40-minutes, where 10-minute services occur during the peak period. Increases to bus frequency at peak times will aid in assisting increased bus patronage and provide alternative transport modes for users travelling to the east and west of South Melbourne.

Tram stop improvements

Most tram stops in South Melbourne do not allow for universal access. They create a barrier for people in wheelchairs and those with reduced mobility. Improving accessibility at these tram stops will facilitate inclusive access to sustainable transport.

The *South Melbourne Public Realm Framework 2024-2044* (City Port Phillip, January 2024) recommends preparing best practice design principles to advocate and engage with the Victorian Government for all tram stop upgrades in South Melbourne. Tram stop improvements should:

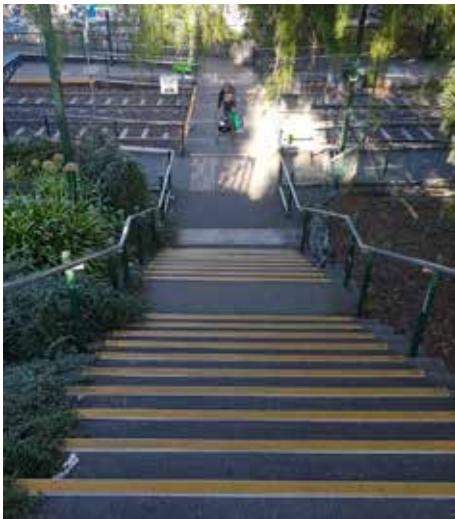
- Cause no net loss of public space or healthy trees
- Provide design excellence and an innovative design response
- Minimise building footprint and construction impact
- Be co-located or have a



Figure 58 – Recommended future public transport improvements.

- multifunctional use
- Consider visual impact and scale from all aspects
- Consider Crime Prevention Through Environmental Design principles
- Use high-quality materials that are durable and readily maintained.

In this way, best practice design principles combined with working constructively with the Victorian Government will provide safe and accessible tram stops that facilitate convenient movement.



South Melbourne is well connected, however not all tram stops are accessible, limiting access for users such as older people and people with a disability.

## Actions

### DDA compliant public transport stops

- 3.19 Work with DTP to fast track and aid in upgrading all non-compliant public transport stops.
- 3.20 Prepare best practice design principles to advocate and engage with DTP for all tram stop upgrades, particularly at:
  - Kings Way – Tram 58
    - Stop #117 at York Street
    - Stop #118 at Sturt Street
  - Park Street – Tram 1
    - Stop #23 at Moray Street
    - Stop #24 at Clarendon Street
  - Coventry Street – Tram 96
    - Stop #127 at South Melbourne Market
  - Clarendon Street – Tram 12
    - Stop #127 at York Street
    - Stop #128 at Dorcas Street.

### Tram advocacy

- 3.21 Advocate to DTP to relocate the Route 96 South Melbourne Station tram stop closer to York Street to overcome grade separation issues at its current location.
- 3.22 Advocate to DTP to extend the existing Park Street line between Kings Way and Heather Street to enable future tram services to run from St Kilda Road (and the future ANZAC Station) to South Melbourne and the CBD via South Melbourne.

### Bus advocacy

- 3.23 Advocate to DTP to increase the frequency of bus services serving South Melbourne.
- 3.24 Investigate and advocate to DTP to improve bus stop locations and encourage greater bus patronage.

## Access and Movement Objective 4:

**Car parking and loading approaches support more sustainable modes of transport and reduce the impacts of development generated parking demand.**

### Managing parking in South Melbourne

Parking will need to be carefully managed in South Melbourne to ensure it can support the needs of an evolving Activity Centre and Enterprise Precinct. Continuing to implement the *City of Port Phillip Parking Management Policy 2020* will ensure parking spaces are carefully managed and respond to community. Implementing technologies such as dynamic wayfinding signage and parking overstay detection devices can ensure parking spaces are available for those who need them.

Assessing the merits of preparing a Parking Precinct Plan and associated Parking Overlay is crucial, given how car parking management has the potential to influence shifts to more sustainable modes of transport. Underpinned by advice in *Planning Practice Note 57: Parking Overlay* (Victorian Government 2023), a Parking Precinct Plan would identify car parking needs and issues for South Melbourne and set objectives and development strategies to manage parking at an activity centre wide basis. Recommendations in the Parking Precinct Plan would be implemented in the Port Phillip Planning Scheme, including a Parking Overlay.

Similarly, investigating the implementation of parking maximums for new developments can encourage more sustainable transport trips and improve the efficiency of off-street car parking. To this end, the Department of Transport and Planning is proposing reforms to

planning for planning requirements and bicycle facilities. These changes include:

- Adopting a Public Transport Accessibility Level (PTAL) approach to car parking policy<sup>1</sup>
- New land use groups that replace outdated land use terms in Clause 52.06 (Car Parking) and consolidate land use terms into seven categories based on car parking demand
- Updated context specific car parking rates to implement updated car parking rates to align with public transport accessibility and the proposed PTAL parking policy. These proposed parking rates often reflect parking rates approved by the Victorian Civil and Administrative Tribunal
- Bicycle parking and end of trip (EoT) facilities to adopt new minimum rates and new design standards for bicycle parking and EoT facilities
- A consolidated parking and EoT facilities requirement in the Victoria Planning Provisions.

These changes have the potential to benefit the City by:

- Encouraging modal shift to more sustainable forms of transport and support climate change mitigation
- Improving amenity by reducing impacts of noise, traffic and pollution

<sup>1</sup> PTAL is a measure of connectivity by public transport. The PTAL of a location is a representation of how well it is connected to public transport services (trains, trams and buses). It does not include trips by car (Department of Transport and Planning, 2023)



associated with excessive vehicle usage

- Making more efficient use of the City's limited land resources
- Improving urban design outcomes and safety by reducing vehicle related infrastructure impacts on the public realm
- Improving housing affordability, noting the significant costs to provide car parking in residential developments

- Reducing resources spent and costs of delay to consider car parking waivers/reductions that almost always are approved.



To maximise the benefit of these new reforms for South Melbourne and the broader municipality, the City will identify opportunities to work with the Victorian Government in their formulation. In doing so, this can leverage opportunities for state policy to support the Council Plan's vision to create a City of '10-minute neighbourhoods', where local needs are met.

Along with other stakeholders, the City will work with the Victorian Government to introduce planning provisions that benefit South Melbourne and the broader municipality. In turn, these reforms can be well placed to support the Council Plan's community vision where it is possible to visit lively shopping and dining destinations or access public transport within a 10 to 15 minute walk or cycle from our neighbourhoods.

Exploring opportunities to install electric car charging stations in publicly available areas with higher visitation and identify opportunities to increase electric charging infrastructure in new developments (including for e-micromobility devices) will support further uptake of electric vehicles.

**Car share supporting sustainable travel in South Melbourne**

Supporting more sustainable modes of transport, car share initiatives will continue to be supported in South Melbourne. Car share is a cost-effective alternative to owning a car, providing 24/7 access to a vehicle on an 'as needs basis'.

Car share vehicles provide residents and businesses access to safe and affordable transport, while freeing up parking and helping to reduce carbon emissions.

According to the RACV, research has shown that every car share vehicle takes around 10 cars off the road. Users of the service cut their total vehicle use by 15 to 50%, switching trips (previously made by cars) to public transport, walking, and cycling. Reduced vehicle ownership improves parking availability, while reducing traffic congestion and greenhouse gas emissions.

Encouraging new development to incorporate car share according the *Car Share Policy and Guidelines 2023-2028* and other vehicle sharing initiatives will support broader initiatives to support and expand car share in South Melbourne.



**Actions**

**Implement the City of Port Phillip Parking Management Policy**

- 3.25 Implement the approaches to parking management outlined in *City of Port Phillip Parking Management Policy 2020* including kerbside user hierarchies (typically through restrictions) and new technologies. Implementation will involve considering appropriate parking restrictions based on the change of business types and user needs within the precinct.

**Improvement to parking management**

- 3.26 Implement existing and emerging car parking technologies such as dynamic wayfinding signage and parking overstay detection devices to better manage parking.

**Encouraging car share and other vehicle sharing initiatives in new developments**

- 3.27 Use the *Car Share Policy and Guidelines 2023-2028* to provide strategic direction for the management of car share in public on-street and Council managed off-street parking spaces in the City of Port Philip and support for car share in new developments.
- 3.28 Support the implementation of car share in new developments to reduce the burden of vehicle ownership on owners who only require private motor vehicle for a small number of infrequent trips.
- 3.29 Increase the number of car share spaces with the public road network for public use, including electric charging infrastructure.

**Implement parking maximums for new developments**

- 3.30 Investigate the implementation of maximum car parking rates for new developments in line with anticipated vehicle ownership to improve the

efficiency of off-street car parking and encourage also encouraging more sustainable transport trips.

**Parking Precinct Plan**

- 3.31 Investigate the merit of preparing a Parking Precinct Plan for South Melbourne, which:
- Considers detailed car parking
  - Considers detailed car parking occupancy and duration surveys
  - Explores how to implement the *City of Port Phillip Parking Management Policy* February 2020
  - Identifies and considers car parking issues and needs from both a Council and community perspective. Investigates opportunities to repurpose existing on-street car parking for other purposes such as outdoor dining or public realm initiatives
  - Identifies opportunities to alter car parking restrictions to better suit the needs of users including residential visitors, business and visitors
  - Establishes appropriate mechanisms including Parking Overlay to implement the actions.

**Public electric charging facilities**

- 3.32 Investigate opportunities to install electric car charging stations in publicly available areas that generate higher volumes of non-local and visiting traffic, for example around South Melbourne Market.
- 3.33 Identify opportunities to increase electric charging infrastructure in new developments (including for e-micromobility devices).



# Theme 4: Public Spaces and Places

South Melbourne will be a place with a welcoming and creative community that celebrates its diversity and shares its stories supported by attractive, vibrant, climate-resilient and people-friendly public spaces

## Introduction

South Melbourne’s public realm plays a vital role in connecting people to destinations and activities, providing spaces for individuals to pause, meet, and rest during their journey. The area’s roads, footpaths, shared laneways and parks contribute to the distinctive streetscape character, enhancing the overall environment through incorporation of greenery, shade, and weather protection.

A well-used and well-maintained public realm not only feels safe but also encourages people to use it. In the context of South Melbourne, especially at the interface with the Central City, the quality of public spaces is crucial. Consultation on this project highlighted how much the community values South Melbourne’s easy access to green and open spaces. Consultation also highlighted the community’s desire to increase greenery and open space for current and future generations.

A key feature of South Melbourne is that its main street grid is 30 metres wide, which is the same width as streets in Melbourne’s CBD. South Melbourne’s wide streets account for 42% of the Structure Plan area which is significantly more than other inner Melbourne areas such as Cremorne at 22% and Fitzroy and Collingwood and 32%. The existing road network, presents an opportunity to maximise improvements to the public realm and open spaces in South Melbourne as the area grows and evolves.

## A public realm that supports a thriving Major Activity Centre and Enterprise Precinct

The public realm will have a vital role in supporting the success of South Melbourne Major Activity Centre (MAC) and Enterprise Precinct. Importantly, the public realm contributes to facilitating connections between workers across and within industries. Collaboration allows for the dots to be connected between people, institutions, economic clusters, and place, creating synergies across multiple scales and platforms. Similarly, improving quality of place will enable the expanded offering of quality experiences that accelerate outcomes and increase interactions. Improving collaboration and quality of place will see the public realm become a conduit of common ground between workers where meetings take place and connections are made.

In this way, an attractive and welcoming public realm will increase investment confidence, encouraging businesses of all sizes to locate in South Melbourne. This is particularly the case for South Melbourne’s industry specialisations such as professional services and creative industries where the public realm will support the clustering of these industries. Clustering of industry specialisations will also encourage other businesses to locate in South Melbourne and leverage this specialisation to diversify employment opportunities.



*The public realm is spaces and places that are open and freely accessible to everyone, regardless of their economic or social conditions. These spaces can include streets, laneways and roads, parks, public plazas, waterways and foreshores.*

The Victorian Urban Design Guidelines, Victorian Government, 2023

## Strengthening climate resilience

### Urban heat island

South Melbourne has been identified as a hot spot<sup>1</sup>, which is an area specifically vulnerable to the impacts of the urban heat island effect. The urban heat island effect is created when large areas of hard surfaces such as concrete and asphalt absorb and retain heat, thereby increasing outdoor temperatures. This can impact public health, especially vulnerable community members who may experience health issues during extended heat waves. Figure 59 shows 2020 surface temperatures in South Melbourne, highlighting the extent of urban heat islands within the local area.

Modelling for *Cooling South Melbourne* highlights there are opportunities to reduce heat in the area and create a comfortable and liveable environment for residents, workers and visitors. Within public spaces and places, more trees need to be planted to provide a shaded canopy that cools South Melbourne’s streets and provides a comfortable walking and cycling experience for all. Doing so will support the outcomes sought by *Act and Adapt: Sustainable Environment Strategy 2023-28*.

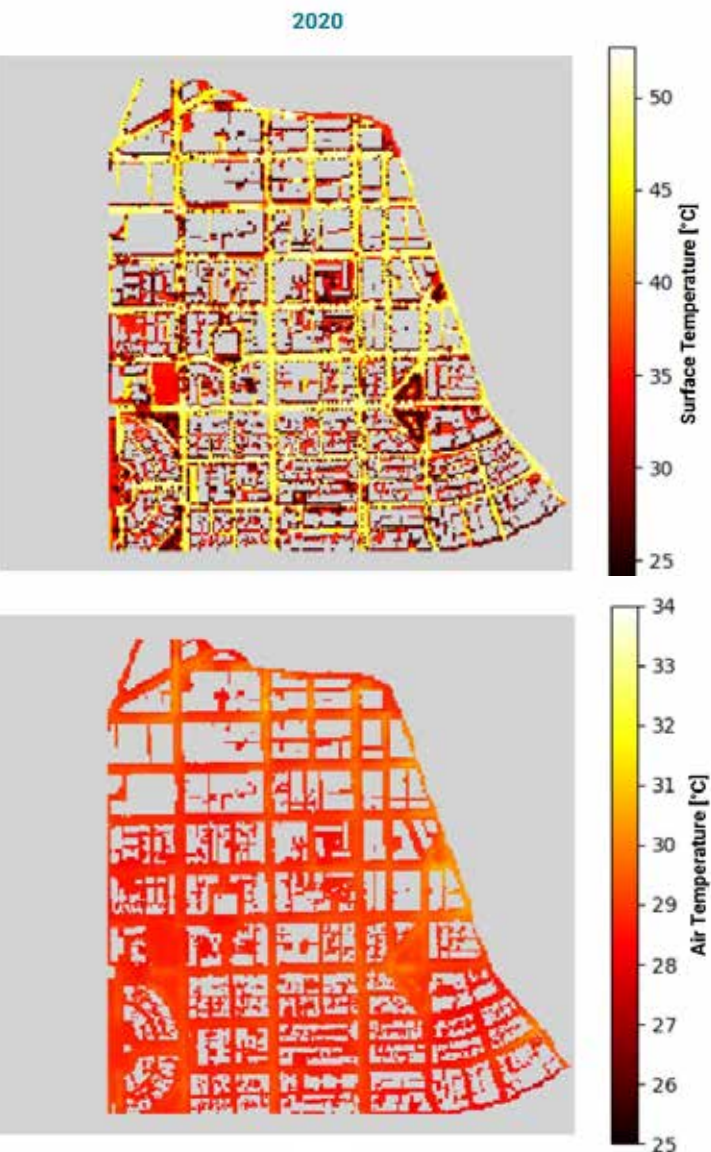
<sup>1</sup> *Cooling South Melbourne: Impact Analysis of Cooling Interventions*, 2020, the University of New South Wales in conjunction with the City of Port Phillip

### Flood risk

Much like many parts of Port Phillip, South Melbourne low-lying geography means that has a higher flood risk than other areas. This condition is compounded by almost 75% of the suburb of South Melbourne being covered by impervious surfaces.

As the impacts of climate change are more widely felt, there is a greater need for public spaces and places to incorporate water management technologies including permeable surfaces and Water Sensitive Urban Design (WSUD) features that can adapt, mitigate and manage this risk.

Figure 59 – Surface temperature and air temperature in South Melbourne, highlighting the extent of urban heat islands exacerbated by climate change (Cooling South Melbourne, 2020, p.39).





Investigating opportunities for public open space

Despite South Melbourne’s proximity to regional open spaces, such as Albert Park Lake, there is limited open space<sup>2</sup> within the Structure Plan area. Most of these spaces are south of Dorcas Street, reflecting South Melbourne’s industrial expansion in the early to mid-20th century where houses were replaced with factories and warehouses. There is only 1,300 square metres of public open space north of Dorcas Street which has poor amenity due to its frontage to Kings Way. The City’s *Places for People: Public Space Strategy 2022–32* provides the framework to manage and upgrade South Melbourne’s much-loved open space network. It identifies the need for two new open spaces (one in the South Melbourne Activity Centre and one in the South Melbourne Enterprise Precinct). It also identifies the need to improve pedestrian amenity in local streets and recommends increased greening and upgrading local open spaces.

The high cost of Council acquiring freehold land for new open space and constraints and challenges with the existing, fixed road network, requires exploring alternative avenues. One approach includes collaborating with the Victorian Government on projects such as the Emerald Hill Housing and Health Precinct at the Emerald Hill Court Estate, to provide integrated public open spaces

2 Public open space includes parks, gardens, reserves, the foreshore and urban spaces such as plazas and squares.

as part of this site’s redevelopment. To meet the community’s needs and enhance the overall public space landscape in South Melbourne, Council will also need to actively seek and capitalise on various opportunities for collaboration. This includes exploring partnerships with the Victorian Government on multiple projects and engaging with developer-led initiatives.

Streets for people

South Melbourne’s unique street network is a significant asset, laying a foundation for a vibrant and sustainable community. Its primary network of wide streets contrast with a smaller network of narrow streets and laneways. While South Melbourne’s wider streets often accommodate relatively wide footpaths,



its streets are dominated by cars, narrow streets have narrow footpaths and there are a lack of trees and places to sit. In carefully considered locations within the Major Activity Centre and Enterprise Precinct, wide streets present an opportunity to improve the pedestrian amenity by accommodating more trees and new places to sit and rest. Wide streets may also afford opportunities to intrude traffic calming measures to reduce conflict between modes of transport.

Maintaining and growing a sense of community

Community consultation emphasises that many value South Melbourne’s welcoming and diverse community.



Placemaking and activating public spaces will strengthen connections between South Melbourne’s resident, worker and visitor populations and the places they share. Placemaking and activation initiatives are vital in encouraging people into South Melbourne, will improve safety and support greater social connection in South Melbourne. The design of new public spaces should prioritise areas for gatherings and events, aiming to nurture community bonds, support existing businesses, and stimulate the growth of new ones. Ultimately, the objective is to create a more vibrant and connected South Melbourne, where residents feel a deep sense of belonging.

How will the South Melbourne Structure Plan support this theme?

The following objectives and actions under this theme, and summarised in Figure 60, will help deliver the vision for South Melbourne:

- Create cool, green streets for people to improve amenity, comfort and public health (Public Spaces and Places Objective 1)
- Be water-wise to effectively respond to climate change, and protection of assets and property (Public Spaces and Places Objective 2)
- Shape public spaces to support a variety of uses and enterprises (Public Spaces and Places Objective 3)
- Reinforce civic pride and sense of place (Public Spaces and Places Objective 4).

The key technical reports and strategies underpinning the objectives and actions under this theme are:

- *South Melbourne Public Realm Framework 2024–2044* (City Port Phillip, January 2024)
- *Places for People: Public Space Strategy 2022–32*
- *South Melbourne Transport, Movement & Place Study* (Ratio Consultants, November 2023).

Importantly, the *South Melbourne Transport, Movement & Place Study* reviews the feasibility of the recommendations from the *South Melbourne Public Realm Framework 2024–2044*, finding that the recommendations are compatible with the local traffic network.

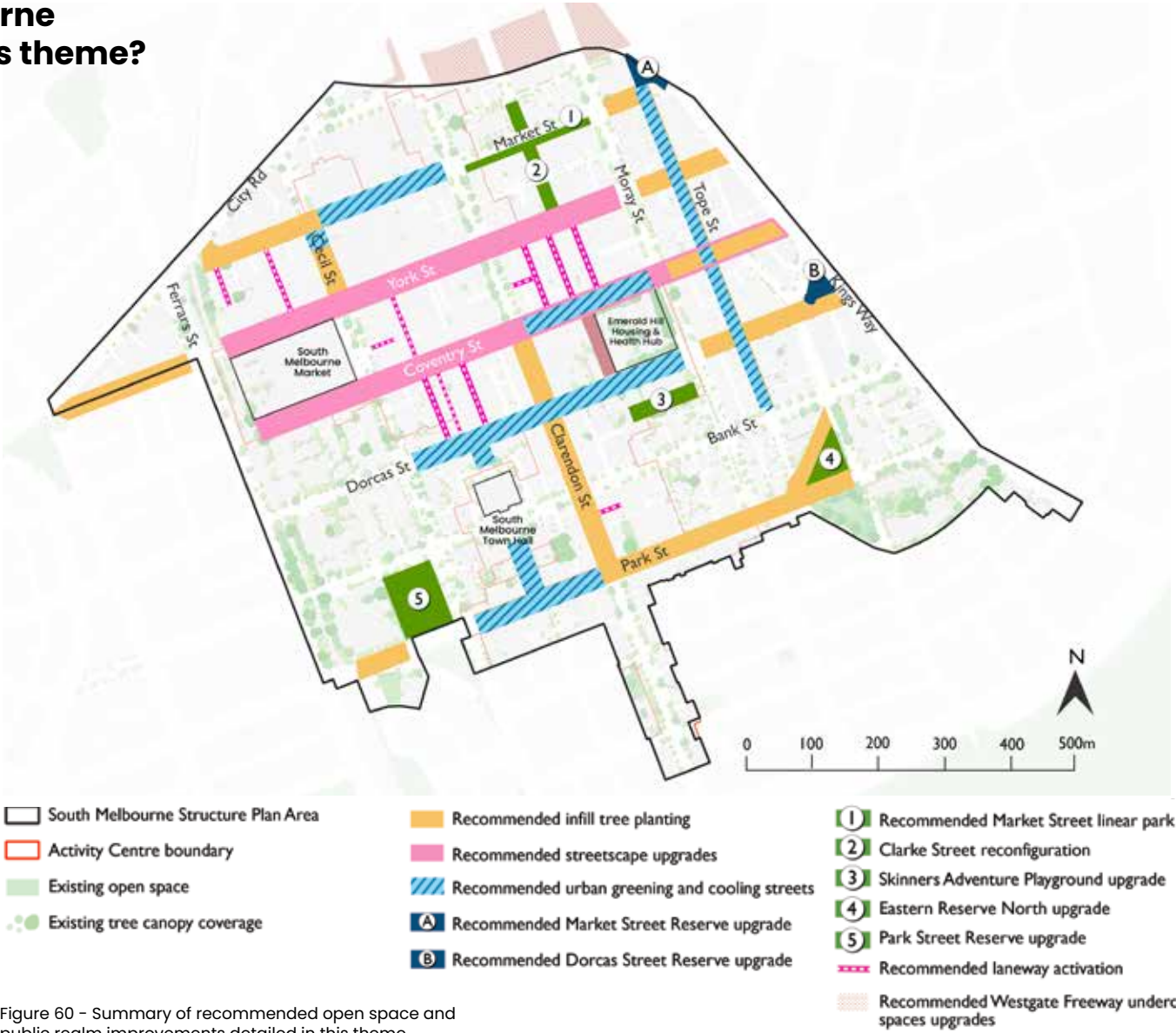


Figure 60 – Summary of recommended open space and public realm improvements detailed in this theme



# Public Spaces and Places Objective 1: Create cool, green streets for people to improve amenity, comfort and public health

Protecting and increasing tree canopy coverage in South Melbourne is crucial for creating streets that are comfortable to walk and cycle along and support South Melbourne’s climate response.

## Implementing the strategy *Greening Port Phillip: An urban forest approach 2010*

The Structure Plan area features over 2,500 trees located within road reserves and Council owned land, providing approximately 17% canopy coverage. South Melbourne’s tree canopy is lower than other areas of the City, due to most buildings constructed to the property boundary and overhead powerlines compromising tree growth.

To successfully improve tree canopy coverage, it will be crucial for street tree planting to align with the strategy *Greening Port Phillip: An urban forest approach 2010* provides an opportunity to ensure the most current information is available to protect existing trees, prioritise tree planting and identifying areas where excessive pavements can be reduced through depaving.

## Protecting and increasing tree canopy, increasing urban greenery and enhancing and supporting biodiversity

The *Cooling South Melbourne* study shows that increasing urban greenery in the public realm and the addition of cool materials for all streets, footpaths and private hard surfaces would be highly effective at reducing street level air and surface temperatures, especially in business and retail precincts that have wider, unshaded streets. Increasing

urban greenery and planting larger tree species in strategic locations that are not constrained by services and utilities will:

- Increase tree canopy
- Soften the interface between buildings and the public realm
- Support mitigating climate change impacts, including the urban heat island effect
- Ensure plantings promote pollination and biodiversity connections for flora and fauna
- Creating habitat and address gaps in canopy tree coverage
- Provide shaded places for people to enjoy, meet and relax under.

Recommended locations for infill tree planting and urban greening are presented in Figure 61.

Landscaping should maintain easy access from on-street parking to the

footpath and integrate with adjoining streetscape, laneways, and buildings. Reducing street level air and surface temperatures will be supported by identifying opportunities to:

- Protect existing trees in South Melbourne and retain healthy mature trees in streetscapes
- Improve tree canopy throughout the Structure Plan area, prioritising key locations
- Install new medians, green verges and kerb outstands for understorey planting.

It will be important for significant projects such as the Emerald Hill Health and Housing Precinct by the Victorian Government to retain existing mature tree canopies and integrate them with new landscaping, given their contribution to reducing the urban heat island effect

and increasing biodiversity. Maintaining existing awnings will also contribute to cooler streets and providing shade for pedestrians. Nature strip and street gardens equally contribute to increasing urban greenery and supporting biodiversity. It will therefore be crucial to continue using the *City of Port Phillip Nature Strip Guidelines 2022* to support nature strip or street gardens.

## Tree planting palette

To support a unified and cohesive approach to tree planting in South Melbourne, a tree planting palette will be established that sets out recommended tree species to use in the area. The tree planting palette will:

- Enhance the streetscape character and provide consistency throughout South Melbourne

- Improve resilience to the effects of climate change and disease by including a suitable range of trees
- Identify suitable replacements for current tree species that may no longer be suitable due to climate change or disease threat
- Specify tree species that support increased tree canopy coverage in alignment with future targets in *Greening Port Phillip: An urban forest approach 2010*
- Support the planting of large canopy trees in appropriate locations.

## Exploring cooler materials and new technologies to cool streets

The *Cooling South Melbourne* study undertaken by the University of New South Wales in conjunction with the City of Port Phillip analyses different interventions to reduce heat in the area.

Therefore, it will be vital to investigate how cooler materials and new technologies can complement increasing greenery to support South Melbourne’s ability to mitigate and adapt to increasing heat. For example, treating streets with heat absorbent coatings has many benefits including:

- Reducing heat islands
- Improved local comfort
- Reduced stormwater runoff and improved water quality
- Lower tire noise:
- Enhanced safety
- Better night time visibility.



Figure 61 – Recommended infill tree planting and urban greening locations shown with existing tree canopy coverage in South Melbourne (City of Port Phillip, using LEAF).



## Actions

### Greening Port Phillip

- 4.1 Ensure all street tree planting aligns with the broader street tree planting program as part of implementing the *Greening Port Phillip: An urban forest approach 2010* and new Urban Forest Strategy due for release in 2024.

### Tree planting palette

- 4.2 Create a tree planting palette for South Melbourne to ensure a unified and cohesive approach to tree planting.

### Urban greening and urban biodiversity

- 4.3 Explore opportunities for urban greening in South Melbourne, especially in the following locations
- Tope Street
  - Coventry Street (between Clarendon and Moray Streets)
  - Market Street (between Cecil and Clarendon Streets)
  - Cecil Street (south of Market and Cecil Street intersection)
  - Dorcas Street (between Cecil and Moray Streets)
  - Marshall Street
  - Perrins Street
  - Park Street between Cecil and Clarendon Streets).
- 4.4 Support opportunities to enhance biodiversity in South Melbourne, including using the City of Port Phillip Nature Strip Guidelines 2022 to support nature strip or street gardens.

### Infill tree planting

- 4.5 Explore opportunities for infill tree planting in South Melbourne, especially at the following locations:
- Tope Street (north of Bank Street)
  - Dorcas Street (east of Moray Street)
  - Coventry Street (east of Moray Street)

- York Street (east of Moray Street)
- Market Street (east of Moray Street)
- Market Street between City Road and Clarendon Street
- Cecil Street between York and Market Streets
- York Street, west of Ferrars Street
- Clarendon Street, between Coventry and Park Streets
- Park Street between Howe Crescent and Ferrars Street
- Park Street between Cecil Street and Eastern Road
- Heather Street, north-west side.

### Protecting healthy mature trees

- 4.6 Integrate existing healthy mature trees with future streetscape upgrades by minimising the loss of existing mature tree canopy in the design and construction of streetscape upgrades and new public space.

### Increasing tree canopy

- 4.7 Plant larger tree species in areas that are not constrained by services and utilities such as overhead power line cables and underground infrastructure.

### Emerald Hill Health and Housing Precinct

- 4.8 As part of the delivery of the Emerald Hill Health and Housing Precinct by Homes Victoria and the Victorian Health Building Authority, advocate to retain existing mature tree canopies and integrate them with new landscaping.

### Cooling South Melbourne

- 4.9 Using the Cooling South Melbourne study as a basis, identify and explore opportunities to incorporate cool pavements and heat absorbent coatings on streets, footpaths and other surfaces.

## Public Spaces and Places Objective 2:

### Be water-wise to effectively respond to climate change, and protection of assets and property

Given increased risk of flood and sea level rise, there will be a greater need for and expectation on the public realm to manage climate change impacts in South Melbourne.

#### Continue to integrate water management into South Melbourne to support a resilient and liveable place

Integrated Water Management (IWM) considers the interactions of all elements of the water cycle including potable (drinking) water, rainwater, stormwater, recycled water and groundwater to ensure they are used to support and enhance social, ecological and economic outcomes.

The City of Port Phillip invests in its assets by:

- Increasing investment in maintenance, mapping, upgrades and modelling of our drainage network. Stormwater inspection teams use robotic technology to monitor and maintain 236 kilometres of stormwater channels
- Upgrading irrigation infrastructure and buildings to maximise water efficiency
- Constructing raingardens in streets and parks – to date more than 200 raingardens constructed have been constructed in streets across the City to clean water before it enters the Bay
- Increasing permeable surfaces that allow water to drain more easily in streets and public spaces
- Investigating new stormwater harvesting projects to clean water and reduce potable water use.

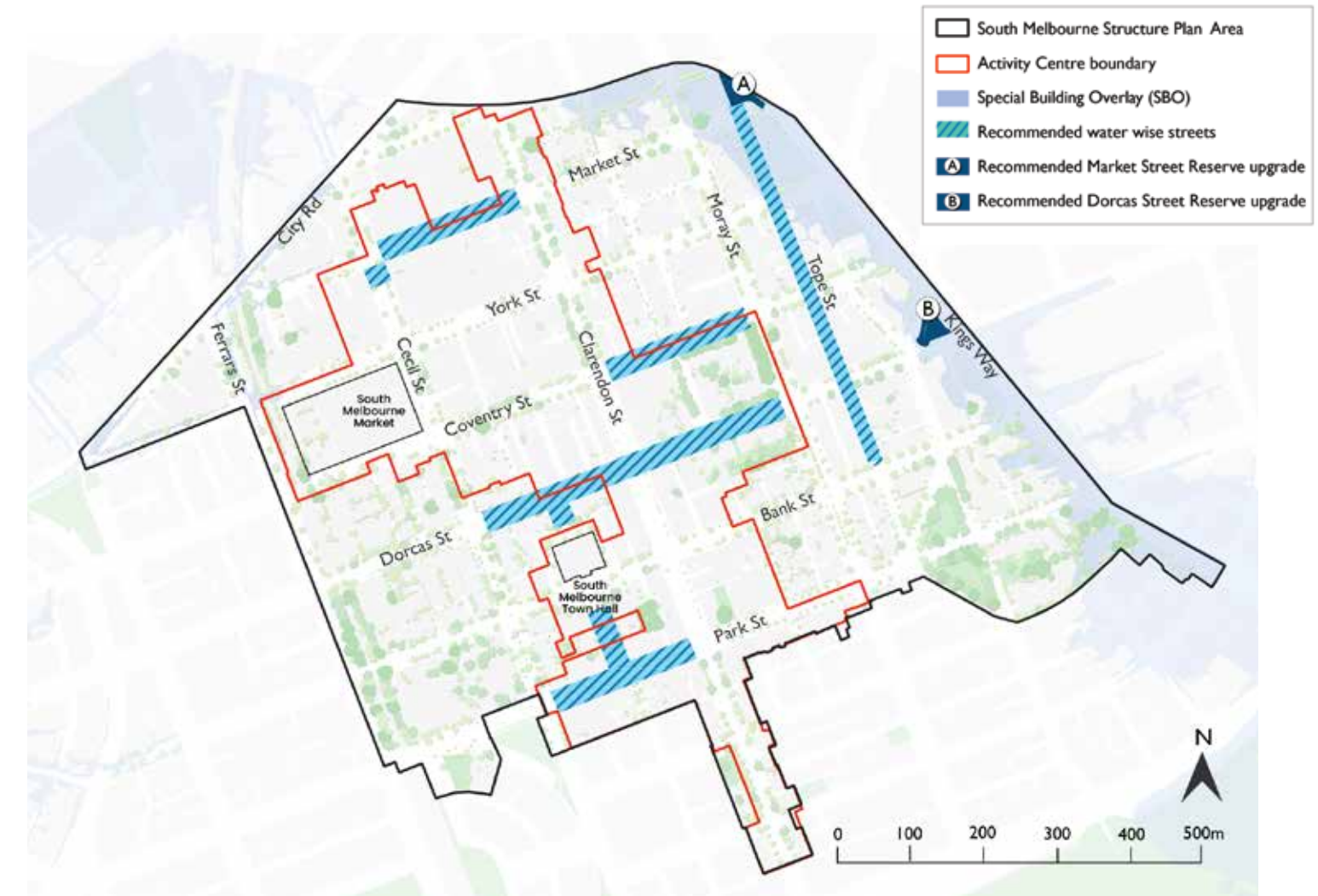


Figure 62 – Recommended areas of investigation for Water Sensitive Urban Design (WSUD) and flood mitigation



Increasing investment in these actions will support how public areas can contribute to managing water in ways that effectively respond to climate change, protect assets and protect property.

**Mitigate flood risk by improving stormwater management using Water Sensitive Urban Design principles.**

South Melbourne has wide streets and excessive hard surfaces. As South Melbourne becomes greener, there is an opportunity to integrate Water Sensitive Urban Design (WSUD) and permeable pavement treatments to mitigate flood risk in low-lying areas and beyond. Figure 62 includes suggested locations for investigation including:

- a. Tope Street (north of Bank Street)
- b. Coventry Street (between Clarendon and Moray streets)
- c. Market Street (between Cecil and Clarendon streets)
- d. Cecil Street (south of Market Street and Cecil Street)
- e. Dorcas Street (between Cecil and Moray streets)
- f. Marshall Street
- g. Perrins Street
- h. Park Street (between Cecil and Clarendon streets).

WSUD infrastructure should:

- Integrate with other landscape and streetscape improvements
- Reduce flooding inside and outside South Melbourne

- Use permeable pavement surface treatments to mitigate flooding
- Provide a source of irrigation for trees in streets and reserves
- Improve stormwater quality.

**Upgrades to Dorcas Street Reserve and Market Street Reserve that improve water management, increase tree canopy cover to reduce UHI impacts and improve amenity and biodiversity**

Dorcas Street Reserve is a 685 square metre local park located at the south-eastern corner of South Melbourne. It is triangular, bounded by Kings Way, Dorcas Street and Sturt Street. Its safety, amenity and attractiveness are compromised by the busy roads that surround the site – particularly Kings Way and Eastern Road. The reserve is also located at the base of a catchment and is prone to flooding.

Improving biodiversity and stormwater management for the precinct can reduce flood risk and adapt to the impacts of climate change. The reserve marks the eastern green gateway for visitors and commuters travelling from the CBD's arts precinct via Sturt Street.

Similarly, Market Street Reserve is a 565 square metre local park located at the north-eastern edge of South Melbourne, next to Kings Way and the West Gate Freeway on-ramp. The reserve has poor pedestrian amenity and lacks a sense of safety due to its location, which limits its potential for recreational use and community activation. Market Street Reserve also has great potential to support climate change adaptation.

**Working with agencies to manage flood risk**

Managing the impacts of climate change is a collective effort relying on sustained investment in infrastructure upgrades along with implementing policy that contributes to effectively managing flood risk. It is therefore vital that the City continues working with agencies such



Existing Dorcas Street Reserve aerial view (Nearmap)



Existing Market Street Reserve next to West Gate Freeway ramp

as Melbourne Water and South East Water to deliver infrastructure projects, such as the South Melbourne Sewerage Capacity Upgrade. It will also be vital to work with Melbourne Water to update the Special Building Overlay, which addresses overland flow, as new modelling is available from Melbourne Water.



**Actions**

**Integrated Water Management**

- 4.10 the *South Melbourne Public Realm Framework 2024-2044* to support Integrated Water Management approaches in South Melbourne.
- 4.11 Enhance Integrated Water Management approaches in South Melbourne by:
  - Identifying possible locations suitable for Water Sensitive Urban Design initiatives such as raingardens to irrigate street trees and improve stormwater quality, including at:
    - Tope Street (north of Bank Street)
    - Coventry Street (between Moray Street and Clarendon Street)
    - Market Street (between Clarendon Street and Cecil Street)
    - Cecil Street (south of intersection Market Street and Cecil Street)
    - Marshall Street
    - Perrins Street
    - Dorcas Street (between Moray Street and Cecil Street)
    - Park Street (between Moray Street and Clarendon Street).
  - At Dorcas Street Reserve:
    - Exploring the feasibility of incorporating WSUD infrastructure for Dorcas Street Reserve.
    - Exploring the use of public art or landscaping to create a gateway feature for Dorcas Street Reserve.
  - At Market Street Reserve:
    - Exploring opportunities to increase tree canopy planting and install public art to manage the visual impacts of above-ground services at Market Street Reserve.
    - Exploring the feasibility of stormwater detention and management at Market Street Reserve.

- Identifying locations for urban greening opportunities
- Seeking opportunities for bioretention basins in the public realm
- Investigating opportunities for the use of permeable pavement.

**Reducing flood risk**

- 4.12 Contribute to reducing flood risk within and outside the Structure Plan area by continuing to:
  - Identify areas currently impacted by runoff
  - Work with Melbourne Water to identify areas of flood risk and implement any updates to the Special Building Overlay, which addresses overland flow, where new modelling and information is available
  - Work with Melbourne Water and South East Water to deliver infrastructure upgrades.







Actions

Existing open space

- 4.13 Use *Places for People: Public Space Strategy 2022-32* and *South Melbourne Public Realm Framework 2024-2044* as the key frameworks for managing and upgrading South Melbourne’s open spaces, including upgrading Eastern Reserve North and Skinners Adventure Playground.

New open space and parks

- 4.14 Deliver a new linear park on Market Street between Clarendon Street and Moray Street to enhance and increase business activity in the Enterprise Precinct.
- 4.15 Explore the feasibility of converting parts of or all of Clarke Street between York Street and Chessell Street into a linear park. Partner with the City of Melbourne to explore the feasibility of continuing this linear park north to City Road.
- 4.16 Advocate to the Victorian Government and State agencies the value and necessity for delivering new public spaces in South Melbourne as part of delivering new projects and infrastructure.
- 4.17 Explore the feasibility to increase public space near City Road on Market Street.
- 4.18 As part of delivering a new Master Plan for the Emerald Hill Court Estate, advocate to Homes Victoria for the creation of a new public open space on the corner of Coventry Street and Moray Street that is integrated with the broader future Emerald Hill Housing and Health Precinct.

Laneways

- 4.19 To increase visitation and economic opportunities, identify how the following laneways and small streets could be activated:
- Alfred Place (east of Clarendon Street)
  - Yarra Place

- Albert Place
- St Lukes Street
- Wynyard Street
- Waterloo Place
- York Place
- Yarra Street
- Francis Street
- Union Street
- Hotham Street
- Northumberland Street
- Craine Street.

Art, music and culture

- 4.20 Identify opportunities in the public realm, Council-owned spaces and private spaces that are suitable for art, creative or cultural expression, consistent with the *Creative and Prosperous City Strategy 2023-2026* and *Events Strategy 2023-26*.
- 4.21 Work with Traditional Owners to identify opportunities for cultural expression and knowledge sharing within South Melbourne.
- 4.22 Building on Council’s declaration of St Kilda as Victoria’s first live music precinct, identify areas and venues in South Melbourne that could form a South Melbourne live music precinct.

Outdoor dining / street trading

- 4.23 Continue using *Business Parklet Guidelines March 2023*, *Outdoor Trading (Dining) Policy 2022* and *Footpath Trading Guidelines 2017* to ensure outdoor dining and footpath trading do not negatively impact on pedestrian movements along footpaths and public infrastructure.

Public Spaces and Places Objective 4:  
Reinforce civic pride and sense of place

South Melbourne’s public spaces are crucial to reinforcing civic pride and its sense of place. Key projects will support broader initiatives to enhance South Melbourne as a destination.

Streetscape management plan for South Melbourne

A streetscape management plan will unify public space character in South Melbourne through the consistent use of materials, planting, lighting and street furniture. The *South Melbourne Public Realm Framework 2024-2044* states that a streetscape management plan should:

- Unify public space appearance through the consistent use of materials, planting, lighting and street furniture.
- Encourage the use of materials and street furniture that are high quality, durable, practical to maintain and consistent with municipal standards.
- Locate street furniture within the appropriate footpath zone to avoid obstructing pedestrian access and movement, retain car drivers’ view lines and support their functional use.
- Encourage decluttering by consolidating and removing redundant poles, furniture, signs and other disused structures on the streets.
- Improve safety by using *Crime Prevention Through Environmental Design* principles.
- Provide accessibility for all users.
- Avoid removing mature street trees.

Providing additional guidance beyond what can be contained in policy in the *Port Phillip Planning Scheme* will further clarify how public and developer-led projects should contribute to the public realm.

Streetscape upgrades

Clarendon Street is identified in *Move, Connect, Live: Integrated Transport Strategy 2018-28* as an Activity Street. Upgrades to Clarendon Street will support this designation strengthening Clarendon Street as the key spine of South Melbourne, displaying its rich layers of heritage character. Clarendon Street will continue to host vibrant shopping, dining and socialising opportunities in a walkable environment that is well-connected to surrounding destinations.

Upgrading streetscapes at Coventry Street between Ferrars Street and Kings Way and York Street between Ferrars Street and Moray Street will support this function, providing attractive east-west links. Recommended streetscape upgrades are presented in Figure 65.

Protect and interpret Aboriginal cultural values and heritage in the design of South Melbourne.

The City of Port Phillip is on the traditional lands and waters of the people of the Kulin Nations. Their connection to country extends back more than 60,000 years.

While links to South Melbourne’s traditional custodians have been diminished through post colonisation development, there is an opportunity to restore some of these links through

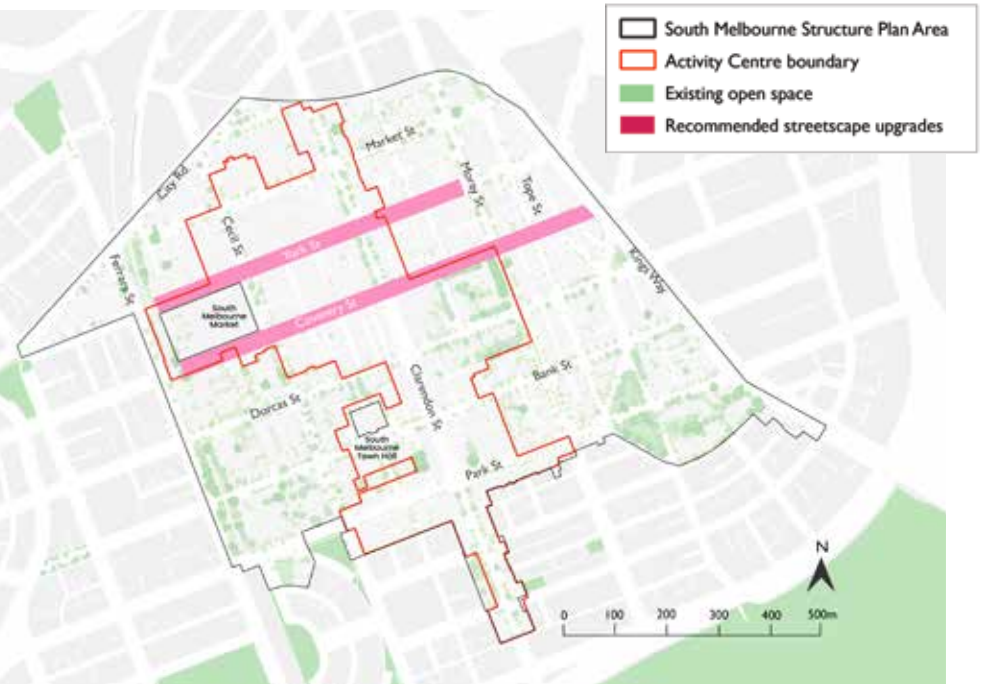


Figure 65 - Recommended streetscape upgrades

recognition and interpretation of Aboriginal cultural values in South Melbourne.

Engagement with the development industry, community and other stakeholders and ongoing consultation and collaboration with Traditional Custodians will provide opportunities to embed Caring for Country principles in the design and management of open spaces. Opportunities for the Aboriginal naming of streets, parks and community infrastructure will be encouraged.

Celebrating South Melbourne’s civic heart

The *Emerald Hill Master Plan 2012* prepared by the City of Port Phillip (not to be confused with the master planning process led by Homes Victoria for the Emerald Hill Court Estate) seeks to revitalise the underutilised areas around the South Melbourne Town Hall. There is an opportunity to refresh the *Emerald Hill Master Plan 2012*, guiding the precinct’s



reinvigoration and re-establishment as the cultural and civic heart of South Melbourne. The refresh will investigate:

- Opportunities to reimagine and expand the existing Town Hall Reserve to become a more attractive destination that facilitates social connection.
- Investigate how the area can support the establishment of a cultural and community hub that strengthens connections with South Melbourne's creative industries.
- How the lease of the South Melbourne Town Hall precinct to the Australian National Academy of Music (ANAM) can be leveraged to create a cultural hub around Emerald Hill.
- Should the construction of a new police station in Dorcas Street proceed and the Bank Street police station no longer be required, explore opportunities for the adaptive reuse of this heritage building.
- How the Emerald Hill Library and Heritage Centre can more prominently contribute to cultural and public life.
- Strengthen connections between the Town Hall and Clarendon Street that encourage greater visitation.
- Explore opportunities to create a Collingwood Yards Arts Precinct type model for the area.
- Opportunities for activation along abutting streets and nearby open spaces.

In turn, a refresh of the *Emerald Hill Master Plan 2012* will highlight how the

public realm can support the provision of community infrastructure, in particular providing places where people can socialise and linger.

#### Supporting the South Melbourne Market's vibrancy

South Melbourne Market is one of the major drawcards to the area. Since 1867, South Melbourne Market has been a treasured inner city landmark and a favourite amongst locals and visitors. It is the quintessential village market, a place where people come not only to purchase fresh food, but to meet, eat, drink, shop, discover, share and connect.

A plan is currently being developed to futureproof this thriving village market – the South Melbourne Market Project Connect. It seeks to ensure the Market remains a safe and accessible venue for everyone to enjoy and provide a prosperous environment for trade for many years to come. There are opportunities to create a more welcoming environment by partnering with the Victorian Government to create an open space in between the South Melbourne Market and South Melbourne Station light rail stop.

To support activity along and improve integration with York Street, planning policy will protect solar access along York Street from the western boundary of South Melbourne Market to Cecil Street. Such policy will ensure there are places in South Melbourne have access to sunlight in winter and spring.



#### Emerald Hill Health and Housing precinct

Homes Victoria is preparing a master plan to revitalise the Emerald Hill Court public housing estate bound by Dorcas, Moray, Coventry and St Luke streets (Figure 66)

The master plan will focus on improvements including new housing, ground-floor uses which respond to local needs, improved connections around the site, and better green and shared spaces.

Homes Victoria will also deliver Stage 1 of the Emerald Hill Big Housing Build which will integrate new social and affordable housing with a community hospital.

Partnering with the Victorian Government will provide opportunities to advocate for a new open space at the corner of Coventry Street and Moray Street, integrated community spaces that accommodate flexible uses and support community needs, and provide parking and end-of-trip facilities for bicycles and other micro-mobility devices such as e-scooters.

The master plan boundary includes Skinners Adventure Playground, which is owned by the City of Port Phillip. Opportunities to improve the layout and interface to meet future community needs will be explored. The City of Port Phillip is not disposing of Skinners Adventure playground. It will remain accessible to the community. Council's 10-year financial plan allocates funds towards upgrading Skinners Adventure Playground

#### West Gate Freeway undercroft spaces

The undercroft areas under the West Gate Freeway (Figure 67) present a significant barrier between South Melbourne in the City of Port Phillip and Southbank in the City of Melbourne, with their poor amenity diminishing perceptions of safety in the area. Given the undercroft areas are in the City of Melbourne, the City of Port Phillip cannot directly influence outcomes on these sites. However, there are opportunities to advocate to the City of Melbourne, Victorian Government and car park operators to improve the presentation and use of the undercroft .

Advocacy can focus on:

- upgrading lighting and new plantings to create a safer and more pleasant walking experience
- offering to collaborate with stakeholders and explore opportunities for workers in the Enterprise Precinct to park their cars at privately operated car parks
- exploring options for the City of Port Phillip to contribute to improving undercroft areas such as landscaping improvements along abutting streets.



Figure 66 – Emerald Hill housing precinct masterplan area (Source: Homes Victoria)



Figure 67 – Location of Westgate Freeway Undercroft spaces



## Actions

### Streetscape management plan

- 4.24 Develop a streetscape management plan for South Melbourne to unify public space character in South Melbourne through the consistent use of materials, planting, lighting and street furniture.

### Protecting and interpreting Aboriginal cultural values

- 4.25 In consultation with Traditional Custodians, support opportunities to embed Aboriginal language, design and names in streets, parks and public buildings, possibly in a streetscape management plan for South Melbourne.

### Emerald Hill Master Plan Refresh for South Melbourne Town Hall and surrounds

- 4.26 Review the existing *Emerald Hill Masterplan 2012* to:
- Identify the actions implemented from the 2012 master plan
  - Investigate how the area can become a cultural and community hub that strengthens connections with South Melbourne's creative industries
  - Explore options to expand the Town Hall Reserve to create an attractive and vibrant public space
  - Seek opportunities to embed Aboriginal language, design and names.
  - Strengthen connections between Town Hall, the Library and the Police Station, as public buildings
  - Identify opportunities to activate public areas, namely the Town Hall Reserve, Marshall Street, Daly Street and the Foundry Park, along with identifying opportunities to improve connections between these spaces
  - Strengthen landscape and open space connections between the Town Hall on Bank Street and Clarendon Street that encourage greater visitation.
- 4.27 Seek opportunities for short term activations at the Town Hall Reserve.

### Pedestrian priority streetscape upgrades

- 4.28 Ensure streetscape upgrades for Clarendon Street reinforce its role as the key activity spine of South Melbourne.
- 4.29 Deliver streetscape upgrades that improve pedestrian priority at:
- Coventry Street between Ferrars Street and Kings Way
  - York Street between Ferrars Street and Moray Street.

### South Melbourne Market public realm

- 4.30 Support the delivery of public realm improvements to the interface between the South Melbourne Market and footpath.
- 4.31 In a planning scheme amendment, include policy to ensure there is no overshadowing on the winter solstice between 11am to 2pm along the northern interface of the South Melbourne Market from the property boundary to the first 6 metres along York Street.
- 4.32 Advocate to Victorian Government for improvements between South Melbourne Station light rail stop and the South Melbourne Market, improving integration and accessibility.
- 4.33 Advocate to the Victorian Government to partner with the City of Port Phillip to create a welcoming and integrated open space in between the South Melbourne Market and South Melbourne Station light rail stop.



## Actions

### Emerald Hill Health and Housing precinct (Emerald Hill Court Estate)

- 4.34 Work with Homes Victoria and the Victorian Health Building Authority to deliver the Emerald Hill Health and Housing precinct master plan and advocate to:
- Create a new public open space on the corner of Coventry Street and Moray Street that is integrated with the broader future Emerald Hill Housing and Health Precinct
  - Deliver an integrated community spaces that accommodate flexible uses and support community needs
  - Deliver parking and end-of-trip facilities for bicycles and other micro-mobility devices such as e-scooters
  - Preserve existing mature tree canopies and integrate them with new landscaping, given their contribution to biodiversity and reducing the urban heat island effect.
- 4.35 Work with Homes Victoria and the Victorian Health Building Authority to improve the layout and interface of Skinners Adventure Playground to meet future community needs.

### West Gate Freeway undercroft spaces:

- 4.36 Advocate to the State Government and City of Melbourne to upgrade the West Gate Freeway undercroft, addressing the need to:
- Improve safety and accessibility
  - Improve amenity and landscaping
  - Identify opportunities for activation
  - Ensuring car parking areas cater to worker needs.



# Part 3: Delivery and Implementation

This section sets out the steps to implement the Structure Plan



## Implementation

Several mechanisms will support the implementation of the actions in the South Melbourne Structure Plan.

- Actions are organised into:
- Short-term actions – 1 to 5 years
  - Medium-term actions – 6 to 10 years
  - Long-term actions – 10 to 20 years.

### Planning Scheme Amendment

A key part of implementing the Structure Plan is updating the planning controls for South Melbourne. Changes to planning controls would require a Planning Scheme Amendment. This is a statutory process which would introduce the proposed changes and includes compulsory community engagement. Following finalisation of the Structure Plan, Council would request the Minister for Planning allow Council to prepare and exhibit new planning controls for South Melbourne. The planning scheme amendment would then be publicly exhibited as per statutory requirements. This process provides an additional opportunity for the community to have its say on the proposed planning provisions and allows for an independent review of submissions at a planning panel hearing. The Minister for Planning would make the final decision on whether the proposed planning provisions are approved, with changes or refused.

### Capital Works Program

The City of Port Phillip Council Plan and Budget sets out specific projects and activities that will be undertaken over the year that contribute towards achieving the strategic objectives in the Council Plan. This Structure Plan once finalised would inform Council's Capital Works Program.

### Advocacy

Many actions in the South Melbourne Structure Plan will require Council to advocate and work with other levels of government for matters outside of Council's jurisdiction. For example, the State Government is responsible for public transport services and the arterial road network.









### Remaining actions









Remaining actions can be progressed independently of the Planning Scheme Amendment process or being included in Council's Capital Works Program. Progressing these actions is subject to future budget allocation.

### Monitoring and review




Progress towards achieving the actions in this Structure Plan will be subject to a regular monitoring and review process. Reports will be made on an annual basis to Council on the progress of implementing this Structure Plan for the first five years after it is adopted by Council.








There will be ongoing monitoring of the planning controls based on this Structure Plan.









Action	Short Term 1 to 5 years	Medium Term 6 to 10 years	Long Term 10 to 20 years	Ongoing
<b>Activities and Uses</b>				
 Actions 1.1, 1.2, 1.3, 1.4, 1.10, 1.20, 1.21, 1.22, 1.23, 1.26, 1.31: Planning Scheme Amendment – Policy	●			
 Action 1.5, 1.6, 1.7, 1.8: Planning Scheme Amendment – Zones	●			
 Action 1.9: Planning Scheme Amendment – Heritage gaps	●			
 Actions 1.11, 1.12: Digital infrastructure	●			
 Actions 1.13, 1.14, 1.15, 1.16: Support business establishment and growth				●
 Action 1.17: Linking local workers with local jobs				●
 Actions 1.16, 1.17: Hospitality and night time economy		●		
 Actions 1.18, 1.19: Collect accurate and detailed data to effectively monitor and review business activity in South Melbourne and encourage ongoing investment		●		









Action	Short Term 1 to 5 years	Medium Term 6 to 10 years	Long Term 10 to 20 years	Ongoing
<b>Activities and Uses</b>				
 Actions 1.24, 1.25: Advocacy to support affordable business spaces				●
 Actions 1.27, 1.28, 1.29, 1.30: South Melbourne Market – other actions				●
				
 Action 1.32: <i>Places to Live: Port Phillip Housing Strategy</i> (forthcoming)				●
 Action 1.33: Social and affordable housing				●
 Actions 1.34, 1.35, 1.36, 1.37, 1.38: Community infrastructure supporting South Melbourne				●
				
				



Action	Short Term 1 to 5 years	Medium Term 6 to 10 years	Long Term 10 to 20 years	Ongoing
<b>Built Form and Building Design</b>				
 Actions 2.1, 2.3, 2.4, 2.5, 2.9: Planning scheme amendment – built form controls	●			
 Action 2.2: Monitoring and review	●			
 Action 2.6, 2.7, 2.8: CASBE advocacy				●








Action	Short Term 1 to 5 years	Medium Term 6 to 10 years	Long Term 10 to 20 years	Ongoing
<b>Access and Movement</b>				
 Action 3.1: Increase mode shift towards sustainable transport				●
  Action 3.2: Electric vehicle charging	●			
  Actions 3.3, 3.4, 3.5: Improving circulation	●			
 Actions 3.6, 3.7, 3.8: Pedestrian safety and access for all				●
 Action 3.9: Specific opportunities to enhance walkability and pedestrian accessibility		●		








Action	Short Term 1 to 5 years	Medium Term 6 to 10 years	Long Term 10 to 20 years	Ongoing
<b>Access and Movement</b>				
 Deliver Action 3.10: Safe and efficient pedestrian entry to the Structure Plan area		●		
 Advocate Action 3.11: Kings Way advocacy				●
 Deliver Actions 3.12, 3.13, 3.14: Cycling access and safety for everyone who wants to ride				●
 Deliver Action 3.15: Specific opportunities to improve bike riding in South Melbourne		●		
 Deliver Action 3.16: Integrated cycling infrastructure	●			
 Advocate Action 3.17: Best practice end-of-trip facilities and cycling infrastructure				●
 Deliver Action 3.18: Micro-mobility	●			
 Advocate Actions 3.19, 3.20: DDA compliant public transport stops				●









Action	Short Term 1 to 5 years	Medium Term 6 to 10 years	Long Term 10 to 20 years	Ongoing
<b>Access and Movement</b>				
 Advocate Actions 3.21, 3.22: Tram advocacy				●
 Advocate Actions 3.23, 3.24: Bus advocacy				●
 Deliver Action 3.25: Implement the City of Port Phillip Parking Management Policy				●
 Deliver Action 3.26: Improvement to parking management			●	
 Advocate Actions 3.27, 3.28, 3.29: Encouraging car share and other vehicle sharing initiatives in new developments				●
 Deliver Action 3.30: Implement parking maximums for new developments		●		
 Deliver Action 3.31: Parking Precinct Plan		●		
 Deliver Actions 3.32, 3.33: Public electric charging facilities		●		






Action	Short Term 1 to 5 years	Medium Term 6 to 10 years	Long Term 10 to 20 years	Ongoing
<b>Public Spaces and Places</b>				
 Action 4.1: Greening Port Phillip				●
 Action 4.2: Tree planting palette	●	●		
 Action 4.3, 4.4: Urban greening and urban biodiversity	●	●	●	
 Action 4.5: Infill tree planting	●	●	●	
 Action 4.6: Protecting healthy mature trees				●
 Action 4.7: Increasing tree canopy				●
 Action 4.8: Emerald Hill Health and Housing Precinct				●

Action	Short Term 1 to 5 years	Medium Term 6 to 10 years	Long Term 10 to 20 years	Ongoing
<b>Public Spaces and Places</b>				
 Action 4.9: Cooling South Melbourne		●		
 Actions 4.10, 4.11: Integrated Water Management		●	●	
 Action 4.12: Reducing flood risk				●
 Action 4.13: Existing open space				●
 Action 4.14, 4.15, .4.16, 4.17, 4.18: New open space and parks				
	●	●	●	●
				

Action	Short Term 1 to 5 years	Medium Term 6 to 10 years	Long Term 10 to 20 years	Ongoing
Public Spaces and Places				
 Action 4.19: Laneways				●
  Actions 4.20, 4.21, 4.22: Art, music and culture	●			
 Action 4.23 Outdoor dining / street trading				●
 Action 4.24: Streetscape management plan	●			
 Action 4.25: Protecting and interpreting Aboriginal cultural values				●
 Action 4.26, 4.27: Emerald Hill Master Plan Refresh for South Melbourne Town Hall and surrounds	●			

Action	Short Term 1 to 5 years	Medium Term 6 to 10 years	Long Term 10 to 20 years	Ongoing
Public Spaces and Places				
 Actions 4.28, 4.29: Pedestrian priority streetscape upgrades		●		
    Actions 4.30, 4.31, 4.32, 4.33: South Melbourne Market public realm			●	
   Action 4.34, 4.35: Emerald Hill Health and Housing precinct (Emerald Hill Court Estate)		●		



Action	Short Term 1 to 5 years	Medium Term 6 to 10 years	Long Term 10 to 20 years	Ongoing
Public Spaces and Places				
<div><div><div><div>Advocate</div></div><div><div>Partner</div></div><div><div>Deliver</div></div></div><div>Action 4.36: West Gate Freeway undercroft spaces</div></div>				<div></div>

## Next steps

### How will we use your feedback and what happens next?

Your diverse views and insights have provided a crucial foundation for the draft South Melbourne Structure Plan and South Melbourne Structure Plan Background Report.

Once the Structure Plan is ready, Council will consider the adoption of the Structure Plan at a future Council meeting (yet to be determined).

At the meeting Council will decide whether to implement the changes recommended in the Review into the Port Phillip Planning Scheme through a planning scheme amendment process. This process involves statutory notification, as per the requirements of the *Planning and Environment Act 1987*, to all affected property owners providing a further opportunity for input.

We will continue to report back on what we heard and how your feedback has informed the project.

The project timeline shows the key steps for developing the South Melbourne Structure Plan.





## City of Port Phillip

99a Carlisle Street, St Kilda, VIC 3182

📞 ASSIST 03 9209 6777

🌐 [portphillip.vic.gov.au](http://portphillip.vic.gov.au)



Receive the latest news from your City and Council

🌐 [portphillip.vic.gov.au/divercity](http://portphillip.vic.gov.au/divercity)

If you require a large print version  
please phone ASSIST 03 9209 6777

## Language assistance

廣東話 9679 9810   Ελληνικά 9679 9811   Polska 9679 9812  
普通話 9679 9858   Русский 9679 9813   Other 9679 9814



If you are deaf or have a hearing or speech impairment, you can phone us through the National Relay Service (NRS):

- TTY users, dial **133677**, then ask for **03 9209 6777**
- Voice Relay users, phone **1300 555 727**, then ask for **03 9209 6777**

🌐 [relayservice.gov.au](http://relayservice.gov.au)



January 2024

## Background Report

# South Melbourne Structure Plan

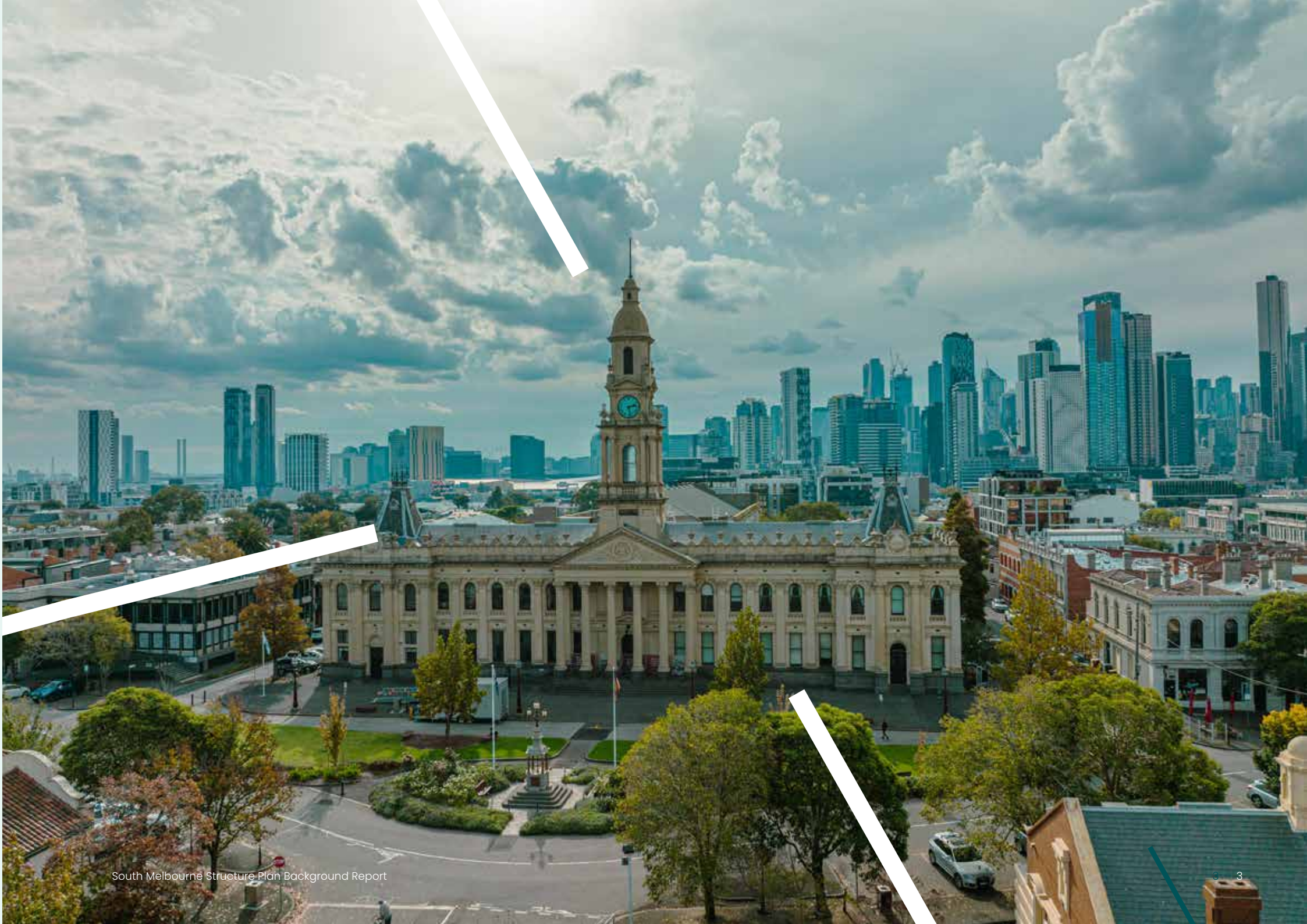




The City of Port Phillip respectfully acknowledges the Traditional Owners of this land, the people of the Kulin Nations. We pay our respect to their Elders, past and present. We acknowledge and uphold their continuing relationship to this land.

# Contents

<b>1. Introduction</b>	<b>4</b>
1.1 Why does South Melbourne need a new structure plan?	5
1.2 Defining the Structure Plan area	6
<b>2. Context</b>	<b>7</b>
2.1 Project timeline	7
2.2 South Melbourne Structure Plan Discussion Paper	8
2.3 Community input	9
2.4 A snapshot of an evolving neighbourhood	10
2.5 Location in context	11
2.6 Key surrounding landmarks	12
2.7 Demographic snapshot	13
2.8 Strategic Context	15
<b>3. Urban form and environment</b>	<b>24</b>
3.1 Supporting South Melbourne's sustainable future	24
3.2 Topography	25
3.3 Flooding	26
3.4 Trees and biodiversity	27
3.5 Cooling South Melbourne Study	28
3.6 Vistas and view lines	29
3.7 Street blocks	30
<b>4. People and housing</b>	<b>31</b>
4.1 Who lives in South Melbourne	31
4.2 Housing	34
4.3 South Melbourne's population growth	37
<b>5. Economy, employment and land use</b>	<b>39</b>
5.1 Economy and employment	39
5.2 Land use and development	43
5.3 Key precincts and interfaces	46
<b>6. Movement and transport</b>	<b>50</b>
6.1 Existing road and freight network	50
6.2 Road network – Movement and Place	52
6.3 How do people get to work?	53
6.4 Public transport	54
6.5 Crash statistics	56
6.6 Bicycle network and infrastructure	57
6.7 Pedestrian network and infrastructure	59
6.8 Shared mobility	62
6.9 Parking	62
<b>7. Physical infrastructure</b>	<b>65</b>
7.1 Lowering carbon emissions	65
7.2 Responding to flood risk	65
7.3 Water supply	66
7.4 Electricity	66
7.5 Gas	66
7.6 Telecommunications	67
<b>8. Community infrastructure, arts and culture</b>	<b>68</b>
8.1 Community infrastructure servicing South Melbourne	68
8.2 Access to arts, culture and libraries	70
8.3 Children's services	71
8.4 Access to education	71
8.5 Emerald Hill Health and Housing Precinct	72
<b>9. Built form and building design</b>	<b>73</b>
9.1 Defining character elements	74
9.2 Review of Design and Development Overlay 8	77
9.3 Delivering good design for Future South Melbourne	79
<b>10. Heritage</b>	<b>83</b>
10.1 First Nations' Heritage	83
10.2 Post-contact heritage	84
10.3 Built form parameters	86
<b>11. Open space and recreation</b>	<b>88</b>
11.1 Open space	88
11.2 Recreation	90
11.3 Public Realm	90
<b>12. Next steps</b>	<b>92</b>
How will we use your feedback and what happens next?	92





# 1. Introduction

South Melbourne is a vibrant inner urban location with an engaged community, a diverse mix of housing and businesses, and a rich cultural and architectural heritage. These attributes, as well as its location between Melbourne's CBD and Port Phillip Bay, mean that South Melbourne will continue to be an attractive location to live, work and play.

This background report presents the key planning issues and opportunities that underpin the South Melbourne Structure Plan informed by:

- Technical work, including the following reports
  - *South Melbourne Structure Plan: Activity Centre Boundary Report*, (City of Port Phillip, November 2023).
  - *South Melbourne Structure Plan: Zoning Anomalies Report* (City of Port Phillip, November 2023)
  - *South Melbourne Employment, Economic and Land Use Study*, (Urban Enterprise, November 2023)
  - *South Melbourne Built Form Review*, (Hodyl & Co, October 2023)
  - *Built Form Review: South Melbourne Major Activity Centre & Employment Precincts Heritage Built Form Analysis & Recommendations* (GJM Heritage, June 2023)
  - *South Melbourne Heritage Study*, (Trethowan, May 2023)



Figure 1 – Relationship between the South Melbourne Structure Plan and other strategic documents.

- *South Melbourne: Transport, Movement & Place Study* (Ratio Consultants, November 2023)
- *South Melbourne Public Realm Framework 2024-2044* (City Port Phillip, January 2024)
- Analysis of 2021 Census data
- Community engagement undertaken in March and April 2021 and again in September and October 2022, where the project was also referred to as *Future South Melbourne*
- Other documents as referenced.

Figure 1 shows the relationship between the South Melbourne Structure Plan, the above documents and other key strategic documents, along with the implementation. The background report builds on the *South Melbourne Structure Plan Discussion Paper* August 2022.

## 1.1 Why does South Melbourne need a new structure plan?

*Plan Melbourne 2017-2050*, the Victorian Government's metropolitan planning strategy, guides the way Melbourne will grow and change to 2050 while remaining a liveable city. As a designated Major Activity Centre (MAC) and Enterprise Precinct, South Melbourne is required to play a significant role in achieving the directions of the Strategy, particularly regarding housing and employment.

With the population in South Melbourne expected to grow by 28.8% from 9,105 in 2021 to 11,730 in 2041<sup>1</sup>, a structure plan is required to help the City of Port Phillip plan and manage growth and change in the centre, while at the same time responding to community aspirations and providing vibrant, liveable local places for everyone to enjoy. Structure Plans play an important role in setting out the long-term strategic vision for the centre and an action plan on how it will be achieved, in accordance with State Government planning policy. This Structure Plan will be implemented over a 20-year period from 2023 to 2043.

The current *South Melbourne Central Structure Plan* and *South Melbourne Central Urban Design Framework* were adopted by Council in 2005. Planning controls based on these documents were implemented in 2008. Since that time demographic and land use changes have occurred throughout South Melbourne and development pressure has increased. There is also a

<sup>1</sup> Population and demographic statistics are generally based on the South Melbourne neighbourhood, as defined by the City of Port Phillip and ID Consulting, generally using Census data as a foundation.

greater need to address challenges as associated with climate change and respond to economic impacts from the COVID-19 pandemic. Community and stakeholder involvement has significantly advanced the development of the Structure Plan. This input has provided a diverse range of views and valuable insights, ensuring that together the City, community and stakeholders can:

- Strengthen the qualities and attributes of South Melbourne as a unique place
- Protect employment land to ensure employment generating activities and businesses are maintained and encouraged. Facilitate enterprise hubs and specifically recognise the importance of creative industries to South Melbourne's economy
- Enhance South Melbourne's economic activity by improving accessibility from the CBD, Southbank, Docklands and the Fishermans Bend Urban Renewal Area
- Consider the changing role of the South Melbourne Activity Centre and the future of retail uses, particularly for Clarendon Street and the South Melbourne Market
- Explore how the Structure Plan could facilitate the Council Plan's goal to create a '10-minute city'
- Ensure that future development and land use in South Melbourne is sustainable, responsive to challenges such as climate change, sea level rise and achieves a high level of environmental performance

- Cater for the forecast population change in South Melbourne
- Embrace South Melbourne's heritage and reflect its rich history and culture in the design of public spaces and new buildings, along with ensuring cultural guidance in the Structure Plan's implementation
- Ensure South Melbourne's residents, workers and visitors have access to public open space and high-quality streets.





1.2 Defining the Structure Plan area

The South Melbourne Structure Plan will apply to the area shown on the map in Figure 2, referred to the 'Structure Plan Area' in this report. The Structure Plan area is generally based around key roads, with Clarendon Street bisecting it.



Figure 2 – The black line shows the South Melbourne Structure Plan Structure Plan Area.

2. Context

The South Melbourne Structure Plan is a multi-year project. The timeline below summarises the process undertaken to date.

2.1 Project timeline





## 2.2 South Melbourne Structure Plan Discussion Paper (August 2022)

The *South Melbourne Structure Plan Discussion Paper 2022* was informed by the first phase of community engagement, reflecting the community's ideas and aspirations. It sets out:

- Why a new structure plan is required and key information about South Melbourne, including an assessment of South Melbourne against the features of a 20-Minute Neighbourhood identified by the Victorian Government.
- A draft vision for South Melbourne.  
*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.*
- 3 Key directions for South Melbourne:



### Quality Places

Focused on maintaining South Melbourne as a distinctive neighbourhood, that is home to a cluster of diverse places and destinations, while creating places that are green, cool, comfortable, safe and inviting.



### Quality Buildings

Focused on ensuring that future development and change is well-managed and meets the needs of the community.



### Quality Experiences

Focusing on strengthening South Melbourne's valued qualities that make it a memorable experience to live, work and visit, as well as supporting the community's resilience to climate change and enhancing the function of the transport and movement network.



Importantly, the collaborative work undertaken to develop the *South Melbourne Place Plan 2019/20* provided an important foundation to the long term planning undertaken for the South Melbourne Structure Plan.

This Background Report builds on the Discussion Paper by updating Census data to reflect 2021 data where available, along with incorporating the issues identified in technical analysis undertaken to support the project.

## 2.3 Community Input

Extensive community engagement has been undertaken to inform the Structure Plan. This section summarises the results from the Phase 1 and Phase 2 community engagement undertaken to inform the project.

### Future South Melbourne Phase 1

In March and April 2021, we undertook the first stage of community engagement on a new structure plan, called Future South Melbourne. We wanted to learn what people value about the area and how they would improve it.

Over 500 people participated, via online and hard copy surveys, community conversations, sessions with public housing residents and targeted stakeholder workshops. They told us that they most value:

- Closeness to CBD and beach
- Easy access to green and open spaces
- Strong sense of community
- South Melbourne Market
- Character and heritage
- Distinctive strip shopping.

When asked what they would improve about South Melbourne, they said:

- Increasing greenery and open space to cater for current and future populations
- Improving the perceptions of

community security and safety, especially feeling safe in public areas

- Improving cycling and pedestrian infrastructure, lowering levels of traffic and congestion, and providing easier parking
- Managing development so it is of high-quality, caters for a growing population and enhances liveability for current and future residents
- Enhancing access to local services, facilities and infrastructure
- Responding to climate change and improving the environmental sustainability of development and transport to maintain South Melbourne's liveability.

### Future South Melbourne Phase 2

In September and October 2022, over 400 people participated in our second stage of community engagement, providing feedback on the *South Melbourne Structure Plan Discussion Paper* (August 2022), which included a draft vision. Nearly three-quarters of survey respondents were supportive or very supportive of the draft vision. We also noted positive sentiments towards the draft vision in community conversation events and meetings with stakeholder groups. Engagement also included consultation with the Bunurong Land Council Aboriginal Corporation and Wurundjeri Woi Wurrung Cultural Heritage Aboriginal Corporation, the Registered Aboriginal Parties for the area.

We received suggestions to include more specific references to First Nations people and South Melbourne's qualities in the draft vision. Other key insights to emerge from the consultation include:

- There is general support for enhancing public space in South Melbourne, including more greenery, sunlight and an improved pedestrian experience, but some people think it should not limit parking and car access.
- People have a range of views about using wide streets for alternative public uses, but feedback agreed on promoting a vibrant streetscape that encourages visitors and is positive for residents.
- Adding vibrancy to the streets through improving walkability would help build a sense of community.
- There is some support for activating the Town Hall Reserve by creating a new outdoor public space.
- Attracting visitors will help the precinct thrive.
- It is challenging to balance heritage protection with increasing density to bring more people to the suburb.
- New development must get active street frontages right, so South Melbourne does not become a ghost town.
- People think providing vegetation on buildings improves amenity, but some have concerns about maintenance and want to make sure the design and placement of vegetation complements heritage buildings.

Following Council endorsement in December 2022, we ran focus groups on the draft Built Form Design Objectives and Character Statements and Public Realm Framework Objectives in early 2023, to understand how the Structure Plan and *South Melbourne Public Realm Framework 2024-2044* (City Port Phillip, January 2024) can support the design of new buildings and public spaces. This feedback has directly informed this Structure Plan.

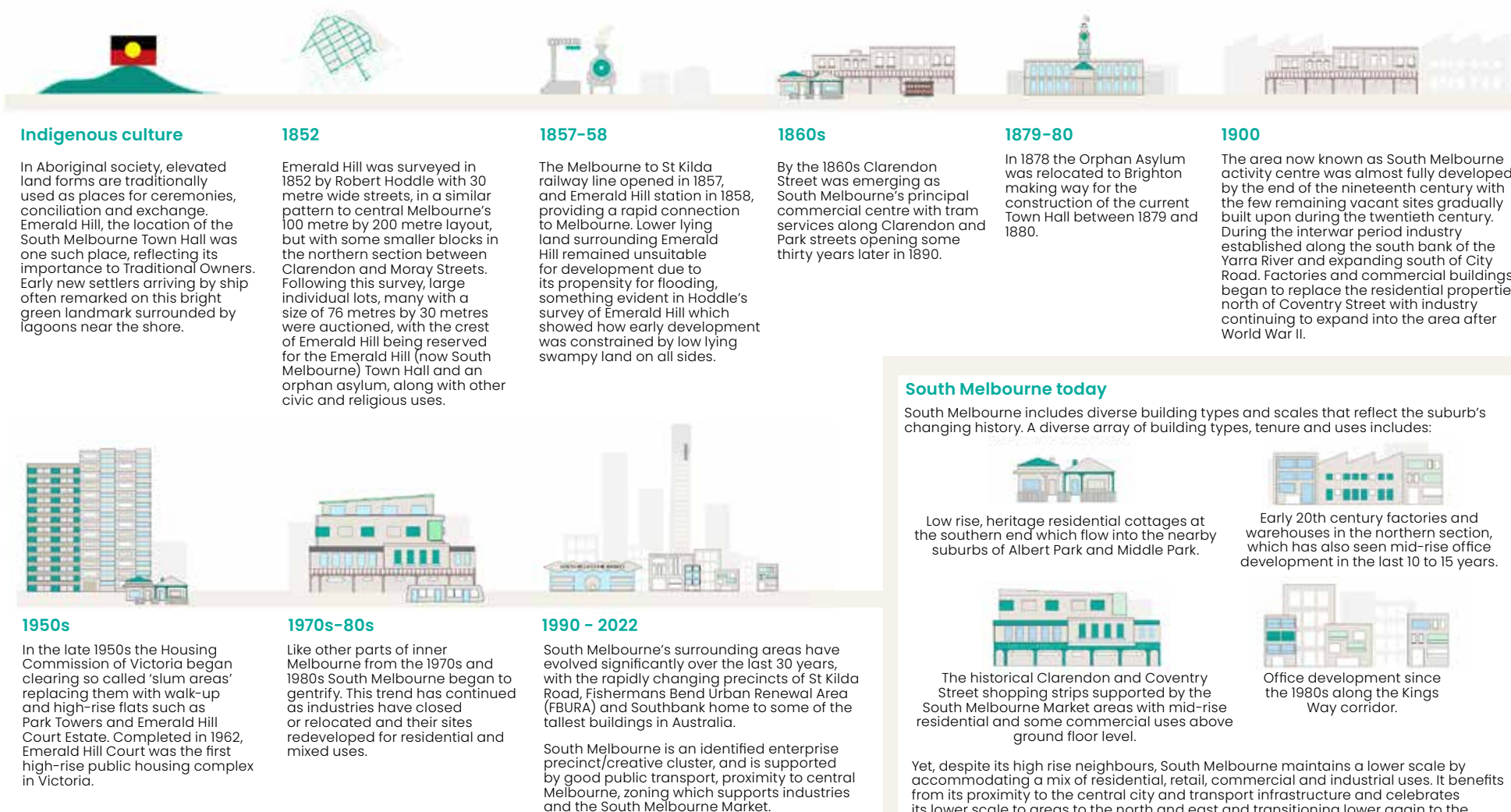
### Directions for the South Melbourne Structure Plan

- Ensure the South Melbourne Structure Plan considers the feedback provided in Phase 1 and Phase 2 community engagement, including feedback provided on the draft vision, key directions and ideas from the *South Melbourne Structure Plan Discussion Paper August 2002*.
- Ensure the community continues to participate in this project by providing feedback on the Draft South Melbourne Structure Plan and this Background Report.



# A snapshot of an evolving neighbourhood

South Melbourne has a distinct identity, varied character and mix of uses reflecting its evolution from a meeting place for Traditional Owners and then early colonial settlement, to a vibrant '10-minute' inner city neighbourhood within close proximity to the centre of Melbourne. This timeline shows the key periods of South Melbourne's development, highlighting how South Melbourne's form has been shaped by its underlying topography and flooding, location near the central city, industrial areas and transport infrastructure.



# 2.5 Location in context

South Melbourne is within two kilometres of Melbourne's CBD and Docklands. The area is flanked by Southbank, St Kilda Road, the Fishermans Bend Urban Renewal Area, and residential neighbourhoods in Albert Park and Port Melbourne. South Melbourne's north, west and east boundaries are formed by the strong physical edges of the freeway, Kings Way and the light rail, with established residential areas to the south. At its heart are the Clarendon Street shopping centre and South Melbourne Market. Both are important retail, community and cultural assets that draw many people to the area. The area is bounded and crossed by tram and bus services connecting to surrounding neighbourhoods and the broader metropolitan area. Southern Cross Station lies to the north and Anzac Station is under construction close by to the east.



Figure 3 - South Melbourne location in context



## 2.5 Key surrounding landmarks



### Albert Park Lake

To the south, Albert Park Lake provides sporting facilities and recreation reserves in a picturesque setting that brings sports people from across Melbourne year-round. It hosts the annual Australian Grand Prix, bringing tourism and international attention to the area.



### Arts precinct

Melbourne's arts precinct comprises galleries, theatres and education facilities for the visual and performing arts. Collectively, they contribute to Melbourne's cultural and creative identity.



### Melbourne Convention and Exhibition Centre

The Convention and Exhibition Centre hosts corporate events and displays throughout the year, attracting commercial ventures and trades from all over the world to share knowledge, technology and products.



### M1 Freeway

The elevated M1 Freeway marks the northern extent of South Melbourne. Accessible from the area's north-east corner, it connects to the West Gate Bridge and Citylink.



### Melbourne's Central Business District

Melbourne's CBD hosts legal, education, commercial, retail, entertainment and banking precincts, situated in an area twice the size of South Melbourne. With a growing population and large-scale developments, the CBD skyline continues to evolve.



### Royal Botanic Gardens

Melbourne's picturesque Royal Botanic Gardens are loved by locals and visitors alike, adding significant public open space close to the city centre. The gardens comprise diverse plants and landscapes and attract bird and animal life.



### Sports precinct

Featuring the Melbourne Cricket Ground and Melbourne Park (Tennis Centre) this cluster of sporting facilities is also used for large-scale events and performances. It offers exceptional facilities and connections to the city centre and public transport infrastructure.



### Yarra River

Located a few hundred metres to the north, the Yarra River is a significant landmark for Aboriginal people and Melbourne's colonial history. Today, it is the setting for tourism and entertainment with high-density living and large-scale urban renewal extending the central city across to Southbank over the past 30 years.

## 2.7 Demographic snapshot

Given South Melbourne's strategic location near the Melbourne CBD, Docklands, Anzac Station (under construction), St Kilda Road and Fishermans Bend; its strong heritage appeal; and commercially zoned land, it is expected there will be strong development demand in the area, which could lead to local population and job growth. This requires careful management of South Melbourne's role, function and operation.

South Melbourne has a diverse community, with a population that is expected to grow by 28.8% from 9,105 in 2021 to 11,730 in 2041. In South Melbourne there is a higher proportion of lower income households compared with the municipal average, meanwhile the proportion of higher income households is just below the municipal average. South Melbourne has the highest proportion of social housing in the municipality, highlighting the important role South Melbourne has in providing a range of housing to meet the needs of different people and households.

Despite commercial offices being the predominate development type in South Melbourne, the number of dwellings in South Melbourne is forecast to grow from 5,435 in 2021 to 6,594 in 2041, with the average household size falling from 1.96 to 1.87 by 2041. It is estimated that there will be demand for an additional 145,000 square metres to 187,000 square metres of gross office floorspace and between 16,000 square metres and 21,000 square metres of retail floorspace between 2021 and 2041. In turn, from 2020 to 2040

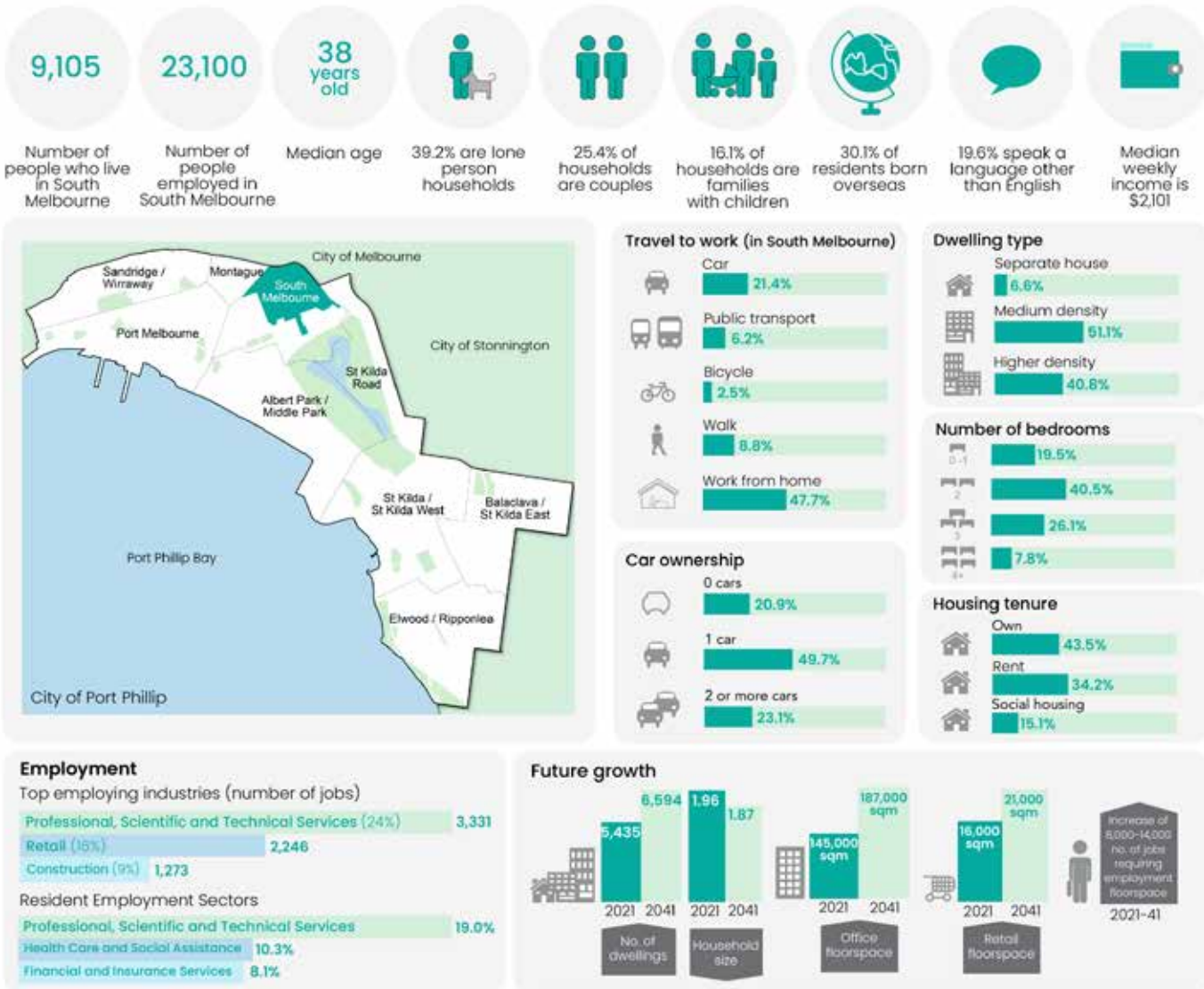


Figure 4 – Demographic snapshot of South Melbourne

Source: Community Profile ID Consulting 2021 Census and South Melbourne Employment, Economic and Land Use Study, Urban Enterprise, October 2023



the number of jobs in South Melbourne is projected to increase from 23,100 to between 30,700 and 36,700, an increase of between 7,600 and 13,600 jobs. Such projections highlight the importance of retaining employment land in South Melbourne.

The COVID-19 pandemic has slowed this growth in the short term, however it is expected the resident and worker population will continue to grow in the longer term. as the local economy recovers.

Directions for the South Melbourne Structure Plan

This chapter summarises the information that follows in later chapters. The South Melbourne Structure Plan will need to consider a broad range of matters addressing:

- South Melbourne’s strategic context, including the Port Phillip Planning Scheme and key state and local policies
- Urban form and environment
- People and housing
- Economy, employment and land use
- Movement and transport
- Physical infrastructure
- Community infrastructure, arts and culture
- Build form and building design
- Heritage, both Aboriginal and post-contact
- Open space, recreation and the public realm.

At the end of these chapters are directions that underpin the South Melbourne Structure Plan.



2.8 Strategic context

This section summarises the strategic context for South Melbourne and the key strategies and policies that inform it, including state policy, local policy, the Port Phillip Planning Scheme, and existing South Melbourne Structure Plan (2007).

State Framework	
Melbourne Industrial and Commercial Land Use Plan 2020	Provides a framework to more effectively plan for future employment and industry needs, and better inform future strategic directions. It identifies parts of South Melbourne within the Structure Plan area as both ‘Regionally Significant Industrial Land’ and as a ‘Regionally Significant Commercial Area’. Kings Way and the West Gate Freeway are identified as part of the Principal Freight Network.
Plan Melbourne 2017-2050 – Metropolitan Planning Strategy	Establishes a vision for Melbourne by integrating land use, infrastructure and transport planning to meet the City’s future environmental, population, housing and employment needs. Plan Melbourne identifies South Melbourne as a Metropolitan Activity Centre, places which have an important role in accommodating housing, employment and other future needs.
Planning and Environment Act 1987	Sets the legislative framework for Victoria’s planning system. Section 4 sets out the objectives of planning in Victoria, which councils must implement.
Unlocking Enterprise in a Changing Economy Strategy 2018	Identifies South Melbourne as an enterprise precinct, one of three key areas outside Melbourne’s CBD to attract new businesses and investment.
Urban Design Guidelines (Victorian Government, 2023)	Aims to create neighbourhoods that foster community interaction and make it easy for people of all ages and abilities to live healthy lifestyles and engage in regular physical activity.
Victoria’s Climate Change Strategy 2021	Sets out a roadmap to net-zero emissions and a climate resilient Victoria by 2050.



## Local Framework

<b>Act and Adapt Sustainable Environment Strategy 2023–28</b>	Outlines the City of Port Phillip’s commitment to environmental sustainability for the organisation and the wider community. It establishes a pathway that will help transition the City to a greener, cooler more liveable City where everyone is reducing their impact on the environment and are more resilient to the impacts of climate change.
<b>City of Port Phillip Activity Centre Strategy 2006</b>	Establishes a holistic understanding of the complex role and function of activity centres (areas focused on commercial and retail precincts) and the contribution they make to creating sustainable local communities.
<b>Climate Emergency Action Plan 2023–28</b>	Outlines how the City of Port Phillip will respond to the climate emergency and how the City will collaborate with stakeholders to cut our community’s emissions and prepare for the future. It directly responds to Council’s declaration of a climate emergency on 18 September 2019.
<b>Council Plan 2023–27 (updated annually)</b>	Sets out what the City of Port Phillip wants to achieve by 2027, and how we will support the current and future health and wellbeing of the City and our people.
<b>Creative and Prosperous City Strategy 2023–2026</b>	Supports the creation of a thriving social, cultural and economic future for the City of Port Phillip and a continued focus on economic development and tourism, festivals, events, live music, our screen industry (including film and gaming) and arts, culture and heritage. It supports the economic recovery of the local economy following the COVID-19 pandemic.
<b>Don’t Waste It! Waste Management Strategy 2018–28</b>	Provides the blueprint for how the City and the community will work together to create a more sustainable future, through the way waste is managed in the municipality.
<b>Games Action Plan 2020–24</b>	Recognises the opportunity for Port Phillip’s games sector and related creative industries to continue as a significant part of the City’s future economy.
<b>Greening Port Phillip, an Urban Forest Approach 2010</b>	Provides the strategic framework and policy context for the development and management of trees in Port Phillip.

<b>In Our Backyard – Growing Affordable Housing in Port Phillip, 2015–2025</b>	Identifies the City’s role and actions it will take to grow the supply and diversity of affordable housing in the Port Phillip to address priority local housing needs.
<b>Live Music Action Plan 2021–24</b>	Recognises the vital role that live music plays in the everyday life of Port Phillip, being central to its communities, its identity and its past, present and future.
<b>Library Action Plan 2021–2026</b>	Sets out a vision, key actions and key focus areas for library services across Port Phillip to keep library services relevant and responsive to the community.
<b>Move, Connect, Live Integrated Transport Strategy 2018–28</b>	Along-term plan to ensuring that the community can adapt to the increasing number of trips and the challenges associated with increased congestion, while creating travel choices, prioritising effective and equitable access to transport options, and ensuring the liveability and safety of streets.
<b>Placemaking Action Plan 2018–21</b>	The plan for reactivating areas of Port Phillip.
<b>Places for People Public Space Strategy 2022–32</b>	Sets the vision and blueprint for the future of public spaces in Port Phillip.
<b>Port Phillip Heritage Review (Version 36, December 2021)</b>	The main heritage reference document for the City, providing a municipal-wide, post-European contact environmental history, and also includes citations for heritage precincts and individual heritage places.
<b>Spatial Economic and Employment Framework (Draft 2023)</b>	Sets out a series of directions and strategies to support economic growth and vitality over the coming years.

## Port Phillip Planning Scheme

<b>Planning Policy Framework – State Policy</b>	<p>The following State Policy in the Planning Policy Framework of most importance to South Melbourne includes:</p> <ul style="list-style-type: none"><li>• Clause 11.03–1S Activity centres and 11.03–1R Activity centres – Metropolitan Melbourne, addressing the role, function and direction for land in activity centres.</li><li>• Clause 13.01–1S Natural hazards and climate change seeks to minimise the impacts of natural hazards and adapt to the impacts of climate change through risk-based planning.</li><li>• Clause 13.01–2S Coastal inundation and erosion identifies the need to plan for and manage coastal hazard risk and climate change impacts. Importantly, it contains the strategy to plan for sea level rise of not less than 0.8 metres by 2100.</li><li>• Clause 13.07–1S Land use compatibility, seeking to protect commercial, industrial and other employment generating uses from encroachment by use or development that would compromise the ability of those uses to function safely and effectively.</li><li>• Clause 17.01–1R Diversified economy relating to Metropolitan Melbourne, which<ul style="list-style-type: none"><li>– Provides support for diverse employment generating uses, including offices, innovation and creative industries in identified areas within regionally significant industrial precincts, where compatible with adjacent uses and well connected to transport networks.</li><li>– Requires consideration of how land use change proposals can respond to local and regional employment demand or identify how it can be accommodated elsewhere.</li></ul></li><li>• Clause 17.01–1R Diversified economy – Metropolitan Melbourne – Inner Metro Region: Contains the strategy to “Retain and encourage the development of areas in and around Collingwood, Cremorne and South Melbourne for creative industries.”</li><li>• Clause 17.03–1S Industrial land supply contains the strategy to preserve locally significant industrial land for industrial or employment generating uses, unless long-term demand for these uses can be demonstrably met elsewhere.</li><li>• Clause 17.03–2S Sustainable industry, which supports the retention of small-scale industries servicing established urban areas through appropriate zoning.</li></ul>	<b>Planning Policy Framework – Local Policy</b>	<p>The following Local Policy in the Planning Policy Framework of most importance to South Melbourne includes:</p> <ul style="list-style-type: none"><li>• Clause 02.03 – Strategic directions</li><li>• Clause 02.04 – Strategic framework plans</li><li>• Clause 11.03–1L–05 – South Melbourne Central Major Activity Centre, addressing South Melbourne’s role as an activity centre.</li><li>• Clause 15.01–1L–02 Urban design, addressing landmarks, views and vistas</li><li>• Clause 15.01–5L Neighbourhood character, addressing how development should respond to specific character elements</li><li>• Clause 17.02–1L Mixed Use and office areas, addressing uses in the South Melbourne office and mixed-use precincts</li><li>• Clause 18.01–3L–01 Sustainable and safe transport in Port Phillip, addressing the provision of high-quality walking and bicycle infrastructure and facilities to and between key destinations including South Melbourne</li><li>• Clause 18.02–3L Public transport, addressing support for various new route connections and extensions to and through South Melbourne</li><li>• Clause 19.02–4L Community facilities, addressing support for new community facilities within South Melbourne Central.</li><li>• Clause 19.02–6L Public open space and foreshore, addressing strengthening existing or creating new open space in South Melbourne.</li></ul>
---	---	---	---

Port Phillip Planning Scheme

**Zones**

Land use and development in the City is regulated by planning provisions in the Port Phillip Planning Scheme.

Zones are the primary planning tool used to control land and development in Victoria. A combination of commercial, residential, mixed use, industrial and public use zones are applied throughout the Structure Plan area, shown in Figure 5.

Most of the land within the Structure Plan area is in the Commercial 1 Zone (applying to 33.7% of the land). The purpose of this zone at Clause 32.01 of the Port Phillip Planning Scheme is to create lively areas with a mix of shops, offices, businesses, entertainment, and homes that fit well with the size and role of the commercial centre.

A smaller portion of the Structure Plan area (applying to 26.4% of the land), is within the Commercial 2 Zone, the central commercial and creative hub of South Melbourne. This area is a State identified enterprise precinct supporting South Melbourne’s vibrancy, along with providing meaningful local and regional employment opportunities. Additionally, this area is identified in State policy in the Melbourne Industrial and Commercial Land Use Plan 2020 as ‘Regionally significant Industrial Land’ which are to be planned for and retained as locations for employment opportunities.

A key objective of the Commercial 2 Zone, as set out in Clause 34.02 of the Port Phillip Planning Scheme is to encourage commercial activities, without affecting the safety and amenity of adjacent, more sensitive uses. The zone mainly differs from the Commercial 1 Zone in that it prohibits residential uses, as well as allowing industrial and office uses as of right (subject to conditions), and allowing some retail, subject to the granting of a planning permit.

The southern part of the Structure Plan area also includes large pockets of land zoned for residential purposes. The purpose of residential zones (including the Residential Growth Zone, General Residential Zone and Neighbourhood Residential Zone) at Clauses 32.07, 32.08 and 32.09 of the Port Phillip Planning Scheme respectively are to provide for residential development to varying scales responding to the specific context.

A smaller section of land along the eastern and southern boundary of the Structure Plan area is covered by the Mixed Use Zone (MUZ). The MUZ’s purpose is to accommodate various residential, commercial, industrial, and complementary mixed-use activities.

**Overlays**

Overlays are a complementary planning control to the zones. Unlike zones, that deal primarily with the broader aspects of the use and development of land, an overlay generally seeks to control a specific aspect of the development of land.

A significant proportion of South Melbourne is included in the Heritage Overlay (HO) either as part of a heritage precinct (HO440 Emerald Hill Residential, HO30 Emerald Hill Estate or HO4 City Road Industrial), or as an individual heritage place. South Melbourne contains several heritage precincts and places, including Clarendon Street and the Town Hall, some of which are included on the Victorian Heritage Register.

The current planning requirements that address the design of development are mostly contained in Design and Development Overlay Schedule 8 (DDO8) South Melbourne Central. Parts of the Structure Plan area are also included in the Special Building Overlay to ensure development in these areas respond to flood risk.

Planning Practice Notes

- Preparation of this Structure Plan has regard to the following Planning Practice Notes (PPN) and guidance material published by the Victorian Government:
- *Planning Practice Note 1: Applying the Heritage Overlay*, August 2018
  - *Planning Practice Note 58: Structure planning for activity centres*, September 2018
  - *Planning Practice Note 60: Height and Setback Controls for Activity Centres*, September 2018
  - *Planning Practice Note 94: Land Use and Transport Integration*, December 2021.
  - *Practitioner’s Guide to Victoria’s Planning Schemes*, Version 1.5, April 2022
  - *Urban Design Guidelines for Victoria*, 2023.



Figure 5 – South Melbourne’s zones facilitate a combination of commercial, residential, mixed, industrial and public use zones are applied throughout the Structure Plan area.



### South Melbourne Central Structure Plan (2007)

The current *South Melbourne Central Structure Plan* (2007) sets out a vision for how the area should evolve over the last 15 years.

The South Melbourne Central Structure Plan identifies what is highly valued about South Melbourne Central and provides recommendations on how to ensure that these elements are retained for the benefit of all. At the same time, it examines how South Melbourne can embrace opportunities for growth and change, and evolve as a vital inner urban area of the 21st century. It outlines strategies on how the pressure for development within the area can best be managed.

While the current Structure Plan recognises the role of South Melbourne as a Major Activity Centre, new policy is required to strengthen this role, along with South Melbourne’s role as an Enterprise Precinct. Further policy support is also required to address built form and building design in South Melbourne, ensuring that change is managed in a way that responds to South Melbourne’s valued attributes.

### Defining the South Melbourne Major Activity Centre

Activity centres are a focus for housing, commercial, retailing, community, employment, transport, leisure, open space, entertainment, and other services and are places where people shop, work, meet, relax and live. South Melbourne is identified as a Major Activity Centre (MAC) in *Plan Melbourne 2017–2050: Metropolitan Planning Strategy*, the Victorian Government’s long-term planning strategy that guides the way Melbourne will grow and change to 2050 while remaining a liveable city.

State planning policy directs the further expansion of these services into activity centres, and recognises that activity centres are ideally placed to provide for growth in household numbers. As such, activity centres will be a major focus for change in metropolitan Melbourne.

The *South Melbourne Structure Plan Major Activity Centre Boundary Report* (November 2023) informs this Structure Plan by assessing what land should be included within the South Melbourne MAC. The activity centre boundary differs from the structure plan boundary, which delineates the complete area that is being considered as part of the structure plan.

The existing activity centre boundary defined in the existing *South Melbourne Central Structure Plan* (2007) was analysed against the Activity Centre Boundary Criteria set out in Victorian Government guidance contained in



*Planning Practice Note 58* (PPN58) (introduced in September 2018). These criteria support councils to define activity centre boundaries when structure planning for activity centres. Figure 6 shows the outcome of this analysis, showing areas that are recommended to be included in the activity centre. The report sets out why land has been either recommended or not recommended to be included within the activity centre.

Including land within the South Melbourne MAC does not directly relate to likely development potential. A range of uses with a strong functional inter-relationship with the activity centre have been included, some of which may have limited opportunity for redevelopment.

### South Melbourne Enterprise Precinct

State planning policy recognises Enterprise Precincts as having the purpose of accommodating employment and economic activity, as set out in recently gazetted Amendment VC215 to the Victoria Provisions. Amendment VC215, which implements the *Melbourne Industrial and Land Use Plan* (DELWP, 2020) in the Planning Policy Framework.

The *Melbourne Industrial and Commercial Land Use Plan* (MICLUP, DELWP, 2020) categorised the Enterprise Precinct, shown in Figure 7, (land in the Commercial 2 Zone and Industrial 1 Zone) in South Melbourne as ‘Regionally Significant Industrial Land’, and as such its importance is now recognised in state planning policy, discussed previously in section 2.8.

‘Enterprise Precincts’ have been the focus of investigation by the Victorian Government as a means of implementing Plan Melbourne’s strategic direction, in particular for creating the jobs of the future (Victorian Government investigation in ‘Unlocking Enterprise in a Changing Economy, DELWP, 2018).

Research into *Enterprise Precincts in Melbourne’s Enterprise Areas: Catering for the New Work Order* (Echelon Planning, 2018) found that:

- Enterprise Precincts play an important role in incubating creative industries, niche manufacturing and start-ups.
- The trend of displacing employment activities for residential uses in precincts such as these is increasing, as residential development is more attractive to investors.
- While certain types of businesses have migrated from older inner metropolitan industrial areas to other areas, many new types of businesses that have established in these precincts, which originally due to affordability, agglomeration and business clustering, access to skilled labour and high quality amenity.

The *South Melbourne Economic, Employment and Land Use Study* (Urban Enterprise 2023) considers how to enhance the role of South Melbourne’s Enterprise Precinct as not only a locally significant employment area, but also a regionally significant employment area. This is discussed further in Section 5 of this report.

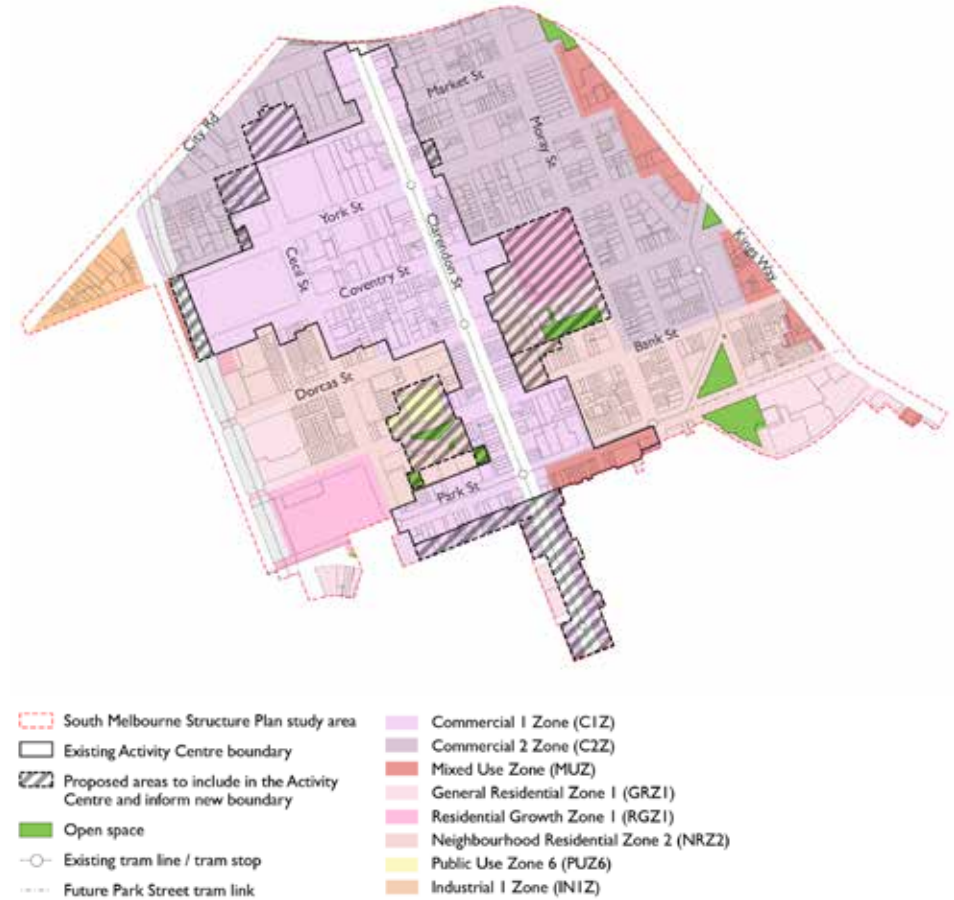


Figure 6 – South Melbourne Activity Centre and South Melbourne Central Structure Plan (2007) Area



The *South Melbourne Structure Plan Activity Centre Boundary Report* (November 2023) recognises the Enterprise Precinct as a Commercial 2 Zone outside but complementary to the South Melbourne MAC. This is a proactive approach to protect commercial use from competition with residential development. Such an approach to managing and protecting economic land in Port Phillip is recommended by the *Port Phillip Planning Scheme Review Audit Report* (2018).



Figure 7 – South Melbourne's Enterprise Precinct

### Directions for the South Melbourne Structure Plan

- Ensure the South Melbourne Structure Plan adequately addresses its strategic context and the policies that inform it.
- Ensure the South Melbourne Structure Plan responds to and enhances South Melbourne's dual role as a state-identified Major Activity Centre and Enterprise Precinct.





# 3.0 Urban Form and Environment

Development in South Melbourne will continue to be influenced by its urban form and environmental matters. Therefore, it will be important for the South Melbourne Structure Plan to consider urban form and environment matters including topography, flooding, vistas, street blocks, canopy cover, trees and biodiversity and climate, which are discussed in this chapter.

This chapter is informed by technical analysis and the following documents:

- Port Phillip Planning Scheme
- *Cooling South Melbourne: impact analysis of cooling interventions* undertaken by the University of New South Wales in conjunction with the City of Port Phillip, November 2020
- *South Melbourne Built Form Review* (Hodyl & Co, November 2023)
- *Built Form Review: South Melbourne Major Activity Centre & Employment Precincts Heritage Built Form Analysis & Recommendations* (GJM Heritage, June 2023).

## 3.1 Supporting South Melbourne’s sustainable future

*Act and Adapt: Sustainable Environment Strategy 2023–28* creates a framework to support a sustainable future for the City, including key priorities including:

1. A water sensitive city
2. A greener, cooler and more liveable city
3. A city with lower greenhouse gas emissions
4. A city that is adapting and resilient to climate change
5. A sustained reduction in waste.

The actions detailed in *Act and Adapt* will support the community to adapt to the pressing challenge of climate change.



## 3.2 Topography

Surrounded by the Yarra River, Port Phillip Bay and Albert Park Lake, South Melbourne’s distinctly elevated position marks it as a topographical landmark. The original village of South Melbourne, or Emerald Hill as it was known, was developed on this the higher land around where Bank Street is surrounded by these water bodies.

The elevation of Emerald Hill is accentuated by the South Melbourne Town Hall Clock Tower. From Emerald Hill, land slopes away in all directions, most sharply to the east of Clarendon Street towards Kings Way. In this way, buildings act as prominent landmarks visible from many locations within the Structure Plan area and beyond.

Figure 8 shows an elevation of Emerald Hill on Bank Street and Figure 9 shows an elevation of Clarendon Street.

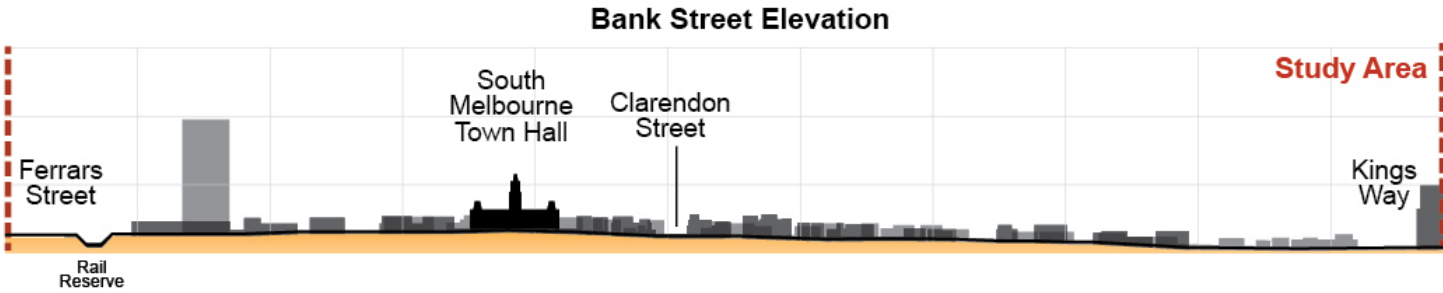


Figure 8 - Bank Street Elevation

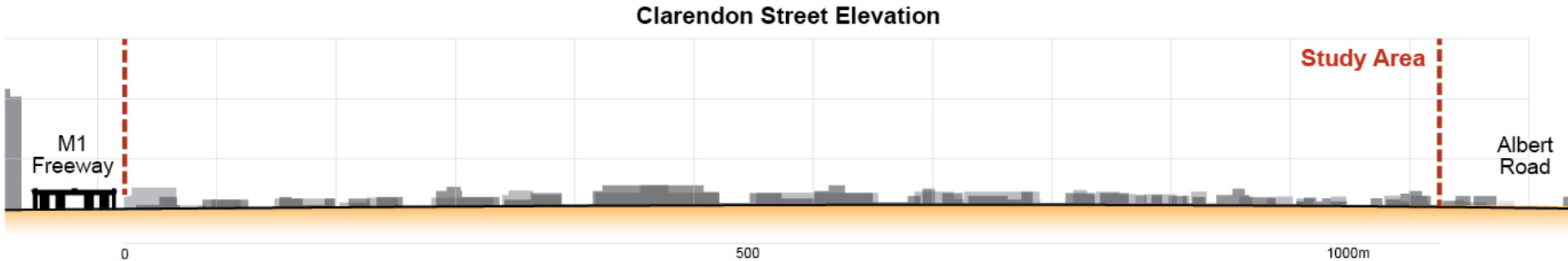


Figure 9 - Clarendon Street Elevation



### 3.3 Flooding

#### Flood risk

The City of Port Phillip is particularly vulnerable to the impacts of climate change, including rising sea levels, increased storm severity and frequency, and more extreme rainfall. These effects are expected to significantly impact low-lying areas within in South Melbourne's Enterprise Precinct.

Much of these precincts are covered by the Special Building Overlay<sup>1</sup> (SBO). Conditions that apply to development in these locations can include ground floor levels being set above the flood level or limitations on the design of basement parking and access.

In October 2021, the Minister for Planning approved Amendment VC171, which revised the Victoria Planning Provisions (VPPs) and planning schemes, including the Port Phillip's Scheme to strengthen coastal hazard planning and implement the Marine and Coastal Policy 2020.

Amendment VC171 replaced the previous requirement for councils to plan for a 0.2-metre sea level rise by 2040 with a new requirement to plan for a sea level rise of at least 0.8 metres by 2100. It also emphasises the need to consider the combined effects, such as tides, storm surges, coastal processes, and local conditions, when assessing climate change-related risks.

The *Water Act 1989* and State Planning Policy requires the City to use the best available data for determining flood levels.

<sup>1</sup> The SBO is a planning tool designed to identify areas in the Planning Scheme susceptible to overland flooding and to facilitate appropriate development in these areas.

These changes have highlighted more locations in South Melbourne vulnerable to flooding when compared to what is currently affected by the SBO. These changes now identify additional sites either susceptible to flooding or facing an elevated flood risk, and this information is not currently reflected in the Planning Scheme.

#### Melbourne Water's sea level rise data

To assist with the City's consideration of this new benchmark, Melbourne Water has provided the City with interim flood data and mapping, highlighting areas of Port Phillip, including South Melbourne most susceptible to sea level rise.

This modelling is an interim measure while amendments are prepared to introduce the new controls into the Port Phillip Planning Scheme to identify land subject to future flooding and to ensure appropriate referrals to Melbourne Water. These amendment/s are scheduled to commence in 2024/25.

In January 2024, the Department of Energy, Environment and Climate Action (DEECA) released the Port Phillip Bay Coastal Hazard Assessment (PPBCHA). This project provides additional modelling on coastal erosion, permanent and tidal inundation and groundwater.

Until such time as Melbourne Water and the City have reviewed the PPBCHA data, the City will continue to rely on the interim Melbourne Water Sea Level Rise data as the best available to inform statutory and strategic planning decisions.



Figure 10 – The Special Building Overlay helps manage development on land in flood prone areas.

### 3.4 Trees and biodiversity

Within the Structure Plan area there are over 2,500 trees located within the road reserve and Council owned land, shown in Figure 11. Street trees in the Structure Plan area provide 17% canopy coverage. While most streets have some canopy coverage, tree plantings are notably lacking along Park Street, City Road, Kings Way and Clarendon Street between Coventry and Park Streets. Public parks and public housing estates provide significant green spaces with canopy coverage above 18%. Street trees provide significant benefits including weather protection, thermal comfort, attractiveness, ecological habitat and uptake of surface water.

However, South Melbourne's tree canopy is lower than other areas of the City, due to most buildings constructed to the property boundary and overhead powerlines compromising tree growth. The age of South Melbourne's tree canopy is mixed, with 68% shown to be in good health. Difficult growing conditions such as constrained soil volumes, lack of permeable surfaces and space above and below ground for growth can make it harder for trees to maintain good health.

While there are over 150 tree species planted in the Structure Plan area, 50% of trees come from only 5 genera (scientific name for groups of closely related species), including *Ulmus* (Elm), *Lophostemon* (Brush box), *Platanus* (Plane), and *Eucalyptus/Corymbia* (Gum). The lack of species diversity can diminish the resilience of the urban forest.

South Melbourne's public spaces provide opportunities to convert hard surfaces

or areas with lower tree canopy cover to more sustainable environments. Increasing canopy tree cover, understory planting, water sensitive urban design interventions such as raingardens integrated within curb outstands provide opportunities to implement climate sensitive design within South Melbourne, as well as increase biodiversity.

Community-led efforts to plant gardens in nature strips featuring a variety of plants, including local indigenous species, and remove hard surfaces from private properties to create more space for planting, can support Council-led projects. The *City of Port Phillip Nature Strip and Street Gardening Guidelines* August 2022, set out how to plan, plant and maintain the nature strip or garden outside homes and businesses throughout the municipality.

Altogether, these actions to improve greening can achieve the following benefits for South Melbourne:

- Reduce the flow of water into the drainage network
- Improve biodiversity
- Improve permeability
- Reduce the urban heat island effect
- Contribute to streetscape attractiveness
- Provide opportunities to meet community
- Provide activity through gardening
- For homes with nature strip gardens and limited lawn, reduce the need for mowing.

While the new South Melbourne Structure Plan considers how to improve greening in South Melbourne, other policies such as the Greening Port Phillip Strategy will continue to provide important guidance on expanding South Melbourne's urban forest.



Figure 11 – Existing tree canopy coverage in South Melbourne (2022)  
Source: City of Port Phillip using LEAF tree ledger



### 3.5 Cooling South Melbourne Study

The City of Port Phillip worked with the University of New South Wales to map and model heat in South Melbourne to understand what could be done to reduce heat in the area and create a comfortable and liveable precinct for residents, workers and visitors.

On the ground research, future climate projections, and leading-edge scenario modelling has delivered cooling recommendations for South Melbourne that modelling indicates could deliver a cooler, more liveable precinct.

Identified as a heat hot spot due to land use, demographics and ambient temperature, the City wanted to gather suburb-specific heat data and model what could be done to reduce heat in the area and create a comfortable and liveable precinct for residents, workers and visitors.

The 'Cooling South Melbourne' study involved the use of aerial thermal mapping and on ground sensors to determine current heat profile. This data, along with a 3D model of the Structure Plan area, enabled cooling intervention scenarios to be modelled. These intervention scenarios determined by the City and researchers, include increasing public and private urban greenery, changes to street, footpath and roof materials, water misting, and combinations of these.

The results show that all cooling intervention scenarios can effectively reduce street level air and surface temperature under current and future conditions.

Increasing urban greenery in the public realm and the addition of cool materials for all streets, footpaths and private hard surfaces was shown to be highly effective at reducing street level air and surface temperatures, especially in business and retail precincts that have wider, unshaded streets.

Moderate green infrastructure for private green coverage on buildings demonstrated an effective scenario for new buildings. While the impact of cool roofs is less than cool materials for hard urban surfaces, a green roof or reflective paint can also potentially improve indoor thermal comfort, reduce energy and air conditioning use and thereby reduce potential heating effects from the waste heat from air conditioning.

The most effective intervention scenario was the combination of all mitigation strategies including water misting sprays, which had a significant localised cooling impact on street level air and surface temperatures.

The analysis and recommendations regarding new buildings and public spaces have informed the new South Melbourne Structure Plan, with the study's findings also being applicable across the City.



### 3.6 Vistas and view lines

There are several important views along Clarendon Street to the high-rise buildings of central Melbourne and Southbank, and along Bank Street to the landmarks of the Shrine of Remembrance and South Melbourne Town Hall. These views are a defining element of South Melbourne's character, locate the area within its broader context, and assist in orientation and wayfinding.

Policy in Clause 15.01-1L-02 of the Port Phillip Planning Scheme identifies these landmark views and significant vistas and includes policy that considers their protection. This has particular relevance to South Melbourne, where new developments have the potential to adversely impact identified landmark views and vistas from and within the activity centre.

In addition to the consideration of landmarks, views and vistas at Clause 15.01-1L-02, Clause 11.03-1L-05 - South Melbourne Central Major Activity Centre indicates that new development should respect the views to South Melbourne Town Hall clock tower (in Clarendon and Bank Streets), the Shrine of Remembrance (along Bank Street), the City and Albert Park.

To support existing policy in clauses 15.01-1L-02 (Urban design) and 11.03-1L-01 (South Melbourne Central Major Activity Centre), the Built Form Review: South Melbourne Central heritage built form analysis & recommendations by GJM Heritage makes recommendations to protect key public realm views. Identified views and viewmarks for protection are shown in

Figure 12 and include:

- ① the clock tower of South Melbourne Town Hall when viewed from the footpath on the south-eastern corner at the intersection of Clarendon and Bank streets;
- ② the Shrine of Remembrance when viewed along Bank Street from Clarendon Street;
- ③ looking north along Clarendon Street towards Melbourne's CBD and Southbank; and
- ④ looking south along Clarendon Street towards Albert Park.



Figure 12 - South Melbourne existing vistas and view lines





### 3.7 Street blocks

#### Urban structure and street network

South Melbourne's urban structure and street network, presented in Figure 13, is a significant asset.

Block lengths in South Melbourne are generally 200 metres (east to west) and 100 metres (north to south). There is an increase in mid-block breaks to the east of Clarendon Street. Block orientation changes to the east of Moray Street where smaller blocks are generally 100 metres (north to south) and 50 metres (east to west).

This block structure, which has the same dimensions and orientation as central Melbourne's Hoddle Grid, provides a highly permeable and walkable network of streets as shown in Figure 12, comprising four categories of street types:

- Main streets (30 metres wide)
- Regular streets (12 to 28 metres wide)
- Narrow streets (less than 12 metres wide)
- Laneway / right of way (approximately 3 metres wide)

The block sizes and orientation result in many land parcels having a frontage to the 30 metre main streets. The further subdivision of blocks by smaller streets and laneways also results in land parcels with two or three frontages to the public realm. South Melbourne's wide streets and short blocks create a highly walkable environment. A lack of open space in the area highlights the importance of streets as public places.

Further discussion about movement and transport is in Chapter 8 and further information about built form and building design is in Chapter 11.



Figure 13 – Map of street widths in the Structure Plan Area (Hodyl & Co 2023).

#### Directions for the South Melbourne Structure Plan

- Explore how the public realm can support climate change adaptations to increase tree canopy and vegetation cover and mitigate flood risk. This could include design responses inspired by Aboriginal cultural heritage.
- Explore opportunities to implement the findings of *Cooling South Melbourne: Impact analysis of cooling interventions* (2020).
- Continue supporting community-led efforts to plant gardens in nature strips and other spaces that augment Council-led projects to increase vegetation and canopy cover.
- Investigate how the public realm can celebrate South Melbourne's topographical landmarks and how streets can be enhanced as public spaces to encourage investment, activation and visitation.
- Work with Melbourne Water to enable development in areas of identified flood risk that appropriately manage this risk.
- Develop policy that protects key views and viewmarks in South Melbourne, extending upon existing policy in the Port Phillip Planning Scheme.

## 4.0 People and Housing

This chapter addresses people and housing, informed by an analysis of Census data produced by id consulting. id consulting also produces forecast data using Census data as an input. It is based on the South Melbourne Neighbourhood Area shown in Figure 14.

### 4.1 Who lives in South Melbourne

In 2021, 9,105 people called South Melbourne home. It is expected that South Melbourne's population will increase to 11,730 by 2041, an increase of 28.8% overall with an average annual change of 1.44%.

Over time, the physical area known as South Melbourne has become smaller, thereby skewing population growth figures. For example, Southbank used to be part of South Melbourne and it is likely that Montague will become a separate suburb as its population grows. This change in South Melbourne's size is due to the residential populations of Fishermans Bend and Southbank growing as they transition from former industrial areas to residential areas.

Therefore, while South Melbourne's population increase is relatively modest, it will benefit from sustained population growth from the abutting areas of Fishermans Bend, Domain and Southbank which will experience an average annual

change in population to 2041 of 16.43%, 4.55%, 3.5% respectively.

Figure 15 shows the change in population for South Melbourne from 2022 to 2041.

In South Melbourne, most age groups are expected to increase between 2021 and 2041. Figure 15 shows that in 2021 the dominant age structure in South Melbourne was ages 30 to 34, accounting for 8.8% of people in South Melbourne. Forecasts show that this group will continue to be the dominate age group in South Melbourne, although the largest increase in people over this period is likely to be in ages 25 to 29, increasing from 7.7% to 9.3% of South Melbourne's population. The sustained predominance of people in these age groups suggests that South Melbourne's accessible location near Melbourne's CBD, excellent public transport and employment opportunities will ensure South Melbourne remains a location of choice.



Figure 14 – Map showing area boundary relating to .id (informed decisions) population and housing statistics.



Forecasts highlight that all age groups in South Melbourne are expected to increase from 2021 to 2041, except between the ages of 5 and 19. This suggests that families with children may be moving away from South Melbourne to areas with larger dwellings to better accommodate a growing family.

In 2021, 64.2% of people in South Melbourne were born in Australia, compared with 59.9% for Greater Melbourne and 60.7% for the City of Port Phillip. The top three places for people born overseas were the United Kingdom, New Zealand and Greece.

South Melbourne's population is highly educated. In 2021, the highest qualification of 47.1% people in South Melbourne was a Bachelor or higher degree compared with 32.8% in Greater Melbourne. The proportion of people with a Bachelor or higher degree in South Melbourne grew by 5.7% over the period between 2016 and 2021. In the same period, there was a modest increase for those with either an Advanced Diploma or Diploma (9.2% in 2021 and 8.8% in 2016), similar to the Greater Melbourne average (10% in 2021 and 9.5% in 2016). South Melbourne's highly educated local population is one of its competitive advantages, enhancing its attractiveness to businesses seeking professional workers.

Further, the number of people with a vocational qualification in South Melbourne was 8.6% compared with 14.8% for Greater Melbourne, and the proportion of people without a qualification in South

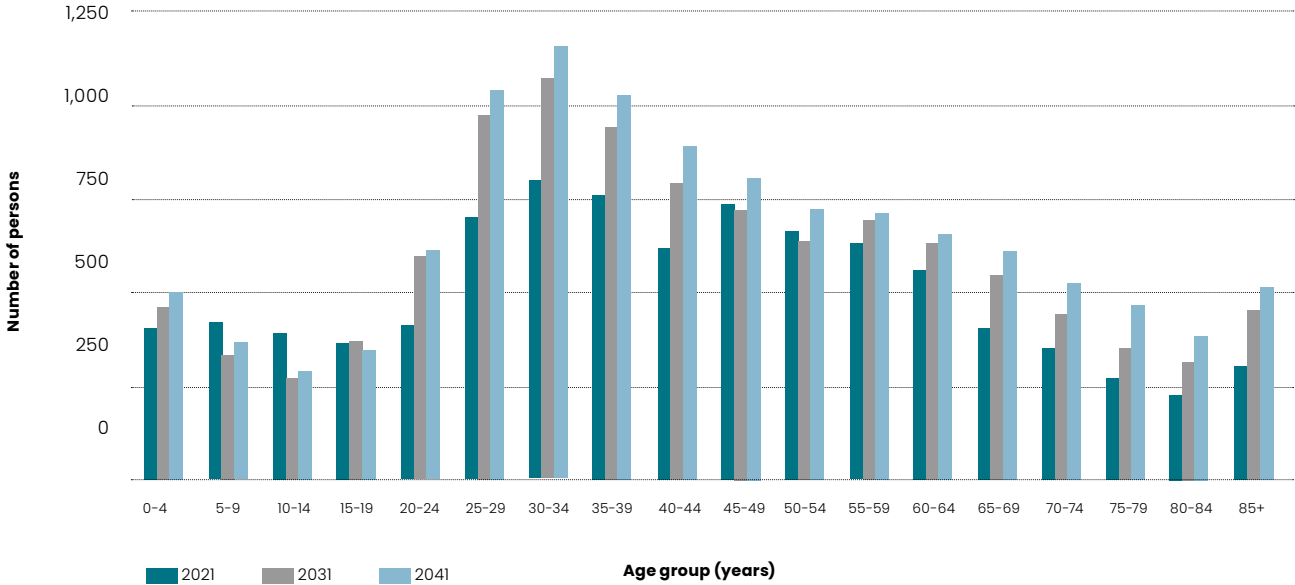


Figure 15 – South Melbourne Forecast age structure – 5 year age groups (total persons)

Source: Population and household forecasts, 2021-2041, prepared by .id (informed decisions), November 2022

Melbourne was 25.6% compared with 35.2% for Greater Melbourne. This reflects broader economic shifts in which jobs requiring minimal formal education are being replaced with jobs requiring higher levels of formal education.

It is likely that the proportion of people living in South Melbourne with a Bachelor degree, Higher degree, Advanced Diploma and Diploma will increase. Hence, there are significant opportunities for the Enterprise Precinct to not only capitalise on having a highly educated local population, yet also capitalise on a growing population within the 18 to 24 age group, who are likely to be studying. In turn, this highlights how crucial it will be to maintain and enhance the Enterprise Precinct's functional role, along with ensuring South Melbourne's public realm provides amenity, creating an attractive place to work, live and play.

South Melbourne has a high proportion of people earning a higher income. Analysis of individual income levels in South Melbourne in 2021 compared to Greater Melbourne shows that there was a higher proportion of people earning a high income (those earning \$2,000 per week or more) and a lower proportion of low income people (those earning less than \$500 per week). Overall, 28.8% of the population earned a high income, and 29.5% earned a low income or no income, compared with 19.8% and 38.8% respectively for Greater Melbourne.

Extending this to the household level, analysis of household income levels in South Melbourne in 2021 compared

to Greater Melbourne similarly shows that there was a larger proportion of high income households (those earning \$3,000 per week or more) and a higher proportion of low income households (those earning less than \$800 per week). Overall, 35.0% of the households earned a high income and 16.6% were low income households, compared with 31.3% and 14.0% respectively for Greater Melbourne.

The City of Port Phillip Socio-Economic Indexes for Areas (SEIFA) assembled by the ABS measure the relative level of socio-economic disadvantage based on a range of Census characteristics. This index is derived using indicators of disadvantage, such as unemployment, low incomes or education levels and lack of internet access). Port Phillip and South Melbourne generally accommodate an affluent resident population, with higher household incomes, a higher proportion of skilled and professional workers and lower unemployment. In South Melbourne itself, however, SEIFA results in 2021 presented in Figure 16 indicate that a broader measure of advantage for the suburb (index 1029) is only marginally higher than Melbourne overall (1018). This emphasises the diversity of the area which is predominantly affluent with some pockets of disadvantage. Given these differences in relative advantage, it is crucial to ensure South Melbourne's evolution benefits everyone in the community, maintaining the vibrant, diverse and welcoming community for which South Melbourne is renowned.

Area	2021 SEIFA Index	Percentile
City of Port Phillip	1,061.0	80
South Melbourne	1,029.1	59
Greater Melbourne	1,018.0	52
Victoria	1010	48
Australia	1001.2	42

Figure 16 – SEIFA ratings and ranking (Australian Bureau of Statistics, Census of Population and Housing 2021 Compiled and presented in profile.id by .id (informed decisions)).

## 4.2 Housing

Analysis of households size at Figure 17 shows that in 2021 there were a higher proportion of lone person households and a lower proportion of larger households (those with 4 persons or more). Between 2016 and 2021, this trend intensified with the proportion of lone person households increasing from 37.8% in 2016 to 41.4% in 2021 and the percentage of all households except 5 person households decreasing. From 2021 to 2041 the number of households in South Melbourne is forecast to increase from 4,480 to 6,071.

Figure 18 shows that in 2021 91.9% of the dwellings in South Melbourne were either medium or high density, compared to 91% in the City of Port Phillip and 33% in Greater Melbourne. This reflects both South Melbourne's early inner-urban, fine-grain pattern of development, as well as later development at higher densities. The proportion of high density dwellings in South Melbourne increased by 698 between 2016 and 2021, increasing the proportion of high density dwellings to 40.8%. The total number of dwellings in South Melbourne increased by 798 between 2021 and 2016, with dwellings forecast to increase from 5,435 in 2016 to 6,594 by 2041.

South Melbourne Households (enumerated)					2021				2016			
Number of persons usually resident	Number	%	CoPP %	Greater Melb %	Number	%	CoPP %	Greater Melb %	Number	%	CoPP %	Greater Melb %
1 person	1,736	41.4	43.8	24.8	1,385	37.8	39.5	23.2	1,385	37.8	39.5	23.2
2 persons	1,470	35.1	35.3	31.3	1,345	36.7	38.2	31.4	1,345	36.7	38.2	31.4
3 persons	481	11.5	10.8	16.9	467	12.7	12.0	17.3	467	12.7	12.0	17.3
4 persons	402	9.6	7.6	17.2	367	10.0	7.7	17.6	367	10.0	7.7	17.6
5 persons	101	2.4	2.1	6.6	88	2.4	2.1	7.1	88	2.4	2.1	7.1
6 or more persons	4	0.1	0.5	3.2	14	0.4	0.6	3.5	14	0.4	0.6	3.5
Total classifiable households	4,194	100.0	100	100	3,669	100.0	100	100	3,669	100.0	100	100

Figure 17 – Number of household residents in 2021, compared to 2016 (Australian Bureau of Statistics, Census of Population and Housing 2021 and 2016. Compiled and presented in profile.id by .id (informed decisions)).

South Melbourne Dwelling structure (enumerated)					2021				2016			
Dwelling Type	Number	%	CoPP %	Greater Melb %	Number	%	CoPP %	Greater Melb %	Number	%	CoPP %	Greater Melb %
Separate house	362	6.6	7.7	65.1	404	8.6	8.4	66.1	404	8.6	8.4	66.1
Medium density	2,810	51.1	35.5	21.6	2,678	57.0	37.7	22.9	2,678	57.0	37.7	22.9
High density	2,244	40.8	55.5	12.8	1,546	32.9	52.2	10.1	1,546	32.9	52.2	10.1
Caravans, cabin, houseboat	0			0.1	0		0.0	0.2	0		0.0	0.2
Other	66	1.2	1.2	0.3	54	1.2	1.4	0.3	54	1.2	1.4	0.3
Not stated	18	0.3	0.2	0.1	18	0.4	0.4	0.3	18	0.4	0.4	0.3
Total private dwellings	5,500	100.0	100.0	100.0	4,702	100.0	100.0	100.0	4,702	100.0	100.0	100.0

Figure 18 – Dwelling types in 2021, compared to 2016 (Australian Bureau of Statistics, Census of Population and Housing 2021 and 2016. Compiled and presented in profile.id by .id (informed decisions)).

Figure 19 highlights that dwellings with 2 bedrooms were the most common in South Melbourne in 2021, with their proportion increasing from 2016 levels by 2.6%. When compared to Greater Melbourne, in 2021 South Melbourne had a higher proportion of dwellings with 2 bedrooms or less, and a lower proportion of dwellings with 4 or more bedrooms. In South Melbourne, 60% of dwellings comprised 2 bedrooms or less and 7.8% of dwellings comprised 4 or more bedrooms, a slight increase compared with 2016. In contrast, 25.7% of dwellings in Greater Melbourne in 2021 were 2 bedrooms or less and 31.6% of dwellings were of 4 bedrooms or more.

In South Melbourne, Figure 20 shows in 2021 42.6% of households were purchasing or fully owned their home, 34.2% were renting privately, and 15.1 were in social housing in 2021. Analysis of the housing tenure of households of South Melbourne compared to Greater Melbourne shows that there was a smaller proportion of households who owned their dwelling, a smaller proportion purchasing their dwelling, and a larger proportion who were renters.

The largest changes in housing tenure categories for households in South Melbourne between 2016 and 2021 were:

- Renting – Private (+316 households).
- Fully owned (+157 households).
- Mortgage (+155 households).

Analysis of the monthly housing loan repayments of households in South Melbourne compared to Greater

South Melbourne Households (Enumerated)					2021				2016			
Number of bedrooms	Number	%	CoPP %	Greater Melb %	Number	%	CoPP %	Greater Melb %	Number	%	CoPP %	Greater Melb %
0 or 1 bedrooms	873	19.5	23.5	6.0	666	16.1	22.9	6.0	666	16.1	22.9	6.0
2 bedrooms	1,812	40.5	43.3	19.7	1,568	37.9	40.8	19.5	1,568	37.9	40.8	19.5
3 bedrooms	1,168	26.1	20.5	38.0	1,070	25.9	19.2	40.1	1,070	25.9	19.2	40.1
4 bedrooms	304	6.8	5.2	26.0	249	6.0	4.5	23.0	249	6.0	4.5	23.0
5 bedrooms or more	44	1.0	1.1	5.6	39	0.9	1.2	4.8	39	0.9	1.2	4.8
Not stated	276	6.2	6.4	4.7	543	13.1	11.5	6.8	543	13.1	11.5	6.8
Total households	4,477	100.0	100.0	100.0	4,137	100.0	100.0	100.0	4,137	100.0	100.0	100.0

Figure 19 – Number of bedrooms per dwelling in 2021, compared to 2016 (source: Australian Bureau of Statistics, Census of Population and Housing 2011 and 2016. Compiled and presented in profile.id by .id (informed decisions)).



Melbourne shows that there was a larger proportion of households paying high mortgage repayments (\$2,600 per month or more), and a smaller proportion of households with low mortgage repayments (less than \$1,200 per month). A total of 51.0% of households were paying high mortgage repayments, and 15.7% were making low repayments, compared with 27.3% and 17.6% respectively in Greater Melbourne.

Turning to rental payments, analysis of the weekly housing rental payments of households in South Melbourne compared to Greater Melbourne shows that there was a larger proportion of households paying high rental payments (\$450 per week or more), as well as a larger proportion of households with low rental payments (less than \$250 per week). A total of 42.5% of households were paying high rental payments, and 28.9% were paying lower amounts, compared with 30.3% and 10.6% respectively in Greater Melbourne.

Monthly mortgage repayments and weekly rents are likely to have increased in light of recent interest rate rises and increases in rents due to shortage of rental properties.

Like other areas of metropolitan Melbourne, there is an onus for South Melbourne to continue delivering a diverse range of dwellings. However, this should not come at the expense of rezoning employment land, given South Melbourne status as an Enterprise Precinct identified by the Victorian Government. Areas surrounding South Melbourne, namely Domain, Montague and Southbank, will also accommodate dwellings for a growing population.

South Melbourne Households (Enumerated)					2021				2016			
Tenture Type		Number	%	CoPP %	Greater Melb %	Number	%	CoPP %	Greater Melb %			
Fully owned		942	21.0	19.9	28.7	786	19.2	17.8	29.0			
Mortgage		966	21.6	23.7	35.6	809	19.8	20.8	34.3			
Renting – Total		2,216	49.5	48.8	29.2	1,904	46.5	48.4	28.1			
Renting – Social housing		677	15.1	4.7	2.3	685	16.7	4.7	2.6			
Renting – Private		1,530	34.2	44.0	26.8	1,214	29.7	43.5	25.3			
Renting – Not stated		9	0.2	0.1	0.1	5	0.1	0.2	0.2			
Other tenure type		84	1.9	1.3	1.6	63	1.6	1.3	1.5			
Not stated		270	6.0	6.3	4.8	530	12.9	11.7	7.1			
Total households		4,478	100.0	100.0	100.0	4,094	100.0	100.0	100.0			

**Figure 20 – Housing tenure in 2021, compared to 2016** (source: Australian Bureau of Statistics, Census of Population and Housing 2011 and 2016. Compiled and presented in profile.id by .id (informed decisions)).

### 4.3 South Melbourne’s population growth

Figure 21 presents South Melbourne’s population growth in context with its neighbours from 2021 to 2041.

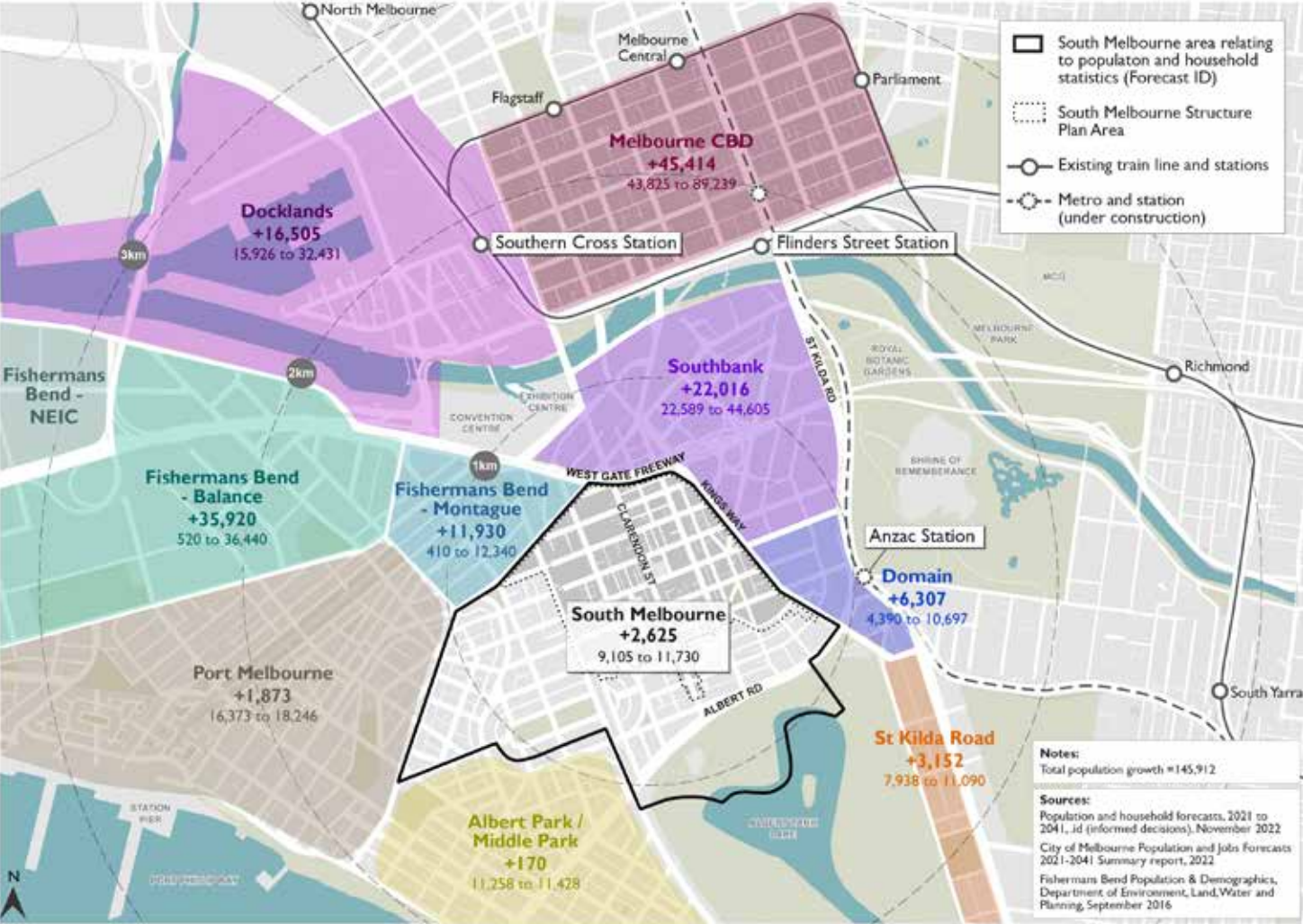
Despite relatively modest population growth in South Melbourne itself, the areas around South Melbourne will experience significant population growth, in particular Montague to the west, Southbank to the north and Domain to the east.

The areas highlighted on the map will grow by 145,912 people, cementing South Melbourne’s role as a Major Activity Centre for these neighbourhoods.

The new Anzac Station under construction as part of the Melbourne Metro project will improve access to South Melbourne from the north-western and the south-eastern suburbs of Melbourne.

The growth and transformation seen in Southbank and Docklands over the last 30 years is also envisaged for Fishermans Bend, In particular, Montague, located adjacent to South Melbourne will be one of these key areas that will transform in the coming decades.

Therefore, these changes highlight the need for the South Melbourne Structure Plan to consider how to facilitate safe and convenient access from the areas around South Melbourne to South Melbourne itself and leverage these opportunities to further enhance and strengthen South Melbourne’s Major Activity Centre and Enterprise Precinct.



**Figure 21 – Population growth, South Melbourne and surrounds (2021 to 2041).**





## Directions for the South Melbourne Structure Plan

- Enable forecast housing to be met in South Melbourne and implement the recommendations of the forthcoming *Places to Live: Housing Strategy*, which provides a clear and current understanding of Port Phillip's housing needs at a municipal level.
- Facilitate greater choice of diverse housing types to meet the needs of different households and increased trends towards working from home and hybrid work post-COVID.
- Encourage new housing provides affordable housing options for both rental and purchase to maintain South Melbourne's valued diversity and community feel. This includes advocating to upgrade, retain and increase South Melbourne's existing public and social housing supply.
- Support housing types that appeal to South Melbourne's increasingly educated population and allowing residents to capitalise on proximity to the Enterprise Precinct, ensuring that South Melbourne remains a location of choice.
- Improve pedestrian and cycling links into South Melbourne so that residents and workers in neighbouring precincts (Montague, Southbank and Domain) can easily access South Melbourne's businesses and retailers.

# 5.0 Economy, Employment and Land Use

Planning policy identifies South Melbourne as containing a Major Activity Centre and a regionally significant industrial area which is also referred to as an Enterprise Precinct. There is strong State policy direction for the retention of commercial and industrial land in South Melbourne to provide diverse employment opportunities.

The development of the Fishermans Bend Urban Renewal Area to the west of South Melbourne – in particular the Montague Precinct which is adjacent to the Structure Plan area over City Road – will result in changes to the land use mix and economic context for the Structure Plan area.

Given this strategic context, it will be important for the new South Melbourne Structure Plan to ensure that planning provisions support economic growth, employment and vitality, along with supporting South Melbourne as an Enterprise Precinct. In turn, this will solidify South Melbourne as a location of choice for a varied range of industries.

Further analysis of the economic and employment role of South Melbourne is contained in the *South Melbourne Employment, Economic and Land Use Study* (Urban Enterprise, November 2023).

## 5.1 Economy and Employment

### Economic role

The Structure Plan area performs several economic roles which merge across the Major Activity Centre and other commercial land, presented in Figure 22. These result in a diverse mix of uses across office, retail, residential, industrial and large-format commercial. Hospitality premises are a feature of both the activity centre and other commercial land.

The Major Activity Centre accommodates a wide range of retail, hospitality, office and residential land uses centred around Clarendon Street, Coventry Street and the South Melbourne Market.

The Enterprise Precinct contains a mix of commercial, studio and showroom uses, many of which have established in re-purposed industrial premises.

A defining characteristic of the Structure Plan area is the different built form compared with other city fringe areas south and west of the CBD, providing a significant economic advantage. The combination of lower scale, medium density, mixed use, high amenity and heritage buildings creates a highly attractive and differentiated business location. These locational and built form attributes are an advantage for South Melbourne as they attract unique businesses, including creative industries, which are a key specialisation. Nearby precincts such as Southbank, St Kilda



Figure 22 - Spatial Land Use Summary.

Source: Urban Enterprise, 2021. Land use determined by property rating valuation. Some developments have been completed since land use data was provided. Other (excl. residential) includes non-private housing.





Road and Docklands have building heights and employment densities that closely reflect the CBD. In this way, South Melbourne is clearly differentiated by its built form, yet also has comparable locational attributes with its neighbours.

What type of jobs do people have?

As outlined in Chapter 4, the South Melbourne neighbourhood is relatively affluent. Local residents are generally well educated and skilled, making South Melbourne a highly attractive location for businesses seeking professional workers.

Figure 23 and 24 show that employed residents in South Melbourne and Port Phillip are highly skilled and weighted towards professionals. The most common occupations held by South Melbourne residents are professionals (40%) and managers (23%).

The industry sector classifications relate to Level 1 of the Australia New Zealand Standard Industry Classification (ANZSIC) which combine several often diverse sub-sectors to create industry sectors. For example, the ‘Professional, Scientific and Technical Services’ industry includes a collection of sub-sectors including architecture, engineering, legal, accounting, advertising, market research and management services.

Despite modest population growth projections within the Structure Plan area, significantly stronger population growth is proposed for many areas within a 1km radius of the Structure Plan area, especially Fishermans Bend to the immediate west and Domain to the immediate east. Given South Melbourne’s

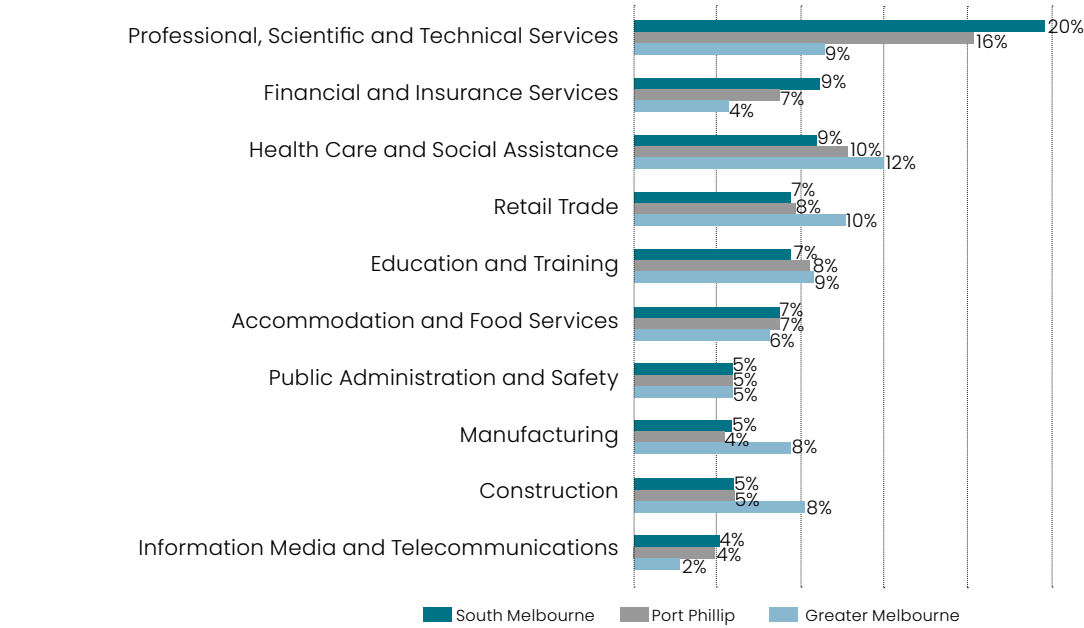


Figure 23 – Employment by industry (Top 10), 2016 (ABS Census of Population and Housing, Profile id, 2016).

Occupation	South Melbourne	Port Phillip	Greater Melbourne
Managers	23%	20%	14%
Professionals	40%	38%	27%
Technicians and Trades Workers	6%	8%	12%
Community and Personal Service Workers	7%	9%	10%
Clerical and Administrative Workers	12%	11%	13%
Sales Workers	6%	7%	8%
Machinery Operators and Drivers	1%	2%	6%
Labourers	3%	4%	8%

Figure 24 – ABS Census of Population and Housing Profile (ID 2016).

heritage appeal and compelling offering anchored by the Clarendon Street, Coventry Street and the South Melbourne Market, it will continue to attract workers and visitors from these areas and beyond.

Employment and business mix

Employment data for the Structure Plan area has been compiled based on the five Destination Zones which most closely align with the Structure Plan area, as defined by the Australian Bureau of Statistics. Industry breakdowns for employment are summarised in Figure 25.

South Melbourne’s employment and business mix is weighted towards businesses in professional services, creative industries, retail and hospitality, as well as manufacturing, wholesale trade and construction.

Business information for the Structure Plan area has been sourced from a combination of the Australian Business Register (ABR) and Google business data. It is estimated that there are currently 1,831 businesses operating in the study area, including:

- 421 in the Professional, Scientific and Technical Services sector (23% of businesses in South Melbourne)
- 358 in the Retail Trade, and Accommodation and Food Services sector (20% of businesses in South Melbourne)
- 132 in the Health Care and Social Assistance sector (7% of businesses in South Melbourne)

- 112 in the Financial and Insurance Services sector (6% of businesses in South Melbourne)
- 102 in the Information, Media and Telecommunications sector (5.5% of businesses in South Melbourne).

The business mix is dominated by micro and small professional businesses with less than 20 staff, however recent development is creating larger floorplates and office premises.

Advertising and computer system design are the sub-sectors of highest employment, together making up half of the professional services employment in the Structure Plan area. Along with remaining knowledge-based sectors or professional services sectors and hospitality, this has increased the local business base in recent years.

South Melbourne is one of only five suburbs within 10km of the CBD with more than 15% of its workers employed in creative industries, indicating a particular specialisation in creative business types. Such specialisation is highlighted by South Melbourne having the highest concentration of motion picture and video production businesses of any suburb in Melbourne in 2018. Many of these businesses utilise former industrial spaces across the Structure Plan area, indicating a need to cater to this demand for these type of spaces.

Similarly, South Melbourne accommodates a cluster of video game development businesses, many of which are expanding and hiring staff with a focus on export-oriented revenue. There are also strong synergies between various local sectors such as radio broadcasting, advertising, marketing,

Industry	Employment	% of total
Professional, Scientific and Technical Services	3,331	24%
Retail Trade	2,246	16%
Construction	1,273	9%
Health Care and Social Assistance	979	7%
Accommodation and Food Services	975	7%
Information Media and Telecommunications	847	6%
Administrative and Support Services	814	6%
Other Services	586	4%
Financial and Insurance Services	507	4%
Rental, Hiring and Real Estate Services	505	4%
Public Administration and Safety	462	4%
Manufacturing	411	3%
Education and Training	336	3%
Wholesale Trade	301	2%
Arts and Recreation Services	237	2%
Transport, Postal and Warehousing	100	1%
Electricity, Gas, Water and Waste Services	88	1%
Agriculture, Forestry and Fishing	20	0%
Mining	4	0%
Total	14,023	100%

Figure 25 – Employment by industry, South Melbourne (DZ), 2021 (Employment by industry, South Melbourne Structure Plan area destination zones, ABS 2021, scaled to reflect Census undercount).

video production, sound recording, post-production and video game design, which underpin a highly specialised and well established media cluster.

From 2020 to 2040 the number of jobs in South Melbourne is projected to increase from 23,100 to between 30,700 and 36,700, an increase of between 7,600 and 13,600 jobs or between 32% and 59%. Such projections highlight the importance of retaining employment land in South Melbourne.

Value-added and industry specialisations

‘Value-added’ is an economic measure indicating the overall productivity of industry sectors in a given economy. It is a more refined measure compared with output (total gross revenue), as some industries generate a high level of output, but require substantial expenditure to achieve it. For example, certain retail types and hospitality businesses typically operate on lower margins but a higher volume of sales, meaning that productive value-add can be lower.

Analysing South Melbourne’s economy in terms of value added indicates that the most productive industries are office-based sectors such as professional, financial and creative service industries, highlighted by Figure 26. Together with retail, these industries in South Melbourne add an estimated \$1.1bn to Port Phillip’s economy, demonstrating the overall importance of these industries in terms of productivity and value-added to the local economy.

Based on broader employment and business analysis undertaken to inform the South Melbourne Structure Plan, the following industries are identified as South Melbourne’s most specialised and important industries:

- 1. **Creative industries** – activities that relate to media and communications, commercial and digital design, and the arts.
- 2. **Professional and financial services** – activities that relate to real estate and property services, engineering, management advice and consulting, insurance, legal, investment and accounting services, and administrative related services.
- 3. **Retail, hospitality and personal services** – activities that relate to the retailing of goods and services, hospitality and personal services such as fitness, recreation, health, wellbeing and beauty.

Industry	Jobs (structure plan area)	Value added (\$m)	% of total
Professional, Scientific and Technical Services	3,331	\$410.9	24%
Administrative and Support Services	814	\$173.4	10%
Retail Trade	2,246	\$173.3	10%
Financial and Insurance Services	507	\$166.7	10%
Information Media and Telecommunications	847	\$148.5	9%
Rental, Hiring and Real Estate Services	505	\$125.5	7%
Construction	1,273	\$122.2	7%
Health Care and Social Assistance	979	\$79.3	5%
Public Administration and Safety	462	\$66.9	4%
Accommodation and Food Services	975	\$52.5	3%
Wholesale Trade	301	\$51.6	3%
Other Services	586	\$42.6	2%
Manufacturing	411	\$42.5	2%
Education and Training	336	\$26.7	12%
Electricity, Gas, Water and Waste Services	88	\$23.5	1%
Arts and Recreation Services	237	\$21.4	1%
Transport, Postal and Warehousing	100	\$14.3	1%
Agriculture, Forestry and Fishing	20	\$1.4	0%
Mining	4	\$0.6	0%
Total	14,023	\$1,743.8	100%

Figure 26 – Value-added by industry sector in South Melbourne 2020 (Value-added by industry, City of Port Phillip, Economy id 2020/ Employment by industry, ABS, South Melbourne (DZ) 2016, derived by Urban Enterprise 2020).

5.2 Land use and development

Land use

As Chapter 2 highlights, the South Melbourne Structure Plan area is characterised by a diversity of land uses reflecting its historic inner-urban context.

Most businesses (89%) are in either in the Commercial 1 Zone (C1Z) or Commercial 2 Zone (C2Z), with 820 and 810 businesses respectively. Businesses that predominantly operate in office or studio premises such as professional, scientific and technical services, financial and insurance services, administrative and

support services, and rental, hiring and real estate services are mostly located in the C2Z. The C1Z also accommodates a notable proportion of businesses in these sectors, which is likely a reflection of the small business base that occupy ground floor shopfront or shop-top premises in the South Melbourne Major Activity Centre. Similarly, approximately a third of the businesses in the Mixed Use Zone are in the professional, scientific and technical services sector.

Further, population-service industries such as retail trade, accommodation and food services, and health care and social assistance are mostly concentrated to the C1Z and C2Z. A variety of retail, commercial and residential uses can be found in the Commercial 1 Zone.



Figure 27 – Business Locations, DDO8 Precincts.

Map ID	Precinct	DDO Schedule	Business count	Total
1	Clarendon Street Core Local Shopping Precinct	DDO8-1	248	248
2	Emerging Activity Centre	DDO8-2a	40	71
		DDO8-2b	16	
		DDO8-2c	15	
3	Northern Mixed Activity Edge	DDO8-3	109	109
4	Southern Mixed Activity Edge	DDO8-4a	20	134
		DDO8-4b	114	
5	Coventry St Shopping Precinct	DDO8-5a	123	181
		DDO8-5b	58	
6	South Melbourne Market	DDO8-6	*	*
7	Eastern Business Precinct	DDO8-7a	335	525
		DDO8-7b	164	
		DDO8-7c	26	
8	Western Business Precinct	DDO8-8a	82	231
		DDO8-8b	91	
		DDO8-8c	58	
9	Kings Way Mixed Use Corridor	DDO8-9a	98	107
		DDO8-9b	4	
		DDO8-9c	5	
N/A		Not stated	221	221
	Total		1,827	

Source: Business database, South Melbourne, ABR / Google 2021, derived by Urban Enterprise 2021. \*South Melbourne Market businesses and stalls not included – there are approximately 150 stalls operating in the market.



Figure 27 and the accompanying Table provide a spatial representation of where South Melbourne businesses are clustered in relation to the DDO8 sub-precincts. Precinct 7 is the largest in terms of area and currently accommodates more than 500 businesses, the most of any DDO sub-precinct. The C2Z applies across most of this precinct.

In addition to the C1Z, the Mixed Use Zone (MUZ), Residential Growth Zone (RGZ) and Neighbourhood Residential Zone (NRZ) accommodate residential land uses.

Development activity

Over the period 2017-22, 913 dwellings were approved in the South Melbourne SA2 at an average of 152 per annum.

The Urban Development Program (UDP) monitors and reports on major residential redevelopment projects across metropolitan Melbourne. Data is collected by analysing planning permits, commercial data sources and aerial imagery. Residential redevelopment information has been collected for South Melbourne and adjacent parts of Fishermans Bend to the west and Domain to the east.

Major residential redevelopment projects in the Structure Plan area and surrounding areas are shown in Figure 28. There were a very limited number of major redevelopment sites with an active status in the Structure Plan area at the time the latest data was compiled. In terms of future development, two projects were identified with a total of 72 apartments, one of which was under construction.

Comparatively in Fishermans Bend and Domain, substantial redevelopment activity has taken place, is underway and is planned to continue. These areas have planning controls which permit much higher buildings than in South Melbourne, an indication that the area is a highly attractive location for apartment living. A growing population provides opportunities for South Melbourne to capitalise on expanding its highly educated and specialised workforce

Figure 29 shows the value of non-residential building approvals in the South Melbourne SA2 between 2012 and 2023 (financial year). This SA2 includes all of the Structure Plan area and sections of Domain and St Kilda Road North.

There has been an increase in the value of non-residential building construction approved in the area over the period, driven by commercial and ‘other non-residential’ building. The majority of commercial approvals have been for office building, primarily in large developments. Recent and proposed additions will add substantial capacity to the area to accommodate businesses and employees.

Co-working spaces are common in South Melbourne and are mostly located within new multi-storey commercial development. The predominance of micro- and small professional businesses in South Melbourne, coupled with high commercial rents, underpins demand for flexible office space. Many of the above spaces advertise the high quality fit-outs, end of trip facilities and communal facilities available that were previously only available in larger corporate premises.

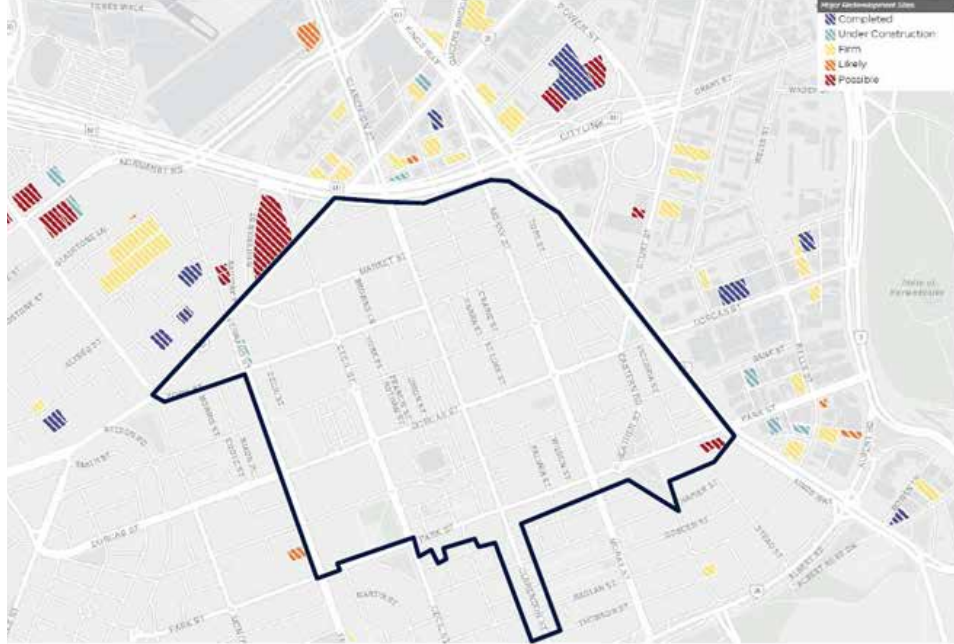


Figure 28 – Major Redevelopment Sites (Residential) by status, South Melbourne (Source: UDP Urban Development Program, DELWP, 2021)

Property industry representatives expect city fringe locations such as South Melbourne to recover quickly from the impacts of the COVID pandemic given the small to medium sized business base that is weighted towards creative and professional services, as opposed to major corporates in the CBD and Docklands.

Most larger sites have now been redeveloped in South Melbourne. Property representatives indicated that future development at scale will be difficult to

achieve without lot consolidation and that height controls, although important to the retaining the mid-rise character of the area, could be increased to improve the prospect of intensification.

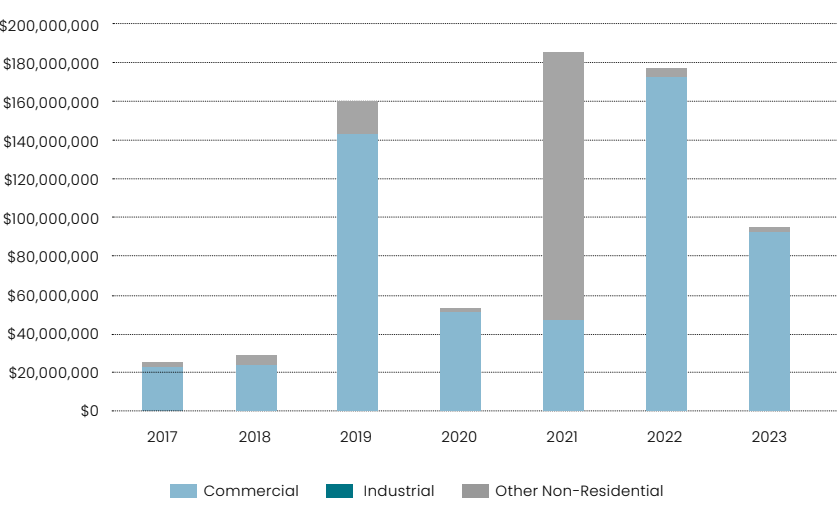


Figure 29- Value of Non-Residential Building Approvals, South Melbourne SA2, 2017-2023 (Source: Value of Building Approvals, South Melbourne SA2, 2017-23 (financial year). 2023 = Jul-April FYTD

Demand and capacity

There are several conditions likely to influence demand in the Structure Plan area.

The city fringe has now become a legitimate office space alternative to Melbourne’s CBD. A new generation of workers are seeking high levels of local amenity and are attracted to businesses in non-conventional office buildings. South Melbourne’s attributes are well matched to this trend.

The retail sector has experienced relatively low growth and slowed resident spending, primarily caused by stagnant wage growth, high inflation and subdued consumer sentiment in more recent

years. The COVID-19 pandemic has resulted in a rapid and likely permanent shift in retail buyer behaviour, resulting in a major increase in online retail purchases. Additionally, increasing expenditure of workers on eating out and a preference to work in locations with high amenity street and hospitality environments, especially professional workers, has led to a strong correlation between the growing professional workforce in South Melbourne and the wide range of day-time hospitality options.

Despite South Melbourne itself is projected to experience relatively low population growth over the period 2021 to 2041 (+1.3% per annum), proximity to high-growth and high-density urban

renewal precincts will create substantial population growth and associated demand for retail and other services, along with employment. While some new activity centres and retail opportunities are proposed in Fishermans Bend and Southbank, South Melbourne is well placed to perform an ongoing Major Activity Centre role to support this growth. This is reinforced by its primary catchment population of 9,752, its secondary catchment population of 49,868 and worker catchment of 14,000.

In turn, analysis of demand and capacity for employment land in the Structure Plan area found that:

- Based on projected employment growth and current development

activity, there is expected to be the need for approximately 145,000 square metres to 187,000 square metres of office space in the Structure Plan area by 2040.

- Between 16,000 square metres and 21,000 square metres of core retail floorspace could be supportable in the Structure Plan area by 2040.
- There is an estimated capacity for an additional 377,000 square metres of gross floorspace in the Structure Plan area within existing planning controls, however realisation of this yield is likely to be complicated by fragmented ownership and strong competition between different land use types.





## 5.3 Key precincts and interfaces

### Enterprise Precinct

As highlighted in Chapter 2, and presented in Figures 30 and 31, South Melbourne contains land in the Commercial 2 Zone and Industrial 1 Zone that is identified in state policy as an Enterprise Precinct. Only 10.85 hectares (26.4%) of the South Melbourne Structure Plan area is in the Commercial 2 Zone.

The South Melbourne Enterprise Precinct offers an employment location with distinct characteristics that can support economic growth and development. The setting, characteristics of buildings and public realm and business mix varies throughout the Precinct, however, and planning should consider ways to capitalise on areas of strength and address areas of weakness to optimise the value of the Precinct.

Strengths and weaknesses have been considered by assessing the Enterprise Precinct against the criteria and key measures that underpin the success of an Enterprise Precinct based on the Victorian Government's Unlocking Enterprise in a Changing Economy (2018) paper. South Melbourne rates high for quality of place, critical mass, infrastructure and accessibility. Comparatively, the area rates low for affordability and moderate for anchor institutions and competitive advantages.

Further analysis is contained in the South Melbourne Economic, Employment and Land Use Study (Urban Enterprise 2023).

For the South Melbourne Structure Plan, analysis and findings for the Enterprise Precinct highlights

- Planning for South Melbourne should seek to support creative industry specialisations, while acknowledging that these businesses occupy a wide range of premise types including offices.
- The affordability of business space is likely to be an ongoing weakness and challenge for the Enterprise Precinct. Co-working spaces should be encouraged, along with ensuring overall commercial floorspace continues to increase across the precinct.
- Improving the public realm and overall 'quality of place' in eastern parts of the Enterprise Precinct should be a focus of strategic planning, including encouragement of hospitality and business services and investment in public realm elements such as pedestrian infrastructure and local open spaces.
- It is important that new development is facilitated to accommodate strong floorspace demand and increase the critical mass of the precinct. Fragmented land holdings warrant consideration of a moderate increase in built form controls while retaining the mid-rise form and valued character elements.
- Maintaining and strengthening the accessibility of the precinct for residents, workers and visitors should be a focus of planning, especially improving safe and direct local movement (active transport) connections between the Enterprise Precinct.



Figure 30 – South Melbourne Enterprise Precinct and key interfaces.



Figure 31 – South Melbourne's Enterprise Precinct.

- The Port Phillip Spatial, Employment and Economic Framework (Urban Enterprise, November 2023) reinforces the value of the South Melbourne Enterprises Precinct to the City's economy and broader Victorian economy.

### Anzac Station

Anzac Station is expected to open in 2025, providing heavy rail public transport to the South Melbourne and St Kilda Road. It will improve access to South Melbourne from the north-western and the south-eastern suburbs of Melbourne.

Hence, for the South Melbourne Structure Plan:

- Anzac Station is expected to open in 2025, providing heavy rail public transport to the South Melbourne and St Kilda Road. It will improve access to South Melbourne from the north-western and the south-eastern suburbs of Melbourne. Figure 32 shows that the south-eastern section of the Enterprise Precinct will be within 800m (a standard measure of 'walking distance') from the station entrance. This includes land in the Commercial 2 Zone as well as the Mixed Use Zone fronting Kings Way.
- Active transport connections from Anzac Station to and through the Structure Plan area will be important to enable efficient movement of people (especially workers) through the area. Kings Way is a major barrier to active transport movement – ways to alleviate this barrier to movement should be considered as part of the Structure Plan.:

### City Road Triangle

At the western edge of the Structure Plan area and bound by City Road, Ferrars Street and York Street is a small area in the Industrial 1 Zone, presented in Figure 33. This area includes 22 properties across a total area of 1.2 hectares. Formerly part of the broader Fishermans Bend industrial area, it is one of the last remaining areas of industrially zoned land in Port Phillip following the rezoning of Fishermans Bend to Capital City Zone in 2008 by Amendment C52. The area has interfaces with Fishermans Bend (Montague Precinct), the South Melbourne Market (across the Port Melbourne light rail line) and a residential area to the south.

The precinct is accessible by road and tram. Declared arterial roads of Montague Street, Ferrars Street and City Road provide direct road access to Docklands, Southbank, the CBD and other parts of Port Phillip.

This section of the Structure Plan area is characterised by busy roads carrying larger vehicles and a prevailing industrial built form profile. Despite the industrial zoning, the area primarily accommodates offices and larger format retail premises. Several creative businesses occupy premises in the block, including Mushroom Creative, Chocolate Studios and Mezzanine Films.

Of the 22 sites in the precinct, only 4 sites can be considered industrial premises. The precinct enjoys excellent public transport and arterial road access, while the presence of creative industries is consistent with most areas of South Melbourne. Many of the buildings

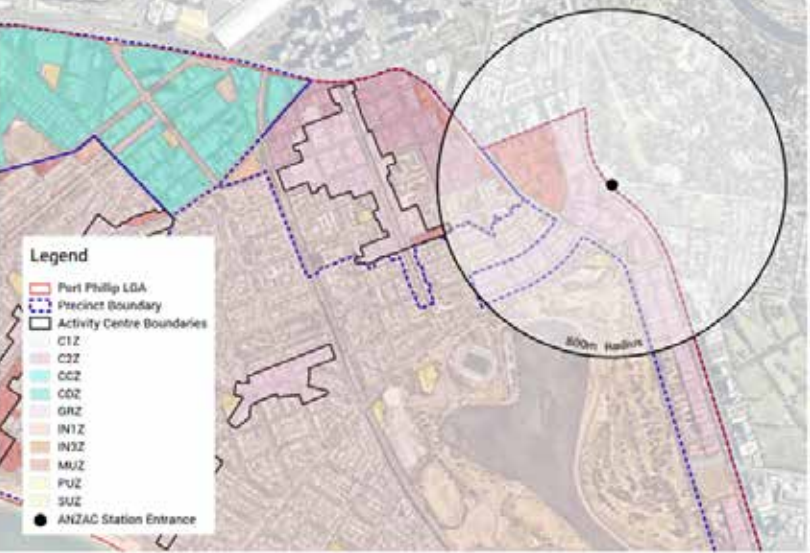


Figure 32 – ANZAC Station location and proximity to Structure Plan area (Urban Enterprise 2023)



Figure 33–City Road Triangle



are relatively old and are likely to be attractive for redevelopment within the next period of South Melbourne’s growth and change. Although redevelopment could result in the loss of former industrial premises which contribute to the diversity of premises types available in South Melbourne, especially for creative purposes, the Industrial 1 Zone does not suitably reflect the types of land uses that are currently in the precinct or the types of land uses that are suited to this location in the future.

Therefore, there is an opportunity to rezone this land to the Commercial 2 Zone, which is the zone applied throughout the Enterprise Precinct. Retaining this land exclusively for employment will strengthen the role of the Enterprise Precinct, providing attractive locations for businesses in an area with excellent access to roads and public transport.



Zoning anomalies

A review of zoning in the Structure Plan area has identified zoning anomalies that the implementation of the South Melbourne Structure Plan should correct. A detailed review of why these sites should be rezoned is contained in the South Melbourne Structure Plan: Zoning anomalies (City of Port Phillip. September 2023) report, however Figure 34 provides a summary of proposed rezonings. This review has been undertaken with respect to the advice set out by the Victorian Government in the Practitioner’s Guide to Planning Schemes, in particular section 5.1 ‘Applying a zone’.

Address	Current Zone	Recommended Zone
The block of land bound by York, Cecil, Market and Northumberland streets, South Melbourne	Part Commercial 1 Zone, part Commercial 2 Zone	Commercial 1 Zone (C1Z)
176–188 Bank Street, South Melbourne (former South Melbourne Butter Factory)	Neighbourhood Residential Zone – Schedule 2	Commercial 1 Zone (C1Z)
383–385 Clarendon Street, South Melbourne	Part Commercial 1 Zone, part Neighbourhood Residential Zone Schedule 2	Commercial 1 Zone (C1Z)
68–72 York Street, 191–199 Clarendon Street and 31 Ross Street, South Melbourne	Part Commercial 1 Zone, part Commercial 2 Zone	Commercial 1 Zone (C1Z)



Figure 34 - Location of sites identified as zoning anomalies and proposed new zone.

Fishermans Bend

The economic role of South Melbourne will be influenced by the redevelopment of land in Fishermans Bend, especially the adjacent Montague Precinct. The Fishermans Bend Framework Plan envisions that the Montague precinct will include co-working spaces, small creative businesses and studios in adapted heritage buildings as part of an activity core which is expected to accommodate 4,000 jobs within mixed use developments.

Hence, for the South Melbourne Structure Plan:

- The economic role of South Melbourne will be influenced by the redevelopment of land in Fishermans Bend, especially the adjacent Montague Precinct.
- South Melbourne’s future business role should be differentiated from that of the broader Fishermans Bend area wherever possible. This can be achieved by ensuring planning controls encourage a wide range of land uses in the activity centre and

immediate surrounds and position the Enterprise Precinct as the last remaining ‘business only’ land area in the southern city fringe with a diversity of premise types to be retained where possible.

- Given the Montague core will provide a dense local activity centre which will compete with the South Melbourne Major Activity Centre, planning should ensure that the South Melbourne Major Activity Centre can continue to grow and improve its offer to maintain market share, particularly in terms of its specialisations in food retail, hospitality and showrooms.
- Physical connections between Montague and the Structure Plan area should be strengthened, particularly for active transport, so that businesses and retailers in South Melbourne are easily accessible to residents and workers in Montague and elsewhere in Fishermans Bend. This will ensure that South Melbourne Major Activity Centre can function as a Major Activity Centre for residents and workers in Fishermans Bend.



- Built form controls for South Melbourne should seek to differentiate the area from the high density Sandridge core and mixed use Montague precinct so that different business settings are available to a range of business types over the medium to long term.

Directions for the South Melbourne Structure Plan

- Maintain and strengthen the Structure Plan area’s economic role as both a state-identified Major Activity Centre and an Enterprise Precinct by protecting and capitalising on its specialisation and diversity of employment opportunities.
- Enhance the Structure Plan area’s specialisation in creative industries, professional and financial services, and retail, hospitality and personal services.
- Ensure built form controls and zones are appropriate and facilitate development that caters to forecast growth for commercial, retail and residential floorspace, yet preserves South Melbourne’s point of difference and distinct character compared with neighbouring areas.
- Ensure built form controls and zones can facilitate development outcomes that provide a range of spaces for different business types, including affordable workspaces.
- Investigate opportunities to improve South Melbourne’s public realm, especially in the Enterprise Precinct, to encourage vibrancy by providing places for people to linger outside.
- Leverage the opportunities provided by the new Anzac Station and other public transport upgrades to facilitate increased investment.
- Explore how to strengthen pedestrian and cycle links particularly for active transport, so that businesses and retailers in South Melbourne are easily accessible to residents and workers within South Melbourne and the areas around South Melbourne such as Montague (Fishermans Bend), Southbank and Domain. This will enable residents, workers and visitors to leverage the employment, recreation and entertainment opportunities provided by the Enterprise Precinct and Activity Centre.



# 6. Movement and Transport

South Melbourne has good access to many transport connections and can benefit from the Metro Tunnel project, with the new Anzac Station east of the Structure Plan area to be completed by 2025, providing a new tram and train interchange. Upgrades to tram lines on Park Street will follow, improving public transport services east of the Structure Plan area. Importantly, these projects provide an opportunity for an integrated land use and urban design policy approach to strengthen linkages to Fishermans Bend.

To the west of the Structure Plan area, Fishermans Bend Urban Renewal Area (FBURA). By 2050, it will be home to approximately 80,000 residents and provide employment for up to 80,000 people. It currently lacks clear pedestrian connections to the South Melbourne Structure Plan area.

South of the Structure Plan area is the planned Shrine to Sea project to create a boulevard connecting the Domain Gardens to Port Phillip Bay via Albert and Kerferd Roads. The Victorian Government announced \$13 million for this project's delivery as part of the 2017/18 Victorian budget.

South Melbourne's strategic location near the Melbourne CBD, Docklands, ANZAC Station (under construction), St Kilda Road and Fishermans Bend; its strong heritage appeal; and commercially zoned land are expected to drive population growth and jobs growth, along with substantially increasing visitation to the area. Combined with its role as both a Major

Activity Centre and an Enterprise Precinct, this requires careful management of the role, function and operation of South Melbourne, including its movement and transport network.

Further information about movement and transport matters is contained in the *South Melbourne Structure Plan: Transport, Movement & Place Study Stage 1 Report – Background, Issues and Opportunities* (Ratio Consultants, September 2023) and *South Melbourne: Transport, Movement & Place Study*, Ratio Consultants (Ratio Consultants, November 2023)

## 6.1 Existing road and freight network

The South Melbourne Structure Plan area is generally bounded by four key State Government (through the Department of Transport and Planning (DTP), which incorporates VicRoads) and roads managed by the City of Port Phillip (CoPP), including City Road, the West Gate Freeway, Park Street, Ferrars Street and Kings Way/Princes Highway. The general road network and corresponding road classifications as per CoPP Register of Public Roads are shown in Figure 35.

The internal road network includes a mixture of State and Local Government controlled. Key road network links within the Structure Plan area are as follows:

- Kings Way/Princes Highway is controlled by DTP, generally runs north-south along the eastern boundary of the Structure Plan area

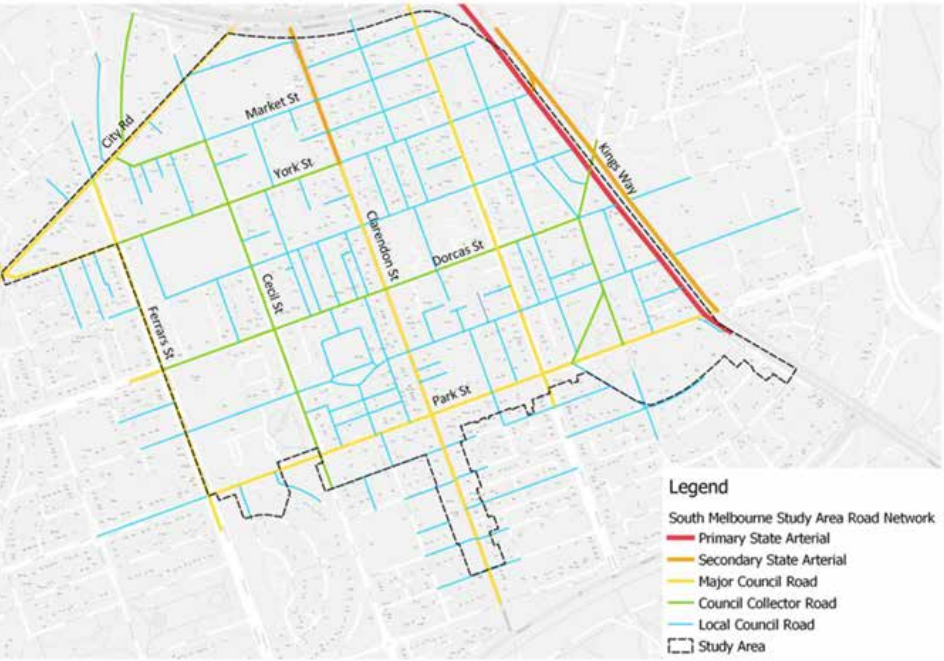


Figure 35 – Existing road network and road classifications as per the City of Port Phillip's Register of Public Roads

- Clarendon Street is a Secondary State Arterial road under the control of DTP, running north-south through the centre of the Structure Plan area
- Ferrars Street is a Secondary State Arterial Road under the control of the DTP, running north-south on the western boundary of the Structure Plan area
- Park Street is a Council Controlled Major Road, running east-west on the southern boundary of the Structure Plan area
- Dorcas Street is a Council Controlled Major Road running east-west through the Structure Plan area
- Coventry Street is a Council Controlled Local Traffic Street running east-west through the Structure Plan area
- Moray Street is a Council Controlled Major Road running north-south through the Structure Plan area
- Market Street is a Council Controlled Local Traffic Street running east-west through the Structure Plan area.

- York Street is a Council Controlled Collector Road running east-west through the Structure Plan area.

DTP maps show there are a number of freight routes for larger vehicles through the Structure Plan area ranging from approved to restricted. These include Clarendon Street, City Road, Kings Way, Ferrars Street and Albert Road, just south of the Structure Plan area. Smaller heavy vehicles have unrestricted access across the road network.

Analysis of existing traffic and freight movement identifies the need for the South Melbourne Structure Plan to address a number of key matters, including:

- 1. Weekend Market Day Activities**  
Blockages at the Cecil Street roundabouts with York Street and Coventry Street during peak Weekend Market activity times have been reported. Vehicles were observed to be queuing through the roundabouts along Cecil Street, blocking opposing traffic movements.
- 2. Truck volumes along Dorcas Street**  
Truck movements on Dorcas Street were noted as being perceived to be high by the community .
- 3. Low clearance bridge on York Street near the intersection of Ferrars Street and York Street**  
The existing bridge on York Street has a low height clearance of 2.8 metres and requires trucks to find alternative

routes. In addition, the stretch of road is prone to flooding.

- 4. Vehicles unable to turn right from Sturt Street east into Kings Way north at the Kings Way and Sturt Street signalised intersection**

Large numbers of vehicles (over 500 vehicles per day) have been recorded to be rat-running by undertaking a U-turn from the Sturt Street north approach at the Sturt Street and Dorcas Street intersection.

This manoeuvre arises from no right turn movement being allowed from Sturt Street east into Kings Way north at the signalised Kings Way and Sturt Street intersection.

- 5. Barrier roads**

While Kings Way, City Road and Ferrars Street have an important role in facilitating vehicular traffic movement, their busy nature also means that they pose barriers for pedestrian movements. As such, it can be hard for pedestrians to cross these roads to enter the Structure Plan area.





6.2 Road network – Movement and Place

The DTP Movement and Place framework, illustrated in Figure 36, sets out to address Victoria’s strong population growth which continues to place pressure on the transport system.

A guiding principle of Movement and Place thinking is that streets and roads are for everyone, they carry people and goods, are multi-modal, and can change with time. Streets are the sum of many elements working well together. Their fundamental purpose to varying degrees is to facilitate movement, enhance place, ensure safety, and prioritise health and wellbeing, and the environment. Councils can identify different streets using the Movement and Place framework.

Several streets within the Structure Plan area are identified as Activity Streets and provide access to shops and services by multiple movement modes. These streets have a high demand for movement as well as place with a need to balance different demands within the available road space.

High Activity Streets are multi-modal, major destinations for people to visit, work and live. They plays a central role for the community, supporting a concentration of commercial, residential civic and community land use. High Activity Streets, where possible, should include wide footpaths and crossing opportunities for pedestrians, enable safe cycle access, reduced traffic speeds,

and provide access to off-street parking. Clarendon Street is an example of a High Activity Street in the Structure Plan area.

Mixed Activity Streets are secondary, mixed-use corridors. They support the local community to access goods and services. Potential Mixed Activity Streets within the Structure Plan area include Coventry Street (west of Clarendon Street), Cecil Street (in the vicinity of South Melbourne Market) and Sturt Street (emerging). Mixed Activity Streets, where possible, should include wide footpaths and crossing opportunities for pedestrians, enable safe cycling connections, reduced traffic speeds, some parking loading spaces to serve local land uses. The South Melbourne Structure Plan will need to consider how different streets work within the Movement and Place framework .

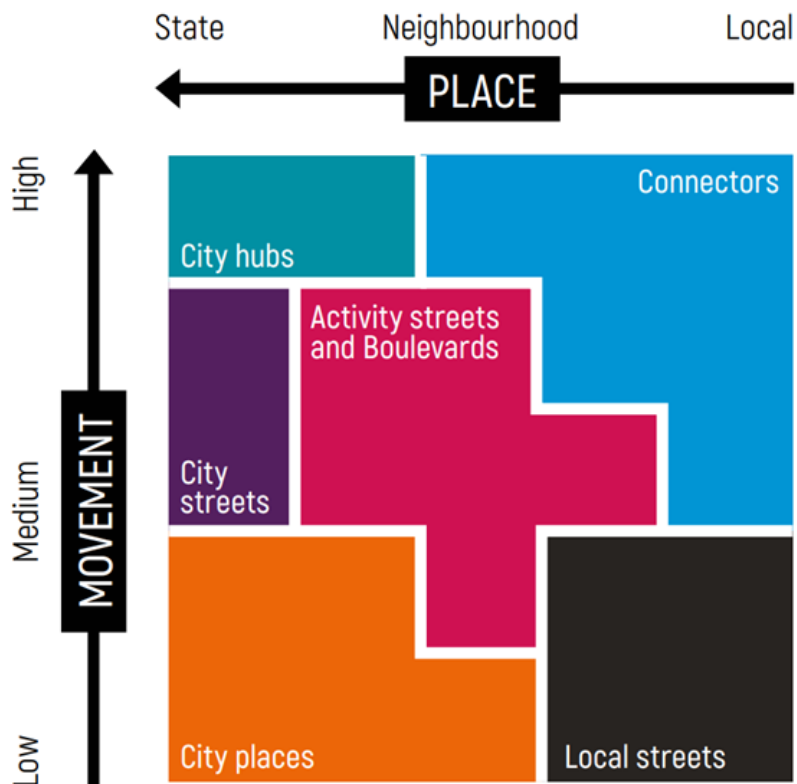


Figure 36 - Movement and Place framework (DTP)

6.3 How do people get to work?

The data on resident’s method of travel to work in South Melbourne’s in 2021 is impacted by the broader context of the COVID-19 lockdowns with substantial shifts towards working from home and declines in other methods of travel to work, illustrated by Figure 37..

In 2021, 46.8% of employed residents in South Melbourne worked from home, 22.4% travelled to work in a private car (either as a driver or passenger), 7.8% took public transport and 11.2% rode or walked.

However, as the community emerges from the peak of the COVID-19 lockdowns, it is clear that some people will not return to offices full-time, choosing to work flexibly. Given these changing ways of work, it remains important to examine them within the context of broader trends in how people are travelling to work.

Between 2006 and 2016, more people chose to travel to work using public transport, walking or riding a bicycle and a slower decline in using a car to travel to work.

These changes highlight the need for South Melbourne’s pedestrian and bike riding infrastructure to support changing ways of living, working and travelling, both within the Structure Plan area and outside of it. In doing so, this will support a shift towards more sustainable modes of travel.



Figure 37 - Change in method of travel to work, 2016 to 2021 in South Melbourne – total employed persons (Australian Bureau of Statistics, Census of Population and Housing, 2016 and 2021 (Usual residence data). Compiled and presented in profile.id by id (informed decisions)).

6.4 Public transport

South Melbourne enjoys excellent public transport coverage.

Existing public transport infrastructure in the Structure Plan area provides access to multiple bus and tram services which provide connections to nearby suburbs and Melbourne's Central Business District.

The available public transport services are shown in Figure 38 and listed in Figure 39.

Supplementing other public transport options is the Hop-on Hop-off Community Bus (minibus) service, delivered by Council at no cost to users. Buses are wheelchair-accessible, allowing many people who cannot access existing public transport services to be able to move around the municipality. The service operates Monday to Friday (except public holidays) from 8:30am until 3:30pm.

Most of the Structure Plan area is within a five minute walk from a tram stop. High levels of connectivity provide convenient public transport choices for many who live or work within the Structure Plan area. South Melbourne's extensive tram network encourages people to visit, adding to its attraction and vitality. The new Anzac Station and Park Street tram link to be delivered as part of Metro Tunnel will only further encourage people to visit or work in South Melbourne. In particular, a dedicated tunnel from Kensington to South Yarra will create a direct connection between the west

and the south east, making train travel significantly easier for people travelling on the Cranbourne, Pakenham, Sunbury and future Melbourne Airport lines. In this way, the Metro Tunnel will importantly increase South Melbourne's visitor and worker catchments, particularly in the Enterprise Precinct

There is a strong preference for tram use, in particular trams in the citybound direction. Tram stops along the Clarendon Street corridor carry a higher level of patrons in comparison to other routes, with the exception of the South Melbourne Station stop, adjacent to the South Melbourne Market, which has a peak patronage level of over 900 patrons a day. Patronage on buses is significantly lower.

However, not all tram stops are accessible to people with limited mobility such as older people and people with a disability or people with prams or trolleys. In particular, despite the Route 96 tram stop incorporating ramps, its design nevertheless limits accessibility for people with limited mobility. Similarly, other tram stops in South Melbourne are not accessible for people with limited mobility, for example tram stops along Kings Way, despite being well utilised, particularly at peak times. Consequently, this limits opportunities for residents to enjoy their neighbourhood, can deter people from visiting or working in South Melbourne and can deter people from choosing more sustainable transport modes.



Figure 38 – Public Transport connecting South Melbourne



Hence, there are opportunities for the City to work with the Victorian Government to improve the accessibility of tram stops to achieve greater consistency with the Disability Discrimination Act 1992 and support the implementation of Council's Move Connect Live: Integrated Transport Strategy.

In addition, while South Melbourne's tram network facilitates easy and convenient access to Melbourne's CBD, this is less so for travel to the west towards Port Melbourne and FBURA. Here, strengthened pedestrian and bicycle links can provide convenient local travel options.

Therefore, key matters for the South Melbourne Structure Plan to address with respect to public transport include

1. DDA compliant public transport stops

Not all public transport stops are DDA compliant in the Structure Plan area, despite tram stops being well utilised, especially along Kings Way, Clarendon Street, Park Street and the Route 96 corridor.

2. Grade separation at the Route 96 South Melbourne Station tram stop

The grade separation between the tram stop and Coventry Street has resulted in lengthy and indirect DDA ramps down to the tram stop. There is also no access from the tram stop to York Street.

3. Park Street Tram Link

Missing tram link on Park Street between Kings Way and Heather Street.

Mode	Route No.	Service	Approximate frequency during peak period
Tram	1	East Coburg to South Melbourne Beach (via Park Street)	5-10 min
	12	Victoria Gardens to St Kilda (via Clarendon Street)	10-20 min
	58	West Coburg to Toorak (via Kings Way)	10-20 min
	96	East Brunswick to St Kilda Beach (via Ferrars Street – light rail corridor)	5-10 min
Bus	234	Garden City – City (Queen Victoria Market) (via City Road)	10-20 min
	236	Garden City – City (Queen Victoria Market) (via Dorcas and Cecil streets)	30-40 min

Figure 39 – Public Transport routes connecting South Melbourne.

4. Bus network and patronage

Low levels of bus ridership are recorded throughout the Structure Plan area, especially when compared to tram patronage. There is limited public transport infrastructure present in the vicinity of the Cecil Street and Market Street intersection which provides immediate access to large scale supermarkets (Woolworths and Aldi).



Access to South Melbourne Station platform



Existing tram Platform – Tram 1 (Stop #25) at Park Street and Cecil Street intersection.



## 6.5 Crash statistics

To gauge an understanding of road user safety within the Structure Plan area, crash statistics available from DTP were analysed in terms of crash severity and type.

Crash statistics for the latest five-year period (2017 to 2021) from DTP is presented in Figure 40.

The data indicates that there have been no fatal accidents within the Structure Plan area within the five-year period.

Most crashes within the Structure Plan area involved either pedestrians or cyclists and occurred along the Dorcas Street corridor. Seven crashes in total were recorded at the Dorcas Street / Clarendon Street intersection, four of which involved the vulnerable user group of cyclists and pedestrians.

A cluster of seven incidents was also found at the intersections of Kings Way with Sturt Street and Coventry Street and Sturt Street and Dorcas Street. These incidents all involved either a pedestrian or cyclist.

The number of crashes per year is generally consistent from year to year with the exception of 2020 where crashes reduced dramatically. This drop can be attributed to the COVID-19 restriction impacts and the associated stay at home orders that was in place at the time.

Based on crash data and the directions outlined in the *Victorian Road Safety*

*Strategy 2021-2030*, there are key locations within the Structure Plan area that warrant further safety improvement investigations including intersections along Kings Way, the Sturt Street and Coventry Street intersection, and the Dorcas Street corridor.

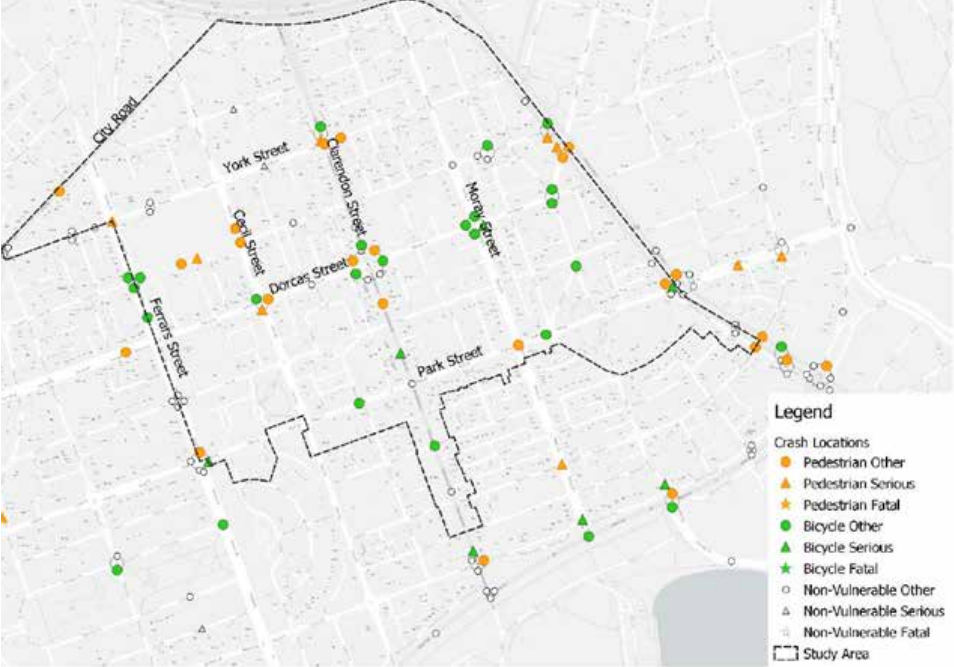


Figure 40 – Five-year crash data for South Melbourne Structure Plan Area (Ratio Consultants, 2023).

## 6.6 Bicycle network and infrastructure

South Melbourne's bicycle network and infrastructure is presented in Figure 41. North-south bike routes are located on Moray Street, Cecil Street and Ferrars Street. Some sections are configured as high-quality protected bike lanes with buffers from parked cars and traffic. Ferrars and Cecil Streets provide connections to Southbank, Montague and the broader Fishermans Bend Urban Renewal Area. Dorcas Street and Cecil Street are listed as part of DTP's Strategic Cycling Corridor.

Dorcas Street currently does not provide dedicated on-road cycling lanes, however cycling prop boxes are included at most of the signalised intersections along Dorcas Street within the Structure Plan area.

Cecil Street provides dedicated on-road cycling lanes over the length of the Structure Plan area, with full separation provided north of Coventry Street. Although not listed as part of the DTP Strategic Cycling Corridor, on road cycling lanes are provided on other streets within the Structure Plan area. These include along Ferrars Street and Moray Street.

The 2018 upgrades along Moray Street were completed to provide cyclists with a safe and reliable alternative north-south route during Metro Tunnel works on St Kilda Road as part of Victoria's Big Build.

The improvements included the intersection upgrades at Coventry

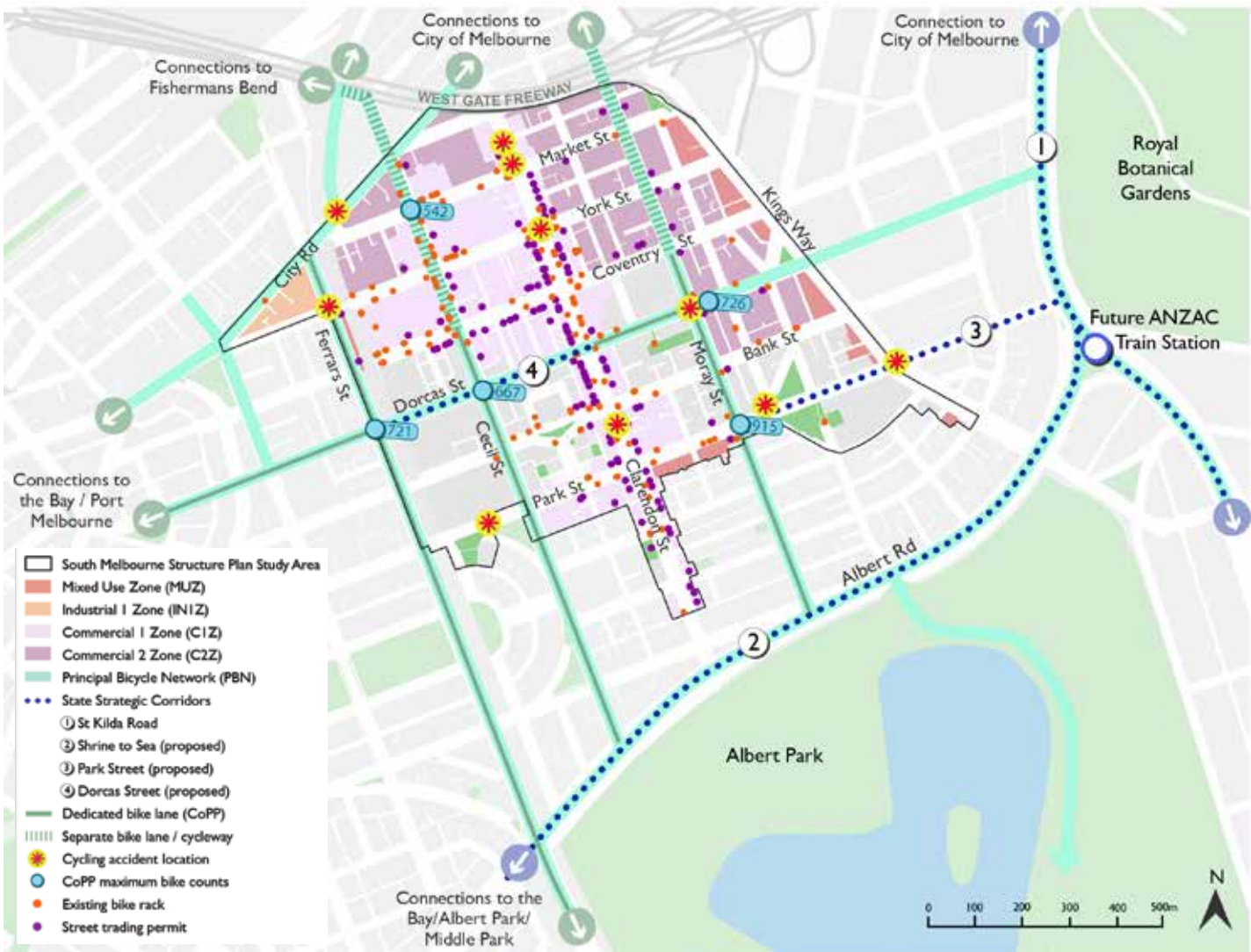


Figure 41 – Bicycle network, infrastructure and land use context map.



Street and Dorcas Street which saw the inclusion of raised pedestrian and cycling crossings, along with tactile pavers and speed reductions to improve the safety of vulnerable users as well as one road bike lanes between Albert Road and City Road.

The *City of Port Phillip's Move, Connect, Live: Integrated Transport Strategy 2018–2028* identifies new bicycle corridors for Dorcas Street and Park Street, improving bicycle connections to the City of Melbourne, the new ANZAC Metro Station and along St Kilda Road. These projects will address a lack of east west bike riding connections through the Structure Plan area and surrounds. Just south of the Structure Plan area, the Victorian Government will deliver the Shrine to Sea project, creating a boulevard connecting Domain Gardens to Port Phillip Bay along Albert and Kerferd roads that will improve bike riding and walking connections in the area.

Cycling infrastructure

Bike racks allow people to securely park their bicycle encouraging alternative transport to the motor car.

There are approximately 300 bike racks in the Structure Plan area with most located within the Commercial 1 Zone, the civic hub near the South Melbourne Town Hall and Emerald Hill Library and Heritage Centre, and near areas with high numbers of street trading permits. Despite recent upgrades to cycling infrastructure, Moray Street has very few bike racks. Similarly, there are significantly fewer bike racks in the employment and residential compared with Clarendon Street and other retail areas.

Bicycle count data

Bicycle Network Australia undertakes annual commuter and recreational cycling survey data. Conducted on the first Tuesday of every year (with the exception of COVID impacted years), the total number of cyclists within the morning peak period of 6:30am to 9:00am are recorded at each survey site. The Structure Plan area encompasses three survey sites which are listed in Figure 42.

Bicycle count data between 2018 and 2019 undertaken by the City locations within the Structure Plan area shows an average of 583 daily bicycle movements observed across all sites, with a maximum of 915 daily bicycle movement recorded at the intersection of Park Street and Moray Street. Figure 43 shows the maximum bicycle count at each site within the Structure Plan area.

Therefore, key matters for the South Melbourne Structure Plan to address with respect to cycling include:

- 1. **Crash history at the Dorcas Street / Clarendon Street intersection**  
Seven incidents were recorded at the intersection of Dorcas Street / Clarendon Street, four of which involved a vulnerable user.
- 2. **Bicycle volumes along Park Street**  
Bicycle use is generally higher on Park Street in comparison to other surveyed street and it provides a direct connection to the future ANZAC Station.

Site	Average peak hour volume
Ferrars Street / Dorcas Street	252
Dorcas Street / Cecil Street	132
Park Street / Moray Street	272

Figure 42 – City of Port Philip Average Daily Cycling Counts 2018–2019 (Ratio Consultants, 2023).

3. Poor cyclist (and pedestrian) amenity in the vicinity of Dorcas Street / Sturt Street / Kings Way intersections

Minimal cycling infrastructure is provided along Sturt Street and through the key intersections with Kings Way and Dorcas Street. Furthermore, the intersection of Sturt Street and Dorcas Street is currently only priority controlled.



4. Cyclist volumes and crash history along Dorcas Street

Bicycle use is generally higher on Dorcas Street in comparison to other surveyed streets coupled with a concentration of accidents involving cyclists along Dorcas Street.

5. Crash history at Ferrars Street/ Coventry Street (west)

A cluster of three incidents involving cyclist at the intersection recorded in the latest five-year period of available data.

6.7 Pedestrian network and infrastructure

Presented in Figure 43, pedestrian amenities are provided throughout the Structure Plan area including awnings, seating, water access and signage. Weather protection is generally provided along the retail core of Clarendon Street, as well as some shops along Coventry Street.

Within the Structure Plan area there are wide footpaths with ample seating and cover in the main retail area. Wide footpaths, while important, contribute to the urban heat island effect. High quality pedestrian infrastructure is also provided at most roundabouts and signalised intersection, with examples shown in Figure 45.

Cecil Street provides pedestrian priority infrastructure including signalised crossings, zebra crossings and a median strip that provides pedestrian refuge. Dorcas Street provides the strongest pedestrian link west of the Structure Plan area however, the primary pedestrian route extends east over Kings Way, which is a significant barrier to east-west movements. The two connections east of the Structure Plan area occur at the two signalised intersections of Park Street and Eastern Road/Sturt Street crossing.

There are 13 signalised pedestrian crossings around the Structure Plan area and 7 signalised intersections within it. There are also 8 pedestrian crossings within the Structure Plan area, mostly

outside the Commercial 1 Zone where retail activity is concentrated. The yellow-top crossings on Clarendon Street do not cover all pedestrian directions and are not raised.

Pedestrian count data over an eight year period (October 2013 to April 2021) shows that on average, the highest concentration of pedestrians was recorded on Clarendon Street near Coventry Street, where an average of around 7,900 people per day were recorded.

Figure 44 presents average and maximum daily counts in a number of locations in the Structure Plan area.

Therefore, key matters for the South Melbourne Structure Plan to address with respect to pedestrians include:

- 1. **Crossing opportunities along Kings Way**  
Kings Way presents a barrier to pedestrian activity and where dedicated pedestrian crossings are available, they lack enough effective green time to safely accommodate pedestrians. In many cases, pedestrians are forced to cross in stages across two cycles.

Furthermore, a number of accidents have occurred at intersections along Kings Way which involved pedestrians and cyclists.

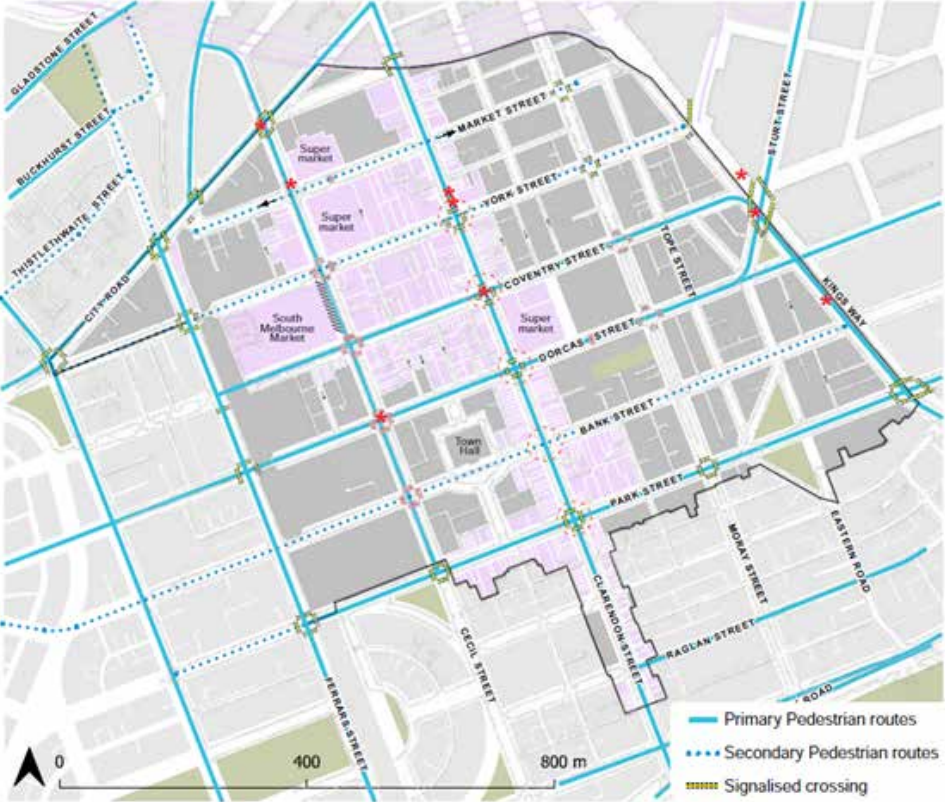


Figure 43 – Key pedestrian routes and infrastructure in South Melbourne



2. Clarendon Street / York Street intersection

Placement of the pedestrian crossing buttons on the north and west approaches to the intersection are not in direct locations and the intersection includes small traffic islands adjacent to the footpath which house traffic signal infrastructure, these islands result in multiple grade changes.

3. Sturt Street / Dorcas Street Intersection

Poor pedestrian amenity in an area of concentrated pedestrian activity because of the adjacent commercial (office) land uses.

4. Accident history at multiple intersections

Across the entire Structure Plan area, 55% of crashes involved pedestrians. Clusters of pedestrian accidents were recorded at the following intersections: Clarendon Street/Dorcas Street, Clarendon Street/York Street, Kings Way/Park Street, Kings Way/Sturt Street, Kings Way/Albert Street, and Ceil Street/Dorcas Street (roundabout).

5. Park Street / Heather Street roundabout

Park Street / Heather Street roundabout is currently not DDA compliant due to inadequate kerb cutdowns and tactile paver provisions.

Site	Description	Average Daily	Maximum average daily count (pedestrians per day) and the year recorded
Park Street	Midway between Miller Lane and Wells Street	3,304	3,834 (March 2017)
Dorcas Street	North east of the intersection with Cecil Street	1,071	1,369 (October 2016)
Coventry Street	North east of the intersection with Cecil Street	3,816	4,724 (December 2020)
Clarendon Street	South east of the intersection with Coventry Street	7,895	9,673 (October 2019)

Figure 44 – Average and maximum daily counts (Ratio Consultants, 2023)



Figure 45 – Pedestrian infrastructure in South Melbourne



- ① Yellow top crossing
- ② Zebra crossing
- ③ Signalised crossing
- ④ Wide pedestrian footpaths (5.8m) on Park Street
- ⑤ At grade pedestrian crossing at Dorcas Street / Moray Street
- ⑥ Pedestrian seating on Coventry Street near Clarendon Street
- ⑦ Pedestrian crossing at Clarendon Street / York Street



## 6.8 Shared mobility

Shared mobility, such as car share and bike share, reduce traffic congestion by providing alternatives to private vehicle ownership.

Within the Structure Plan area and surrounds, a total of 18 car share vehicles are available. Bike share services, such as LimeBike, are more prominent within the Structure Plan area.

LimeBike trip data was analysed for a six-month period between December 2020 and May 2021. Across the six-month period, an average of 10-15 available bikes were within the Structure Plan area. A review of the LimeBike data for types of trips and users indicated an even split between trips starting and ending within the Structure Plan area, with 51% and 49% respectively. Of the 2,320 trips which either started or ended within the Structure Plan area, only 12% both started and ended within the Structure Plan area. Additionally, of the 2,320 trips undertaken, 30% of trips were undertaken by regular users.

The availability and usage of LimeBike suggests there is a sound reliance on share bike services within the Structure Plan area, with higher usage and turnover.

E-scooters offer an alternate form of transport which is sustainable and affordable within the community. As part of the trial, data will be collected and analysed to use as evidence for the long term impact of e-scooters on the network.

As of May 31 2022, statistics supplied by the City of Melbourne have shown the following:

- 1 million e-scooter trips were undertaken within the first 17-weeks of the trial
- 84% of e-scooter trips conducted were within a bike lane
- 45% of e-scooter trips replaces car journeys.

The statistics show the overwhelming response from the community to use the e-scooters and suggest that if retained, will be used as a permanent form of transport into the future.

## 6.9 Parking

### Parking supply

A notable level of parking is provided within the Structure Plan area, with approximately 2,750 spaces currently provided by Council. There are almost 350 on-site parking spaces provided by the South Melbourne Market. Parking spaces include a mixture of parking restrictions, shown in Figure 46.

Restricted parking in the form of loading, mail and taxi zones are typically found along the main east-west roads within the Structure Plan area. However, higher volumes of loading zones are found within the north-south local streets and laneways such as Yarra Place and Union Street within the centre of the Structure Plan area.

There are off-street car parks available to the general public located inside shopping centres within the Structure Plan area. This includes parking provided for Woolworths, Aldi and the Clarendon Centre (shopping centre) .

### Parking occupancy

Parking occupancy surveys for the suburb of South Melbourne were conducted by AusTraffic Traffic and Transport Data Specialists in May 2021 and the results of these surveys have been reviewed as part of this study.

The surveys were undertaken on a typical

Market Weekday and Market Weekend between 8:00am and 10:00pm, the results for which are summarised in Figures 47 and 48.

Maximum occupancy rates of above 100% have been observed along Clarendon Street on both the Market Weekday and Weekend. Vehicles were recorded parking in 'No Standing' zones suggesting there is demand for short term parking of 30 minutes or less. High demand for parking was surveyed in the vicinity of Park Street.

There is strong demand for long term parking, both paid and unpaid, with residential parking permit areas and paid parking above four hours recording high levels of occupancy across the Structure Plan area.

The south-western side of the Structure Plan area is currently underutilised on the Market Weekday, with the Market Weekend recording marginally higher occupancy rates. The demand for the South Melbourne Market results in higher levels of parking occupancy on the Market Weekend.

There appears to be reasonable capacity across the Structure Plan area outside of (11am-2pm), which provides occupancy rates of 25% and above on both the Market Weekday and Weekend. Here average daily occupancy rates of 65% and 63% for the Market Weekday and weekend were observed respectively.

A large proportion of occupied parking spaces are located within close proximity to retail shopping including Clarendon Street and the South

Melbourne Market. This is in contrast to other nearby parts of the Structure Plan area which recorded relatively low occupancy rates.

Therefore, key matters for the South Melbourne Structure Plan to address with respect to parking supply and occupancy include:

#### 1. Parking demand along Clarendon Street

High demand for parking along Clarendon Street, sometimes over 100% as a result of vehicles parked in no parking area.

#### 2. High demand for parking on and around Park Street

High demand for parking was surveyed in the vicinity of Park Street.

#### 3. Reallocation of parking spaces along Clarendon Street

There is an imbalance between short term parking spaces and loading zones/spaces for shared mobility (Uber/Taxi/Car share) along Clarendon Street with more space currently allocated to private vehicle kerbside parking.

#### 4. Distribution of parking demand

A large proportion of occupied parking spaces are located within close proximity to retail shopping including Clarendon Street and the South Melbourne Market. This contrasts with other nearby parts of the Structure Plan area which recorded relatively low occupancy rates.

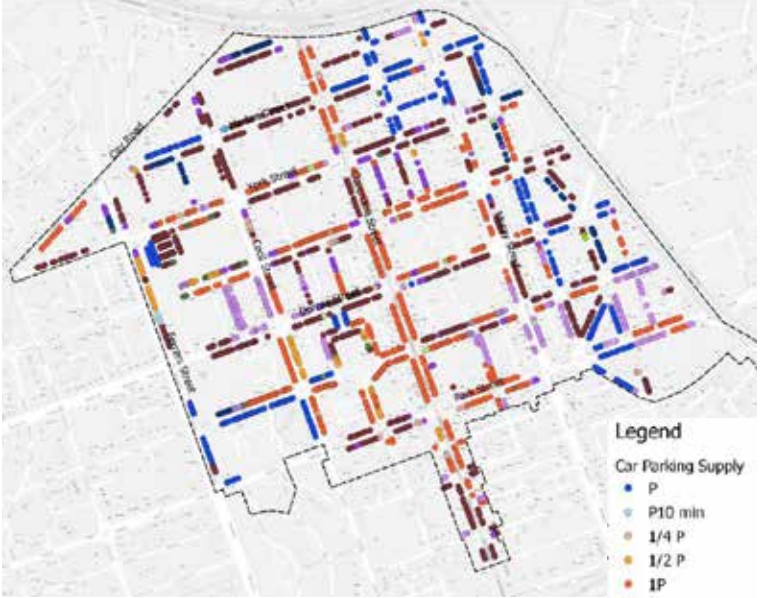


Figure 46 – On and off-street parking (Ratio Consultants, 2023)

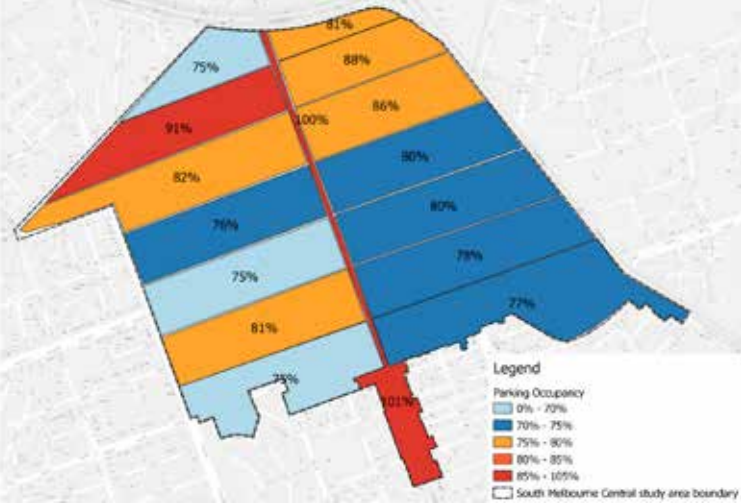


Figure 47 – Typical Market Weekday Maximum Occupancy Rates (Ratio Consultants, 2023)

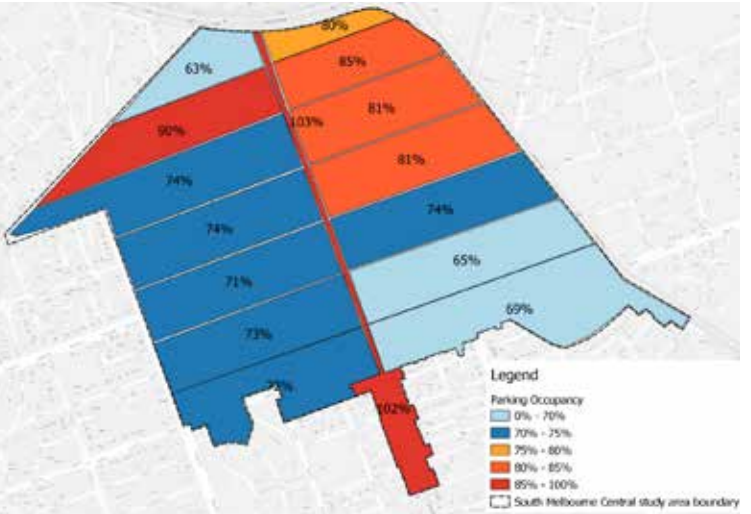


Figure 48 – Typical Market Weekend Maximum Occupancy Rates (Ratio Consultants, 2023)



## Directions for the South Melbourne Structure Plan

- Explore how to strengthen pedestrian and cycle links particularly for active transport, so that businesses and retailers in South Melbourne are easily accessible to residents and workers within South Melbourne and the areas around South Melbourne such as Montague (Fishermans Bend), Southbank and Domain. This will enable residents, workers and visitors to leverage the employment, recreation and entertainment opportunities provided by the Enterprise Precinct and Activity Centre.
- Carefully manage of the role, function and operation of South Melbourne, including its movement and transport network.
- Explore opportunities provided by the new Anzac Metro Station, as this will bring more people into South Melbourne.
- Consider how different streets work within the Movement and Place framework
  - optimising parking resources, accommodating a variety of uses to support South Melbourne's continued evolution.
- Advocate to the Victorian Government for improvements to public transport including:
  - Provides support for diverse employment
  - DDA compliant public transport stops
  - Grade separation at the Route 96 South Melbourne Station tram stop opposite South Melbourne Market
  - Improvements to increase the frequency of the bus network to encourage increase bus patronage.
- Advocate for an outcome for the Park Street Tram Link that enables development and employment opportunities to be leveraged and supports South Melbourne's vibrancy.
- Consider how to address the following matters relating to cycling:
  - Crash history at the Dorcas Street / Clarendon Street intersection
  - Bicycle volumes along Park Street
  - Poor cyclist (and pedestrian) amenity in the vicinity of Dorcas Street / Sturt Street / Kings Way intersections.
  - Cyclist volumes and crash history along Dorcas Street
  - Crash history at Ferrars Street/Coventry Street (west)
  - Consider how to address the following matters related to pedestrians:
    - Crossing opportunities along Kings Way
    - Clarendon Street / York Street intersection.
    - Sturt Street / Dorcas Street Intersection
    - Accident history at multiple intersections
    - Park Street / Heather Street roundabout.
    - Parking demand along Clarendon Street
    - Consider how to address the following matters related to parking:
      - High demand for parking on and around Park Street.
      - Reallocation of parking spaces along Clarendon Street
      - Distribution of parking demand
- Consider how the South Melbourne Structure Plan accommodates, adapts to and supports new and emerging transport options, including shared mobility.

## 7. Physical Infrastructure

As South Melbourne continues its evolution within the context of its Major Activity Centre and Enterprise Precinct designations, it will be essential for physical infrastructure to successfully support this evolution. Physical infrastructure addresses flood risk, drainage, water supply, electricity, gas and telecommunications infrastructure.

### 7.1 Lowering carbon emissions

*Act and Adapt* contains the objective to create a City with lower carbon emissions. One of the most significant challenges the world faces is transitioning away from using of fossil fuels and reducing carbon emissions. The study *Cooling South Melbourne: Impact analysis of cooling interventions* (2020) undertaken by the City of Port Phillip and the University of New South Wales analyses interventions that could reduce heat in South Melbourne.

Importantly, as a member of the Council Alliance for a Sustainable Built Environment (CASBE), the City of Port Phillip is working with 24 other councils to push for planning policy that elevates sustainability requirements for new buildings and encourages a move towards net zero carbon development. The goal of the project is to better protect the natural environment, reduce resource and energy consumption, and support the health and wellbeing of future occupants.

The South Melbourne Structure Plan should investigate and embed ways to lower carbon emissions that contribute to the broader change necessary for a more sustainable and climate resilient future. Such investigation can consider how buildings are designed, energy usage, waste management and how people move around.

### 7.2 Responding to flood risk

South Melbourne contains land that is prone to flooding. The impacts of climate change are likely to be exacerbated as they are more widely felt. In addition, new developments must ensure they do not create negative impact on the City's drainage network. Drainage is the shared responsibility of the City of Port Phillip and Melbourne Water.

Therefore, it is crucial to consider how new development responds to this risk, so it can contribute to the integrated provision of physical infrastructure for South Melbourne, while as Chapter 9 highlights, ensure new buildings are engaging and accessible at the ground floor.

The Victorian Government's *Guidelines for Development in Flood Affected Areas* February 2019 provide guidance on the assessment of development proposals in flood affected areas. In principle, these guidelines emphasise that development should not intensify the harmful impacts of flooding.



Seating, landscaping and terraces can be used to contribute to an attractive and active streetscape while lessening the visual impact of transition. Source: Good Design Guide for Buildings in Flood Affected Areas in Fishermans Bend, Arden and Macaulay.



Entrance to Casba in Waterloo, Sydney. A successful transition area is achieved by integrating ramps and stairs with the overall façade design and the use of high quality natural materials. The curve in the facade creates a cue for direct people to the entrance and enables increased light penetration.

The Good Design Guide for Buildings in Flood Affected Areas in Fishermans Bend, Arden and Macaulay contain design approaches that may be appropriate for South Melbourne.

Similarly, the South Melbourne Built Form Review (Hodyl & Co, July 2023), identifies design approaches that may be appropriate for South Melbourne addressing site planning and public interfaces. Public interfaces are parts of buildings that abut public areas like roads and footpaths. Such design approaches can deliver accessible and vibrant buildings, along with addressing flood risk.

### 7.3 Water supply

South East Water advise that no difficulties are anticipated providing water or sewerage to the Structure Plan area.

Future upgrades are planned for the Structure Plan area as part of the South Melbourne Sewerage Capacity Upgrade – Stage 2, also known as the Hanna Street Branch Sewer Capacity Upgrade – Stage 2.

The proposed works include a sewer pump station in the vicinity of Market Street and a transfer gravity main from the pump station along Tope Street discharging to the Stage 1 works, which are currently under construction.

As a key stakeholder, City of Port Phillip is involved in discussions with South East

Water. The City of Port Phillip will work with South East Water to ensure the best possible outcome for South Melbourne.

### 7.4 Electricity

South Melbourne is supplied with electricity from four CitiPower zone substations, including South Melbourne, Southbank, Montague and Albert Park, from the Fishermans Bend Terminal Station. Electricity is delivered through a combination of overhead and underground cables from each of these zone substations. The supply points capability correspond to South Melbourne (SM – 66kV), Southbank (SB – 66kV), Montague (MG – 66kV) and Albert Park (AP – 66kV).The load forecasts and ratings for these sites are provided by the CitiPower Distribution System Planning Report. CitiPower advise that the electricity network can be upgraded to supply electricity to the Study Area, as required.

The ability for electricity distribution infrastructure to be upgraded is crucial to support South Melbourne’s transition towards renewable energy.

### 7.5 Gas

Gas contributes to 17 per cent of Victoria’s greenhouse gas emissions with over 2 million Victorians using gas in their homes and businesses – more than any other state or territory. To guide Victoria’s transition away from fossil

fuels and towards renewable energy, the Victorian Government released its Gas Substitution Roadmap. This is supported by changes to the Victorian Planning Provisions in 2022 through Amendment VC221 removing the requirement for new housing to be connected to gas.

From 1 January 2024, the phase out of new gas connections will apply to new dwellings, apartment buildings and residential subdivisions that require a planning permit.

This new policy will impact the construction of new dwellings that require a planning permit, including knock-down rebuild projects. The new policy will not impact:

- new dwellings that do not require a planning permit
- existing homes that have an existing gas connection
- renovations and extensions to existing dwellings.

The City of Port Phillip’s partnership with CASBE on the Elevating Environmentally Sustainable Design Targets project will support a transition away from gas.

In the meantime, gas connections are available for residential properties already connected to gas as well as new and existing commercial properties.

### 7.6 Telecommunications infrastructure

Telecommunications infrastructure networks play a critical role in supporting Australia’s economic productivity. This role is increasing as the economy becomes more reliant on digital technology and connectivity. In particular. The efficiency of the internet is critical in the development of e-commerce and the development and expansion of professional services and creative industries that support South Melbourne’s economic prosperity.

South Melbourne has access to the National Broadband Network (NBN). To foster South Melbourne’s role as a state-identified Enterprise Precinct and increase its competitiveness in an increasingly digital economy, ongoing improvements will be required to NBN infrastructure

In the 2019 Australian Infrastructure audit conducted by the Federal Government, Australian business was asked to rate telecommunication backbone services. Ten different categories were ranked as to their importance to Australian business. Figure 49 shows those results.

Mobile internet was ranked as having the highest level of importance to Australian business. The second highest category was access to high speed broadband. Both mobile internet and access to high speed broadband are critical for the development intelligent creative industries. The efficiency of the

internet is critical in the development of ecommerce and the development of creative industries that will added to the economic prosperity of Australia. This is particularly true of South Melbourne, which has a recognised specialisation in creative industries, discussed in Chapter 5.

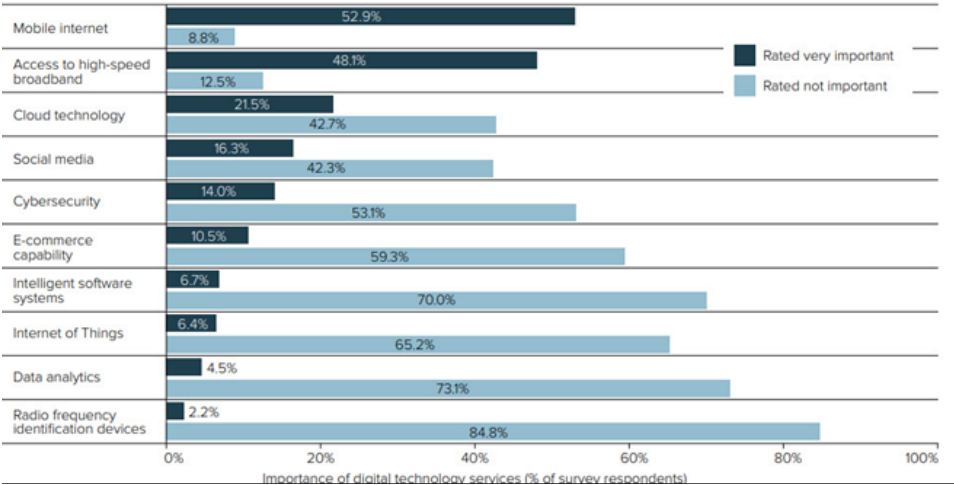


Figure 49 – Telecommunication backbone services ranked by order of importance (Deloitte Touché Tohmatsu, 2016)

### Directions for the South Melbourne Structure Plan

- Work with Melbourne Water to enable development in areas of identified flood risk that appropriately manage this risk.
- Work with servicing authorities to improve the provision of physical infrastructure required to service the increased population and projected demographic change for South Melbourne.
- Continue working with CASBE on the Elevating Environmentally Sustainable Design Targets project to facilitate development that produces net-zero carbon emissions.
- Maintain and strengthen the Structure Plan area’s economic role as both a MAC and a state-identified Enterprise Precinct by capitalising on its specialisation and diversity of employment opportunities.
- Investigate opportunities to implement the recommendations of *Act and Adapt: Sustainable Environment Strategy 2023-28*.
- Investigate opportunities to implement the findings of *Cooling South Melbourne: Impact analysis of cooling interventions*.



# 8. Community Infrastructure, Arts and Culture

Community infrastructure refers to spaces, facilities and services that support the health and wellbeing of people and the community. It includes facilities for residents as well as those who work or study in the area. Community infrastructure includes:

- Arts, cultural facilities and libraries
- Services for younger people and older people
- Services for families and children, for example Maternal Child Health centres
- Education, including kindergarten, primary education and secondary education
- Child care
- Social assistance services
- Health and disability services.

Recreation facilities are also a type of community infrastructure, however are addressed in further detail in Chapter 11 of this report.

## 8.1 Community infrastructure servicing South Melbourne

Community infrastructure is provided by the City of Port Phillip, other government agencies, non-government not-for-profit organisations and private enterprise.

Benefitting from both a legacy of social and community housing and ongoing investment, South Melbourne has an extensive network of community infrastructure servicing residents, students, workers and visitors, meaning that they do not have to travel too far to access services or facilities.

The City of Port Phillip provides a variety of community infrastructure in South Melbourne, including civic and community spaces, services for families and children, services for young people and spaces for learning. Key sites including the South Melbourne Town Hall on Bank Street, the Emerald Hill Library and Heritage Centre also on Bank Street, Skinners Adventure Playground on Dorcas Street and the South Melbourne Market on Cecil Street. Many facilities contain spaces that can be reserved for community use. That said, while South Melbourne does have a good range of community facilities, there are not enough places for young people (aged between 12 and 18 years) to spend time in South Melbourne.

Complementary services and facilities are provided by other organisations. Figure 50 presents the community infrastructure servicing South Melbourne and surrounds.

Improving pedestrian and bicycle paths, as well as improving the accessibility of tram and bus stops, can help people connect to the services they need and maximise community wellbeing. This is crucial to ensuring that South Melbourne can become a 10 minute neighbourhood.

Demand on community infrastructure will increase as development continues to occur within South Melbourne and outside of it in Montague (Fishermans Bend) and Southbank. However, established areas such as South Melbourne provide a very different development context to large urban renewal areas like Fishermans Bend or greenfield outer-suburban areas. South Melbourne's pattern of development is of a finer grain with higher densities and comprises a high proportion of

heritage buildings, reflecting typical characteristics of inner-urban areas. There is also limited land supply.

Therefore, responding to this demand is the shared responsibility of all organisations that influence the provision and delivery of community infrastructure. For the City of Port Phillip, this means continuing to plan for services that cater to current and forecast demand, working with stakeholders to ensure this demand is appropriately met.



South Melbourne is known for having a high specialisation in creative industries, making an important contribution to the community and economy.

- Library

1

Emerald Hill Library

2

South Melbourne Toy Library
- Aged Care

3

Emerald Hill Residence

4

Napier Street Aged Care Services
- Primary/Secondary Schools

5

South Melbourne Park Primary School

6

Galilee Regional Catholic Primary School

7

South Melbourne Primary School

8

MacRobertson Girls High School
- Childcare

9

Coventry Street Children's Centre

10

Clarendon Street Children's Centre

11

Lilian Cannam Kindergarten

12

Barring Djngang Kindergarten

13

Only About Children South Melbourne

14

Guardian Childcare and Education South Melbourne

15

Apple Blossoms Early Learning
- Health Services

16

Maternal and Child Health Centres

17

Ramsay Clinic Albert Road

18

Star Health

19

South Melbourne Dental Group

20

Smart Mouth Dentist
- Religious Groups

21

See Yup Temple

22

Saints Peter and Paul's Catholic Church

23

South Melbourne Uniting Church

24

Greek Orthodox Archdiocese of Australia

25

St Luke's Anglican Church
- Recreational Facility

26

Albert Park Bowls Club

27

Albert Park Lawn Tennis Club

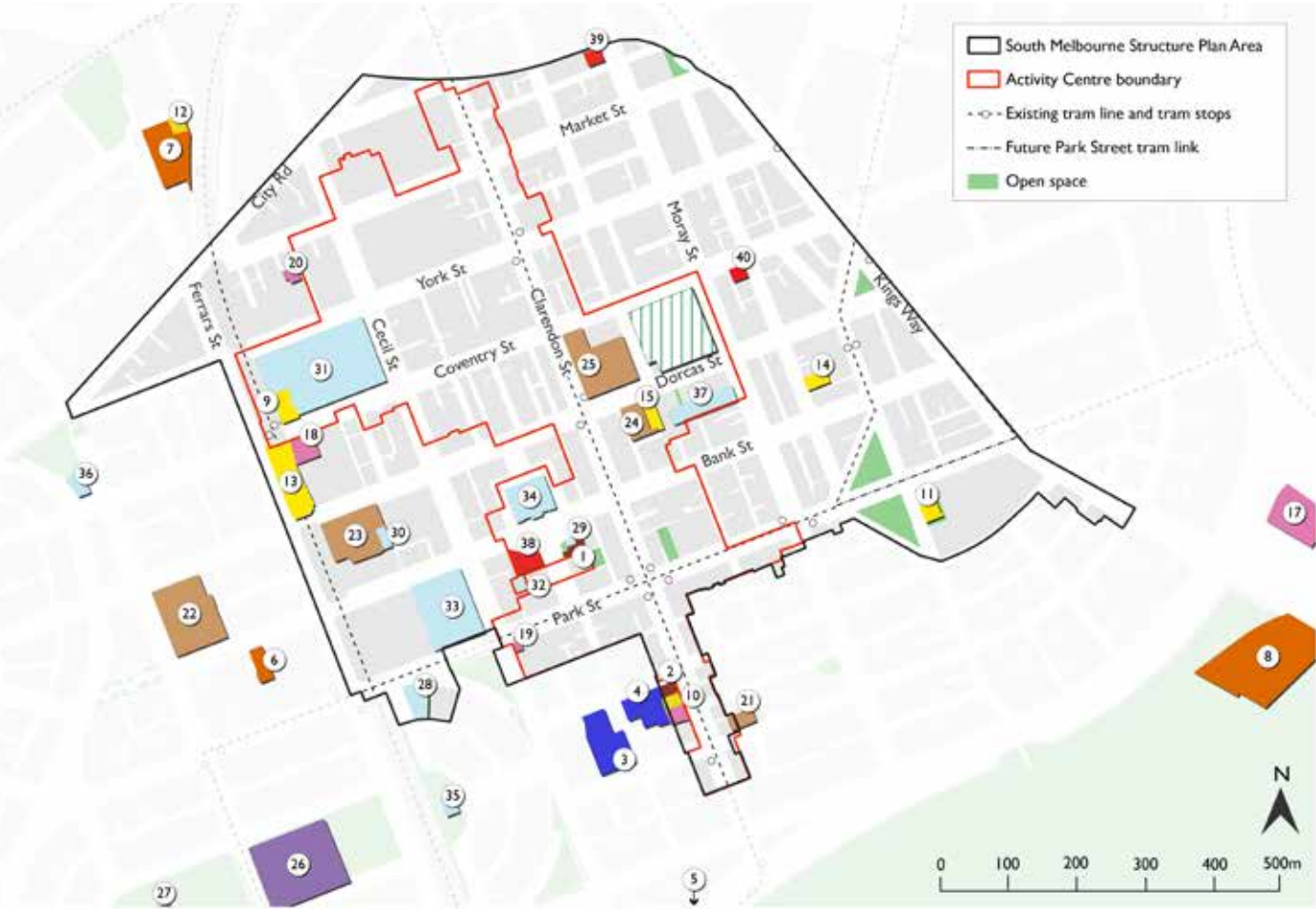


Figure 50 – Community Infrastructure servicing South Melbourne

- Community, Arts & Cultural Infrastructure

28

South Melbourne Community Centre

29

Port Phillip Heritage Centre

30

Port Phillip Men's Shed

31

South Melbourne Market

32

Foundry Site Park Community Garden

33

Park Towers Reserve and Community Garden

34

South Melbourne Town Hall

35

South Melbourne Memorial Hall (Hellenic RSL)

36

Sol Green Community Centre

37

Skinners Adventure Playground
- Emergency Services

38

South Melbourne Police Station

39

Southbank Police Station

40

Ambulance Victoria
- Emerald Hill Health and Housing precinct



## 8.2 Access to arts, culture and libraries

The Port Phillip brand is heavily entwined in arts and culture and this is something Council and the community are proud of and are determined to retain and grow. The City's inclusive definition of arts and culture includes visual art, design, literature, contemporary art and performance, live music, digital and screen media, festivals and events – anything that involves creativity and vibrancy. To this end, the Creative and Prosperous City Strategy 2023–2026 is designed to deliver on the Vibrant Port Phillip Strategic Direction of Port Phillip's Council Plan 2021–31. It contains actions to:

- As part of the South Melbourne Structure Plan, investigate opportunities to protect and advance South Melbourne as a creative industries cluster (Action 17).
- As part of the South Melbourne Structure Plan, explore opportunities to create a Collingwood Yards Arts Precinct type model for the Emerald Hill Precinct (Action 26).
- Continue to use markets, such as the Esplanade Market and South Melbourne Market as a key activation of public space, as a local asset and visitation attraction, and opportunity for local artists, creators and business (Action 35).

Arguably one of South Melbourne's grandest buildings, the South Melbourne Town Hall on Bank Street contributes a

sense of civic pride to the community. It is currently undergoing extensive renovations to address structural integrity and ensure it is safe for future use.

The Australian National Academy of Music (ANAM) has been the major tenant of the South Melbourne Town Hall since 1996, following an agreement reached by the City of Port Phillip and the Victorian Government. A range of other arts, cultural and community organisations have, until recent years, occupied other parts of the building.

Council decided, at the 15 March 2023 Council Meeting, to award the lease of the South Melbourne Town Hall to the Australian National Academy of Music (ANAM). The lease seeks to:

- Secure ongoing use of the South Melbourne Town Hall as a cultural hub
- Support its restoration, renewal and ongoing maintenance
- Over time, boost use and visitation.

The 35-year lease does not commence unless ANAM invests \$20.5 million into the building, and the rent it is required to pay is linked to achieving specified performance targets – to support building safety and insurance, conservation and community access.

Opposite the South Melbourne Town Hall is the Emerald Hill Library and Heritage Centre, supporting community access to arts and culture. Libraries are viewed as safe spaces for the community to access computers and Council services. For the Emerald Hill Library, this is particularly the case for public housing residents

and people who are homeless, as these groups may have limited access to the internet. The Emerald Hill Library offers services such as iPad lending and a homework club, enabling the community to connect to the latest technology, learn something new, ultimately building stronger relationships within the community.

Consultation on the Library Action Plan 2021–26 indicated that people want spaces that are beautiful and help people to build connections, responsive programming, a great library collection and future oriented technology. Community members want their libraries to be more dynamic and for ageing infrastructure to be upgraded.



Emerald Hill Library is relatively small, with an area of 750–800 square metres. By comparison, St Kilda Library is much larger, with a floor area of 2,000 square metres. Emerald Hill Library is located within a heritage building shared with the Emerald Hill Heritage Centre, meaning future extensions to provide additional space are unlikely.

However, should the construction of a new police station in Dorcas Street proceed, there is an opportunity to investigate the future use of the current South Melbourne Police Station in Bank Street. As there are limited opportunities to expand the size of the Emerald Hill Library, the current South Melbourne Police Station could overcome this

limitation and increase the provision of gathering spaces in South Melbourne.

This highlights the opportunities to activate this part of South Melbourne, rejuvenating its traditional civic heart.

## 8.3 Children's Services

South Melbourne has good access to early years services, with the following services

- Coventry Street Children's Centre
- Clarendon Street Children's Centre
- Neighbourhood House Children's Centre
- Lilian Cannam Kindergarten
- Koolin–Ngal Family Centre
- Barring Djinang Kindergarten , which is co-located with South Melbourne Primary School)

Council's *Every Child, Our Future Children's Services Policy*, guides the planning and provision of Children's Services and contains directions to:

- Provide more certainty for community-managed services with longer leases
- Improve information for families about the children's services available in Port Phillip
- clearer and transparent funding agreements with community-run childcare, kindergartens, toy libraries and playgroups
- Establish a stronger focus on helping children access natural environments.

## 8.4 Access to education

While there are no primary or secondary schools in the Structure Plan area, South Melbourne is well serviced by schools including:

- South Melbourne Park Primary School
- Galilee Regional Catholic Primary School
- South Melbourne Primary School
- Albert Park College
- MacRobertson Girls High School
- Montague Continuing Education Centre.

The proximity of schools to the Structure Plan area reinforces the need to improve pedestrian and bicycle paths, ensuring access to schools is as convenient and safe as possible.

In addition to primary and secondary education, a number of tertiary education providers are located in South Melbourne, including within the Structure Plan area. Fishermans Bend will be home to a new campus of The University of Melbourne, in the National Economic and Innovation Cluster located north of the West Gate Freeway in the City of Melbourne. As this campus is developed, South Melbourne will provide an attractive location for a variety of professionals and students.

South Melbourne's strategic location near Melbourne's CBD, coupled with its excellent public transport network

facilitates easy access to universities and other tertiary education providers. The Metro Tunnel project under construction will only improve access, providing a direct connection from the new ANZAC Station located just of the study area on St Kilda Road.





## 8.5 Emerald Hill Health and Housing precinct

Homes Victoria is preparing a master plan to revitalise the Emerald Hill Court public housing estate bound by Dorcas, Moray, Coventry and St Luke streets.

The master plan will focus on improvements including new housing, ground-floor uses which respond to local needs, improved connections around the site, and better green and shared spaces.

The master plan aims to improve outcomes for Emerald Hill residents and the broader South Melbourne community by planning for:

- Future development of social and affordable homes for more Victorians
- New community facilities and ground-floor uses
- New movement pathways and improved open and green spaces.

The master plan boundary includes Skinners Adventure Playground, which is owned by the City of Port Phillip. Opportunities to improve the layout and interface to meet future community needs will be explored. The City of Port Phillip is not disposing of Skinners Adventure playground. It will remain accessible to the community. The City's 10-year financial plan allocates funds towards upgrading Skinners Adventure Playground. In this way, there are opportunities for the City to collaborate with Homes Victoria to seek the best possible outcome for the community.

Homes Victoria will also deliver Stage 1 of the Emerald Hill Big Housing Build which will integrate new social and affordable housing with a community hospital.

As part of Stage 1, Homes Victoria will build at least 70 new homes and include ground floor uses and better open spaces. The site will also accommodate a new Emerald Hill Community Hospital that will be operated by Alfred Health in partnership with Star Health and will provide tailored health services to meet the community's needs.

The Emerald Hill Health and Housing precinct is being delivered by Homes Victoria and the Victorian Health Building Authority. Construction will start in 2023.

This Structure Plan confirms the City's support for retaining, upgrading and increasing the provision of social and public housing.



### Directions for the South Melbourne Structure Plan

- Continue to plan for the provision of community infrastructure and services required for the increased population and projected demographic change for South Melbourne.
- Work with all organisations that influence the provision and delivery of community infrastructure in South Melbourne.
- Explore how the public realm and public spaces can support the provision of and access to community infrastructure, arts, culture and libraries.
- Work with Homes Victoria and the Victorian Health Building Authority to deliver the Emerald Hill Health and Housing Precinct master plan.

## 9. Built Form and Building Design

South Melbourne's buildings are characteristic of a classical inner-city, mixed-use neighbourhood developed from the mid nineteenth century onwards. With a diversity of building types, architectural styles, and ages the activity centre supports a wide range of land uses including residential, retail, civic and community, commercial and office, light industrial, warehousing. Given this context, this chapter addresses matters relating to built form and building design, including existing planning requirements and that matters new planning requirements will need to consider.

Further information about built form and building design is contained in the *South Melbourne Built Form Review*, (Hodyl & Co, October 2023). Matters addressing how heritage interacts with build form and building design is in *Built Form Review: South Melbourne Major Activity Centre & Employment Precincts Heritage Built Form Analysis & Recommendations* (GJM Heritage, June 2023).



Apartment Building



Victorian retail terrace



Victorian retail



Victorian weatherboard cottages



Victorian terrace housing



Late 20th century light industrial



Contemporary commercial infill



Civic building



Victorian corner shop



Victorian hotel



## 9.1 Defining character elements

Identifying the features that give South Melbourne its character is critical to maintaining its vibrancy and role as a Major Activity Centre and Enterprise Precinct.

### Building diversity

Buildings in South Melbourne are characteristic of the architectural styles and development patterns of an inner-city, mixed-use neighbourhood developed from the mid-nineteenth century onwards. Building styles and types found within the Structure Plan area include

- Victorian and Edwardian era shop residences, larger retail stores, banks and pubs
- Early 20th century factories and warehouses in the northern section
- Mid-20th century walk-up and high-rise public housing at Park Towers and Emerald Hill Court
- Mid-rise commercial development since the 1970s in the northern section
- Residential and mixed-use development since the 1970s with growing demand for living in the inner-city
- Office development since the 1980s along the Kings Way corridor.

The different uses across the Structure Plan area further contributes to South Melbourne's diversity, supported by the zones shown in Figure 5.



Victorian neo-gothic commercial



Victorian worker's cottages



Spanish mission civic building



Late 20th century office building



Mixed use SOHO building



South Melbourne Market



Large format commercial building



Commercial infill building



Commercial office - 2 storey

The diversity of South Melbourne's buildings provides a mix of scales, tenure and land uses including housing, employment and retail.

### Heritage

The Structure Plan area includes heritage precincts and places, with many buildings of state significance. Heritage overlays apply to the Emerald Hill Residential Precinct (HO440) and the City Road Industrial Heritage Precinct. Individual heritage overlays apply to several buildings within the Structure Plan area. Buildings on the Victorian Heritage Register and predominantly located in the south-west of the Structure Plan area. Heritage is addressed in further detail in Chapter 10.

### Street wall heights

Within South Melbourne's commercial and retail areas buildings are mostly constructed to the front boundary at a height of one to three stories creating well defined and a highly consistent 'street wall'. This characteristic helps shape the urban character people think of when they visit South Melbourne. It varies from 'very strong' in the retail core, where the street wall defines view corridors to 'medium' in the commercial areas.

Street wall heights in the Structure Plan area are generally one to two storeys. Areas such as the southern end of Clarendon Street, particularly on the western side between Dorcas Street and Park Street, have a highly consistent street wall reflecting the 19th century development patterns. Other parts of the Structure Plan area have a less consistent street wall height. A number of heritage hotels, banks and larger retail stores located on corners or mid-block have increased street wall heights.

There are examples of recently completed developments and current planning applications with taller street walls to the 30 metre wide main streets, but also to more narrow streets.

The ratio between the height of street walls and the width of streets is generally low across the majority of the Structure Plan area. On the 30 metre wide main streets the ratio is generally 1:3 (street wall height to street width) and can be as low as 1:10. The 12 to 28 metre wide regular streets generally have a ratio of 1:2 while the narrow streets and laneways can have ratios of 2:1 or higher.

Across the wider Structure Plan area, these ratios result in a lack of building enclosure to the street. With upper levels of development setback from the street frontage, the connection between building occupants and street life is reduced. This can impact passive surveillance and the sense of activity within an urban environment. While it is important to respond to the street wall heights of heritage buildings, as well as providing appropriate sunlight access, sky views and clear site lines to landmarks, a low street wall height in combination with upper-level setbacks can result in more of the building mass being pushed deeper within the site with the potential for poor design and amenity outcomes.





## Interfaces

The patterns of development, different land uses, diverse building types and surrounding context has resulted in a variety of interface conditions in the Structure Plan area, namely a transition to low rise residential areas and interfaces with key main roads that surround the Structure Plan area.

### Transition to low rise residential areas

Streets and laneways generally form the interface between land uses that allow for higher density development and areas of low rise residentially zoned land. The 'buffer' provided by streets and laneways can assist in two ways. Firstly, these buffers can achieve better building separation to ensure good access to daylight and outlook. Secondly, these buffers manage the transition between areas of higher and lower development to provide an appropriate change in the scale and height of buildings.

### Surrounding streets and roads

Kings Way, West Gate Freeway, City Road and Ferrars Street present challenging interfaces to the eastern, northern and western edges of the Structure Plan area. Pedestrian amenity is diminished by traffic, noise and emissions. There is generally limited street tree planting although this increases on City Road and Ferrars Street. To the north of the West Gate Freeway, higher density

development in Southbank can result in towers overshadowing parts of the Structure Plan area

### Lot sizes

Reflecting the diverse character of the Structure Plan area, lot sizes are highly varied, illustrated by Figure 51. A significant number of lots are under 500 square metres with many of these being less than 150 square metres. Lots between 500 and 5,000 square metres are dispersed across the Structure Plan area with the majority found in the north-west. Lots greater than 5,000 square metres comprise the South Melbourne Market and public housing sites.

### Site coverage

There are high levels of site coverage across the Structure Plan area within the private realm. This results in a lack of canopy trees, deep soil zones, greening at ground level and permeable surfaces exacerbating impacts of the urban heat island effect, intense rainfall events and flooding. High site coverage also places more pressure on the public realm to provide streets and spaces that respond to the climate emergency.

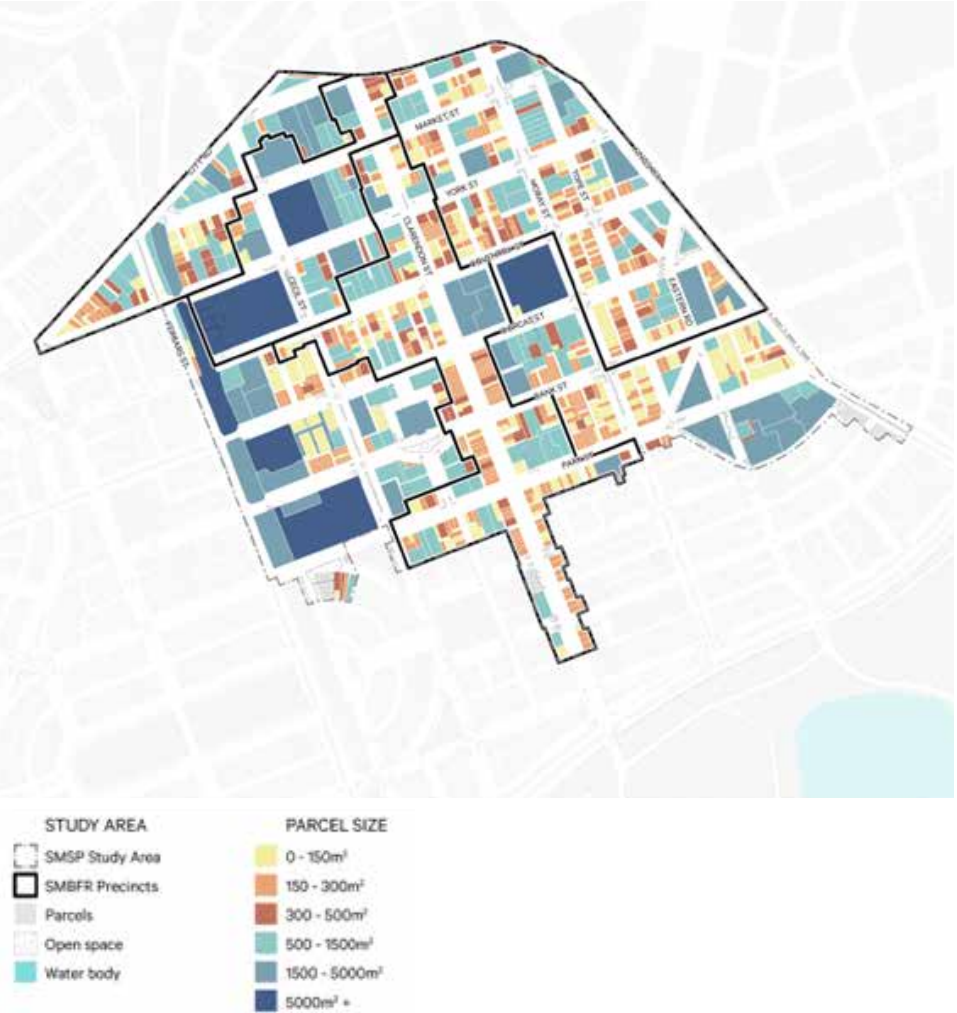


Figure 51 – Map showing the highly varied lot sizes within the Structure Plan area (Hodyl & Co, October, 2023).

## 9.2 Review of Design and Development Overlay 8

The current planning requirements for land in the Structure Plan area are mostly contained in Design and Development Overlay Schedule 8 (DDO8) – South Melbourne Central at Clause 43.02 of the Port Phillip Planning Scheme.

DDO8 came into effect in 2008 when it was implemented by Amendment C52 to the Port Phillip Planning Scheme and was updated in 2012 by Amendment C102.

Assessment of development over the last 15 years has provided lessons on how the outcomes sought by DDO8 have been delivered. New approaches to building design have also emerged, which are important for the Structure Plan to consider. Importantly, these approaches include State Government changes to how planning policy, requirements and controls are drafted in planning schemes, seeking to modernise planning schemes, along with improving their usability, clarity and efficiency. A summary of these issues follows.

### 'Wedding Cake' typology

Recent development can be characterised by buildings with multiple upper-level setbacks, referred to as a 'wedding cake', within the Structure Plan area. This is the result of a combination of precinct wide design objectives and sub-precinct built-form controls which seek

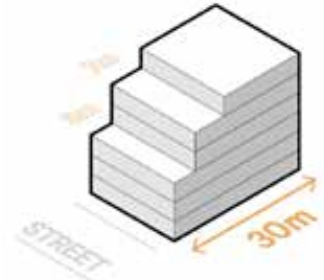
to protect sunlight access to footpaths and limit the visual impact of upper floors when viewed from the opposite side of the street.

The built form controls (street wall height, sunlight access, upper-level setbacks and views from the opposite side of street) have created a permitted building envelopes that facilitate these wedding cake buildings. Such outcomes are exacerbated on larger sites which can accommodate additional height, resulting in further upper-level setbacks. Where a proposal exceeds the preferred minimum height, complying with the requirements for sunlight access to footpaths and diminished views of upper floors also results in wedding cake developments.

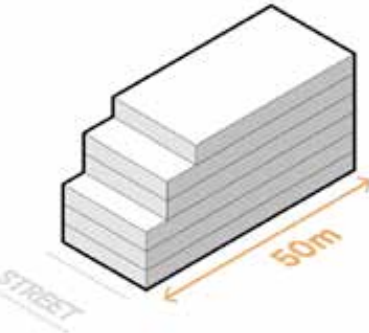
Design issues associated with these types of buildings include and shown in Figure 52:

- Awkward and inefficient floor plate layouts
- Poor internal amenity
- Environmentally unsustainable building designs
- Increased construction costs
- Poor architectural design outcomes
- Designs that are not responsive to neighbourhood character.

The South Melbourne Structure Plan provides an opportunity to update planning requirements that facilitate buildings that showcase quality design and strengthen South Melbourne's valued character.

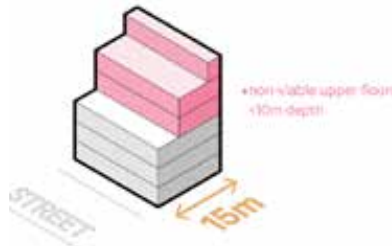


General example of a development under the current DDO8 built form controls, with a 3 storey street wall, levels 4 and 5 setback 5m, and level 6 setback a further 7m.

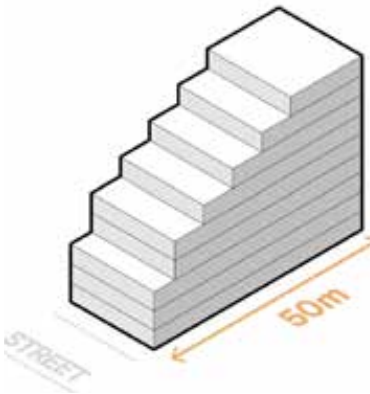


On sites with limited depth, the controls can result in upper level floor plates that are not viable for development.

Figure 52 – Diagrams showing a general example of how the planning envelope controls in DDO8 and the depth of sites impacts development outcomes (Hodyl & Co 2023).



On sites with limited depth, the controls can result in upper level floor plates that are not viable for development.



As development under DDO8 'should not exceed' the relevant building height (discretionary rather than mandatory), buildings on deeper sites can contribute to stack additional upper levels with further setbacks. This results in massing that resembles a wedding cake, increased visual bulk and inefficient floorplates.



Setback requirements makes building to permitted height unfeasible

There are inconsistencies between the required built-form controls and their ability to deliver on the preferred character and design objectives of the sub-precinct. Sub-precinct 9 contains terminology which seeks to deliver tower typologies. However, the built form controls include a mandatory 12m setback-requirements which renders tower developments to the permitted height unlikely for the many sites, especially smaller sites. These impacts are attributable to most smaller sites within South Melbourne.

Detailed articulation and varied streetscape frontages

There a is a lack of policy guidance in respect to the delivery of fine grain development within South Melbourne. For lower intensity developments on smaller sites, the provision of active frontages is usually provided for. However, with an increase in higher intensity and taller developments on smaller sites, their frontages are increasingly dedicated to services, resulting in a bland ground floor and public realm interface. The proliferation of developments of this kind can have a significant impact on the preferred character sought by DDO8 and will not achieve a high quality public realm with particular emphasis on pedestrian friendliness and active street frontages.

Recent development activity

Figure 53 provides a summary of the overarching trends in building heights based on the assessment of 56 development applications that were under consideration, approved constructions or recently completed.

LARGER LOTS	SMALLER LOTS
We assessed 56 approved applications of three storeys or more covered by Design and Development Overlay 8 (DDO8) that are not within a Heritage Overlay	
For applications on sites greater than 650 sqm (the top 30% by site area)	For applications on sites less than 390 sqm (the median site area)
11 out of 17 (65%) exceeded the height in storeys in DDO8	16 out of 29 (55%) were under the height in storeys in DDO8
2 applications were of an equivalent height in storeys to DDO8	4 applications were of an equivalent height in storeys to DDO8
The majority of applications that exceeded the height in storeys did so by 2-4 storeys	The majority of applications that were under the height in storeys ranged from 2-3 storeys
At 10 storeys, 108-120 York Street is double the 5 storey height in DDO8-2B	

Figure 53 – Summary of overarching trends from an analysis of recent development activity within the Structure Plan Structure Plan area (Hodyl & Co 2023).

9.3 Delivering good design for Future South Melbourne

Good design responds to the local context, respecting site-specific environmental, social, and cultural conditions that shape each place.

Good design creates high-quality environments, for people to live, work and play. Good design is not just about aesthetics, but focuses on the performance of buildings and places to support a good quality of life. Good design results in sustainable and inspiring places, and provides lasting value for generations to come.

To guide good design in South Melbourne, the South Melbourne Built Form Review (Hodyl & Co, October 2023), proposes four design objectives. These design objectives describe the good design outcomes that new development should achieve to ensure that South Melbourne is a vibrant place, including to:

- 1. Ensure development is responsive to the local context and character
- 2. Contribute to engaging and walkable precincts
- 3. Provide high-amenity housing and workplaces
- 4. Integrate climate responsive design

Underpinning these objectives is guidance in the South Melbourne Built Form Review on how the objective could be achieved.

The South Melbourne Built Form Review also articulates:

- How good design can be delivered in higher density neighbourhoods by using a density control or floor area ratio (FAR).
- How to deliver sunlight to streets and parks, as well as a ‘human-scaled’ street experience by setting appropriate street wall heights, building heights and upper level setbacks.
- How to deliver good internal amenity through the orientation of primary outlook, appropriate building separation and floor to floor heights.

In doing so, it supports the strategic basis for new planning controls for the Structure Plan area, along with specialist heritage input from GJM Heritage.

The built form testing, mapping and 3D modelling undertaken to inform the proposed planning controls demonstrate how good design outcomes can be achieved in South Melbourne, which reflect contemporary best practice and address issues identified in the review of existing controls contained in DDO8.

Providing greater development certainty

Analysis of planning requirements have demonstrated that they have in many situations resulted in poor design and inefficient outcomes, and lack necessary clarity and consistency which contributes to uncertainty. A new structure plan provides an opportunity introduce





planning controls based on Floor Area Ratios, which are the best tool to guide densities in South Melbourne and ensure development positively contributes to its valued character.

A FAR is a measure that represents the density of a building (or buildings) within a specified area of land. It is expressed as a ratio between the amount of Gross Floor Area (GFA) that can be developed and the area of a site. For example, with a FAR of 4:1, the GFA that could be developed on a site of 1000 square metres would be 4000 square metres which is four times the site area. FARs are used with other building envelope controls such as street wall heights, upper level setbacks, building separation and building heights. The use of FARs with other controls can be tailored to specific areas to ensure buildings are responsive to the context as well as providing for greater flexibility or diversity of design outcomes. This is related to the use of mandatory and discretionary controls.

Figure 54 illustrates different outcomes that could be delivered with a FAR of 4:1. The examples illustrate why a FAR should also be paired with other built form controls, such as discretionary heights and setbacks need to be provide a level of design flexibility that is appropriate for the context

A summary of the different built form design outcomes and relationship to the design objectives for South Melbourne is set out Figure 55. The design flexibility of a Floor Area Ratio control as well as providing appropriate building

separation will have a significant impact on achieving the design objectives.

Guiding place-specific outcomes for South Melbourne

Design and Development Overlay 8 (DDO8) currently comprises ten precincts, adding to the complexity of assessing planning permit applications in South Melbourne. To counter this and enable the delivery of place-specific outcomes for South Melbourne, the South Melbourne Built Form Review proposes consolidating the number of precincts from ten to four, shown in Figure 56:

- 1. Clarendon Street Precinct
- 2. Market Precinct
- 3. Enterprise Precinct East
- 4. Enterprise Precinct West

For each precinct, a character statement has been prepared which briefly describes the elements of an area that make it distinctive. It identifies valued existing characteristics and outlines the preferred future character by describing the desired appearance of the precinct in the future.

Residential areas in the Structure Plan area are generally not included in a precinct because they are anticipated to experience limited change due to inclusion in the Heritage Overlay and smaller lot sizes.

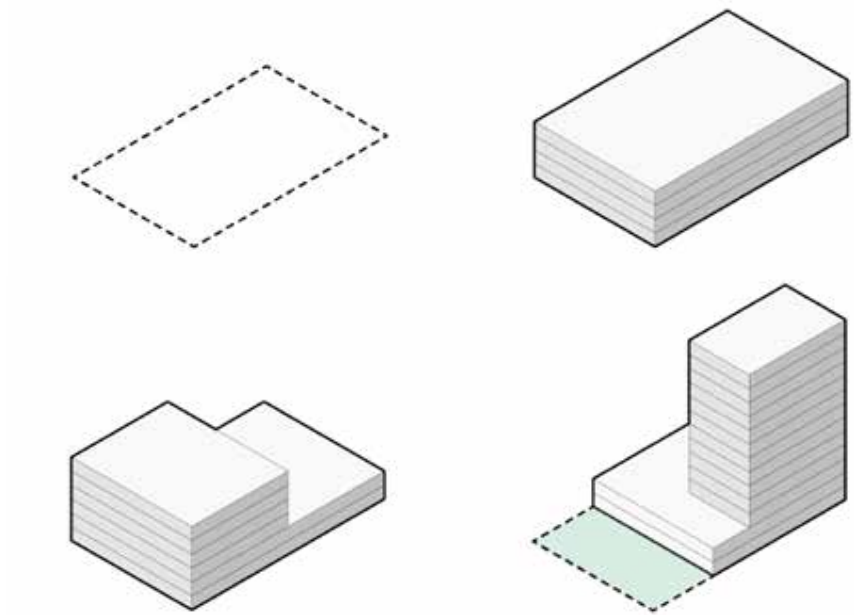


Figure 54 – General example of how a FAR of 4:1 can result in different design outcomes based on relationship with other built form controls including building height, street wall heights and setbacks (Hodyl & Co 2023).

	Floor Area Ratio	Building heights	Street wall heights	Upper level setbacks	Building separation
Design objective 1: Ensure development is responsive to the local context and character	●	●	●	●	●
Design objective 2: Contribute to engaging and walkable precincts	●		●	●	
Design objective 3: Provide high-amenity housing and workplaces	●				●
Design objective 4: Integrate climate responsive design	●				●

Figure 55– Summary of the different built form design outcomes and relationship to the design objectives (Hodyl & Co 2023).and setbacks (Hodyl & Co 2023).

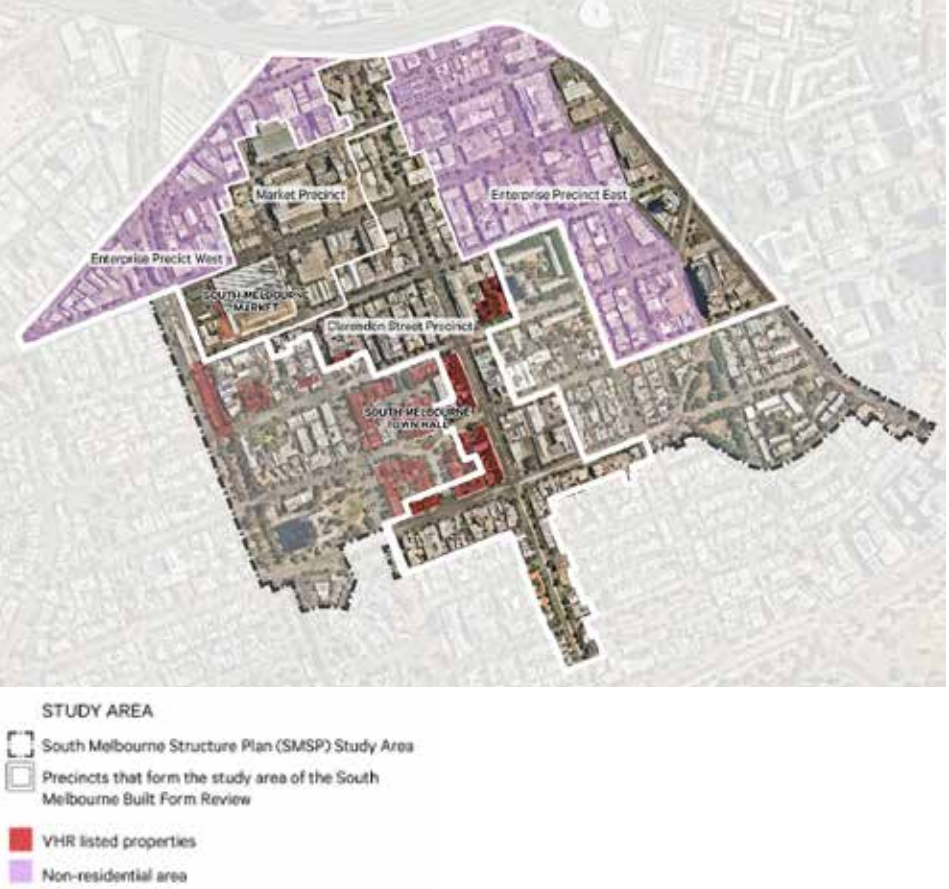


Figure 56 – Map showing the proposed precincts that are the focus of the Built Form Review (Hodyl & Co 2023).



The character statements and precinct boundaries were determined by considering the following:

- Role of South Melbourne
- Streets and public spaces
- Existing buildings and land use
- Heritage
- Sunlight
- Size of blocks and land parcels
- Access and movement
- Vistas and views.

With respect to built form and building design, the South Melbourne Structure Plan will use the recommendations contained in the *South Melbourne Built Form Review* (Hodyl & Co, October 2023,) and *Built Form Review: South Melbourne Central Heritage Built Form Analysis & Recommendations* (GJM Heritage, June 2023) to formulate new planning requirements for the Structure Plan area.

### Directions for the South Melbourne Structure Plan

- Ensure planning controls support a vibrant South Melbourne including to:
  1. Ensure development is responsive to the local context and character
  2. Contribute to engaging and walkable precincts
  3. Provide high-amenity housing and workplaces
  4. Integrate climate responsive design that addresses the climate emergency and increased flood risk.
- Identify new planning controls (including Floor Area Ratios) that:
  - Provide certainty around new development in South Melbourne, while maintaining South Melbourne’s diversity of building types and land uses.
  - Deliver sunlight to streets and parks, as well as a ‘human-scaled’ street experience by setting appropriate street wall heights, building heights and upper level setbacks.
  - Deliver good internal amenity through the orientation of primary outlook, appropriate building separation and floor to floor heights.
- Ensure new planning controls can provide diverse housing and workspaces to strengthen South Melbourne’s role as a Major Activity Centre and Enterprise Precinct and support its transition to a 10-minute neighbourhood.
- Use character precincts and character statements to guide new development by describing distinctive elements of precincts, identifying valued characteristics and define future character, preserving South Melbourne’s point of difference and distinct character compared with neighbouring areas.
- Explore how new planning controls can create opportunities for public realm improvements that increase South Melbourne’s vibrancy, improve accessibility and encourage ongoing public and private investment.

## 10. Heritage

Heritage forms an important part of South Melbourne’s identity and story. South Melbourne and the broader City of Port Phillip has an important First Nations’ history to be valued and celebrated. Similarly, many of South Melbourne’s buildings are of heritage significance, several of State and National importance, with decorated, visually rich architecture. These matters are discussed in this chapter, primarily informed by:

- *Yalukit Willam: The River People of Port Phillip*, 2014, written by local historian Meyer Eidelson for the City of Port Phillip.
- *City of Port Phillip Planning Scheme Audit Report* (City of Port Phillip, May 2018)
- Port Phillip Planning Scheme
- *South Melbourne Heritage Study* (Trethowan, May 2023)
- *Built Form Review: South Melbourne Central Heritage Built Form Analysis & Recommendations*, GJM Heritage, March 2023.

### 10.1 First Nations heritage

Before the arrival of Europeans in 1835, the City of Port Phillip was occupied by the people of the Kulin Nations. The local area has changed vastly since European occupation but it was once a kind of ‘temperate Kakadu’ surrounded by sea, river, creeks, lakes and lagoons. Between the sea and the river was

a score of wetlands surrounded by dunes, heath, woodlands, salt marsh and beach. Emerald Hill, now the site of South Melbourne Town Hall, which was a significant local site to engage in ceremonies and trade.

First Nations’ cultural values can be found in places of memory, ceremony and spirituality, stories and landmarks, archaeological sites, natural waterways and landforms and scarred trees. These values and perspectives can be adapted into the modern environment, through artistic expression, landscape design and architecture. Other outcomes can be more interactive, by creating public meeting and ceremonial spaces, cultural facilities and interpretive signage.

Engagement as part Phase 1 and Phase 2 of this project highlighted a strong need to better recognise the rich First Nations’ history of the South Melbourne area. The need to better recognise First Nations’ heritage is also acknowledged in the *South Melbourne Structure Plan Discussion Paper* (City of Port Phillip, August 2022) as well as the *Emerald Hill Master Plan* (City of Port Phillip, 2013), focused on the South Melbourne Town Hall and surrounds. This is reinforced by *Plan Melbourne 2017-50* (Victorian Government, 2017), which provides policy support for development to reflect and celebrate cities and towns as indigenous places.

Similarly, the *City of Port Phillip Planning Scheme Audit Report* (May 2018) recognises that “there is an opportunity for Council, through planning and place-





making to meaningfully engage with Indigenous communities to influence design outcomes and reflect indigenous values”. A first step towards this is introducing new local policy as part of Amendment C203port to the Port Phillip Planning Scheme that contains strategies to:

- Support interpretive infrastructure for sites and areas of Aboriginal cultural heritage.
- Encourage use of indigenous plant species in rehabilitation works on Aboriginal archaeological or cultural sites.
- Support urban design and development that reflects Aboriginal stories, values and perspectives in the built and natural environment.

Therefore, the South Melbourne Structure Plan provides an opportunity to implement these broader strategies within a more local, place-based context. Both the *South Melbourne Heritage Study*, (Trethowan, May 2023), and *Built Form Review: South Melbourne Central Heritage Built Form Analysis & Recommendations* (GJM Heritage, March 2023) acknowledge and confirm the importance of First Nations’ heritage to South Melbourne and the City of Port Phillip.

## 10.2 Post-contact heritage

### Context

South Melbourne is an important civic and commercial centre with a diverse built form ranging from modest Victorian-era shop/residences and houses to large scale post-war public housing estates. It housed the civic, commercial, retail and manufacturing activities of the former City of South Melbourne and this history is reflected in the State and local heritage-listing of its commercial high streets, grand public buildings, hotels, churches, factory buildings and intact terraced housing. In particular, Clarendon, Coventry and Park streets are highly consistent and provide visually cohesive heritage streetscapes.

Typically, the heritage buildings on Clarendon, York, Park and Dorcas streets are two-storey shop/residences built between the late nineteenth and mid-twentieth centuries. A number of prominent corner hotels built at this time are located on street corners. The two-storey scale varies with a smaller number of single- and three-storey buildings. Rear or service wings remain on some buildings, visible from rear laneways or side streets. The heritage buildings within the Structure Plan area are predominantly constructed from brick and are generally rendered and painted with hipped or gabled roof forms clad in corrugated steel. As well as early shop/residences and the former industrial



Figure 57 – South Melbourne contains significant heritage precincts and places included in the Heritage Overlay and the Victorian Heritage Register.

buildings mostly to the north, the Structure Plan area contains a number of substantial civic and institutional buildings including South Melbourne Town Hall, the former South Melbourne Post Office, South Melbourne Court House and Police Station and St Luke’s Anglican Church.

Figure 57 shows where the Heritage Overlay is applied within the Structure Plan area, in addition to the location of places listed on the Victorian Heritage Register. Most heritage places in South Melbourne are either included in Heritage Overlay 440 (HO440) (Emerald Hill Residential Precinct) or Heritage Overlay 4 (City Rd Industrial Area), with other places recognised in an individual Heritage Overlay.

### Gaps

Despite good coverage of the Heritage Overlay in South Melbourne, gaps do exist in the Heritage Overlay. Many of these places are identified in the City of Port Phillip Neighbourhood Character Map December 2021, which is an incorporated document forming part of the Port Phillip Planning Scheme. These places are identified in the Neighbourhood Character Map as being ‘Contributory outside of Heritage Overlay’, meaning they may be of heritage significance, however are not in the Heritage Overlay.

*The South Melbourne Heritage Study*, (Trethowan, May 2023) makes a number of recommendations to address heritage gaps in South Melbourne. It recommends that the sites in Figure 58 be included in

Residences
City Edge Complex, 89 & 99 Eastern Road and 36A & 58A Napier Street
110 Bank Street
128–130 Bank Street
21 Dorcas Street
151–155 Dorcas Street
29–35 York Street
108 Bank Street
121 Moray Street
Corner shops
108 Bank Street
121 Moray Street

Figure 58 – Places recommended to be included in the Heritage Overlay, *South Melbourne Heritage Study*, (Trethowan, 2023).

Industrial/Commercial
Warehouse/Showroom, 167–173 Coventry Street
Former Factory, 82–86 Clarke Street
Former Factory, 49–55 York Street
Former Factory, 154 Moray Street
Former Factory, 141–143 Moray Street
Additions to Existing Heritage Overlay 440
Former Stables or Warehouse, 2 Alfred Place
Former Stables or Warehouse, 31 Ross Street
Shops, 214–216 & 220 Clarendon Street
Terrace House, 221 Moray Street

the Heritage Overlay as their significance warrants heritage protection. Some places are recommended to be included as standalone heritage places, whereas others are recommended to be included in the HO440.

### Built form parameters

As a Major Activity Centre and Enterprise Precinct, South Melbourne is experiencing significant development pressure that is expected to continue. However, it will be important for future development to give appropriate consideration to the heritage values within South Melbourne to avoid adversely affecting them.

To identify these heritage values from a built form and building design perspective, a thorough analysis is presented in *Built Form Review: South Melbourne Central Heritage Built Form Analysis & Recommendations* (GJM Heritage, June 2023). This report identifies the typical building typologies found within the Structure Plan area and describes the features that contribute to that building typology's heritage significance. While further detail is provided in GJM's report, the following subsections summarise the heritage building typologies identified by GJM.

### Heritage building typologies

#### Shop/residence

This is where a shop is found at the ground level and a residence is above. The shop/residence typology is found mostly on Clarendon Street and Park

Street. Subsets of the shop/residence typology include:

- Victorian shop/residence
- Edwardian shop/residence
- Corner shop/residence.

#### Commercial buildings

Commercial buildings are often prominently located on corner sites to attract attention, are found in throughout the Structure Plan area and include the following subsets:

- Commercial single storey
- Corner commercial
- Large commercial
- Large commercial corner
- Corner hotel modest
- Corner hotel elaborate

#### Industrial buildings

Industrial buildings include factories, warehouses and commercial showrooms. These buildings are typically isolated from any specific heritage context. Sometimes, they may be identified as individual heritage places within mixed streetscapes. Subsets of the industrial building typology include:

- Industrial visible roof
- Large industrial visible roof
- Small industrial
- Factory/warehouse.

#### Residential buildings

There are a small number of residential buildings in the Structure Plan area owing



to the zoning and existing uses found in these precincts. Subsets of the residential building typology include:

- Residential single storey
- Residential double storey

#### Church/hall

The Structure Plan area contains a number of churches and public halls demonstrating the social history of South Melbourne. These were constructed to serve a range of Christian denominations and religious groups.

#### Municipal-wide landmarks

Important municipal-wide landmarks include the Shrine of Remembrance, the South Melbourne Town Hall and Clarendon Street. For Clarendon Street, two key views are identified; to the north and the high-rise built form of Southbank and Melbourne's CBD and to the south along Clarendon Street towards Albert Park. Clause 22.06-3 of the Port Phillip Planning Scheme relating to 'Urban Design Policy for Non Residential Development and Multi Unit Residential Development' contains policy and encourages new development to not adversely impact the visual prominence of municipal-wide landmarks.

#### Local landmarks

In addition to the municipal-wide landmarks included in policy, South Melbourne Central also includes buildings and structures that, through their location, scale, function and architectural form and detail, act as local

landmarks. These buildings are frequently graded as 'Significant Heritage Place – inside HO' or subject to an individual Heritage Overlay. They serve as markers, wayfinding aids or landmarks in the local streetscape context due to their siting at key intersections, their scale or their historic uses within the surrounding streetscape.

Local landmarks comprise:

- corner hotel sites on main streets/ prominent corner sites, that are used for their original function
- prominent churches that are used for their original function
- prominent buildings that differ in scale, architectural style or (former) use to other buildings within a visually cohesive heritage streetscape or precinct
- taller buildings or landmarks located on land subject to the HO and are visible from multiple public realm viewpoints

While these local landmarks do not warrant specific controls to protect specific view lines or vistas, it is desirable that they remain visually prominent within the streetscapes of Bank, Clarendon, Coventry, Cecil, Moray, Park and York streets.

### Recommended approach

Following extensive analysis to identify heritage building typologies and their features, the GJM report recommends a series of built form parameters addressing specific development

scenarios in South Melbourne. These built form parameters are recommended to ensure appropriate consideration is given to the heritage values within South Melbourne. They include:

- General recommendations for development within the Heritage Overlay.
- New infill development within cohesive heritage streetscapes, typically applying to the rows of shop/residences and commercial buildings found in Clarendon, Coventry, and Park streets that are included within the extent of HO440 – Emerald Hill Residential Precinct.
- New development on individual Heritage Overlay places that do not form a contiguous and consistent heritage streetscape. Within the South Melbourne typical examples include industrial buildings, church/halls and larger commercial premises, including corner hotels that are not within or about a heritage precinct..
- Sites adjoining land subject to the Heritage Overlay, where New development on land not subject to the Heritage Overlay abutting heritage buildings should provide a suitable transition to lower-scale of heritage buildings.

Critically, these built form parameters support the findings and recommendations contained within *South Melbourne Built Form Review* (Hodyl & Co, October 2023).

### Directions for the South Melbourne Structure Plan

- There is an opportunity, through planning and placemaking to meaningfully engage with the Traditional Owners to influence design outcomes and reflect First Nations' values.
- Address post contact heritage gaps by including places in the Heritage Overlay where they meet the threshold level of significance for inclusion.
- As a Major Activity Centre, South Melbourne is experiencing significant development pressure that is expected to continue. With this, new development needs to be balanced with the identified cultural heritage of South Melbourne, so that these heritage values are not adversely impacted.
- Define the built form parameters that are needed to ensure the heritage values of the area are appropriately managed and protected, and that good heritage outcomes are being achieved in the context of new development.



# 11. Open space, recreation and public realm

Public space contributes to the liveability of the City and defines its unique sense of identity and place. It is open and accessible to people. It is essential to physical and mental wellbeing. It is where we meet our friends, exercise, play sport and relax. Public space is generally publicly owned and includes footpaths, urban plazas, parks, sportsfields and beaches.

The *Places for People: Public Space Strategy 2022-32* sets the vision and blueprint for the future of public spaces in the City of Port Phillip. It is one of Council's core strategies and delivers on the Liveable Strategic Direction of the *Council Plan 2021-31*. Therefore, this chapter provides additional context around open space and recreation matters for South Melbourne, complementing other chapters addressing the public realm in this report.

## 11.1 Open space

The *Places for People: Public Space Strategy 2022-32* identifies that the South Melbourne neighbourhood has 18 open spaces, making up 14 per cent of the total neighbourhood. This is lower than the City average of 17 per cent. While this neighbourhood has a diversity of much-loved open spaces, including Skinners Adventure Playground, Albert Park Reserve and St Vincent's Gardens, one of the larger historical gaps in

the open space network is within the Structure Plan area, in the north-east of this neighbourhood.

Other public spaces include the retail streetscape of Clarendon Street as well as contributory spaces including South Melbourne Market, South Melbourne Park Primary School, South Melbourne Town Hall and Park Towers. Publicly accessible private spaces include two church grounds.

As Chapter 6 highlights, South Melbourne's street layout is made up of wide, well connected streets, many with excellent canopy cover and greening. Laneways also contribute to pedestrian permeability.

South Melbourne has a higher than average proportion of older people and family households with children, and lower proportion of residents aged between 18 and 34, compared to the rest of the City. This means that the existing excellent access to sporting and recreation facilities should be retained and the diversity of facilities for families and social facilities improved.

Given these factors, *Places for People* identifies these actions or key moves for South Melbourne, shown in Figures 59 and 60:

- Investigate the opportunity for two new open spaces (one in the South Melbourne Activity Centre and one in the South Melbourne Employment Area). Actions 54 and 55 of *Places for People* highlights that this is something for the South Melbourne Structure Plan to investigate



Figure 59 – Council's *Places for People: Public Space Strategy 2022-32* identifies the need for new open spaces within the study, particularly north of Dorcas Street.

- Improve the quality and diversity of four existing open spaces (Ludwig Stamer Reserve, Sol Green Reserve, Eastern Reserve North and St Vincent Gardens)
- Increase the size of two existing open spaces (Sol Green Reserve and Eastern Reserve North) through reallocation of road space.
- Upgrade the Skinners Adventure Playground
- Improve pedestrian amenity in local streets through increased greening.

In investigating the opportunity for two new parks in South Melbourne, there are different ways that Council could explore to secure land for them, including:

- Land purchase
- Road closure
- Underused government land
- Development incentives.

The Public Space Strategy sets out how possible locations for new public open space will be assessed.

To ensure development contribute to the provision of open space, the Port Phillip Planning Scheme requires the payment of a 5 per cent Public Open Space Contribution (or 8 per cent in Fishermans Bend Urban Renewal Area) for most subdivisions.





## 11.2 Recreation

Albert Park Reserve is the largest public space in the City. While it is managed by Parks Victoria, it performs a crucial role in meeting the active and passive recreation needs of residents, workers and visitors. Albert Park Reserve comprises 20 sporting fields accommodating around 42 clubs. Community (amateur) sports played within Albert Park include Athletics, Australian Rules Football, Baseball, Cricket, Frisbee, Gaelic Football, Hockey, Rowing, Rugby Union, Sailing, Soccer, Tennis, and Touch Football – and more. There are teams for all ages, genders, and abilities, and many opportunities for individual sport and social sport as well as competitive team sport. Albert Park Golf Course is located east of the lake, meanwhile, with a 5 kilometre looped track, Albert Park Lake provides opportunities for running and walking.

In addition to providing opportunities to participate in amateur level sport and recreation, Albert Park is also home to a number of semi-professional and state/national level sport and recreation opportunities. The State Sport Centres Trust (SSCT) manage Lakeside Stadium, home of National Premier League Victoria team South Melbourne Football Club, Athletics Victoria and the Victorian Institute of Sport. In addition, the Melbourne Sports and Aquatic Centre (MSAC) is a host venue to a range of state and national events and the Sports House is home of a number of state

and national level sport and recreation organisations.

Outside Albert Park Lake are the Albert Park Bowls Club Albert Park Tennis Club, located in St Vincent's Gardens.

Given the proximity of Albert Park Lake and St Vincent's Gardens to the Structure Plan area, as well as projected population growth, it will be important to enhance pedestrian and bike access to these places from the Structure Plan area.

## 11.3 Public realm

There is limited public open space within the Structure Plan area with the majority of these spaces concentrated to the south of Dorcas Street. The nine public open spaces are small in scale (small local and neighbourhood) with a total area of 1.16 hectares or 11,550 square metres. There is 1,300 square metres of public open space north of Dorcas Street which has poor amenity due to the frontage to Kings Way. While the Structure Plan area is surrounded by larger public open spaces, future population growth will result in an increased demand for quality open space that is easily accessible. Given the extent of private land ownership, South Melbourne's wide streets will play an important role in delivering pedestrian amenity, tree canopy and social space.

Therefore, in light of the important role the public realm to South Melbourne, it will be crucial for the South Melbourne Structure Plan to consider opportunities for the public realm to:

- Create cool green streets with increased tree canopy cover that are comfortable
- Identify water-based interventions that improve South Melbourne's resilience to climate change impacts
- Improve pedestrian and cyclist movements within South Melbourne and between South Melbourne and neighbouring areas, with a focus on safety, accessibility and amenity.
- Ensure public spaces contribute to a healthy community.
- Embed and strengthen South Melbourne's unique character in the future improvements
- Ensure key sites support the needs of the future population and maximise economic benefits for local business, creative industries, and the broader community.
- In doing so, this will ensure a new Structure Plan can support the achievement of the directions contained in *Act and Adapt: Sustainable Environment Strategy 2023-2028*.

### Directions for the South Melbourne Structure Plan

- Use *Places for People: Public Space Strategy 2022-32* as the key framework for managing and upgrading South Melbourne's open spaces.
- Investigate the opportunity for two new open spaces in South Melbourne, including one in the South Melbourne Major Activity Centre and one in the Enterprise Precinct.
- Explore how to strengthen pedestrian and cycle links particularly for active transport, to improve access to open spaces within and outside of the Structure Plan area.
- Investigate opportunities to improve South Melbourne's public realm, especially in the Enterprise Precinct, to encourage vibrancy by providing places for people to linger outside.

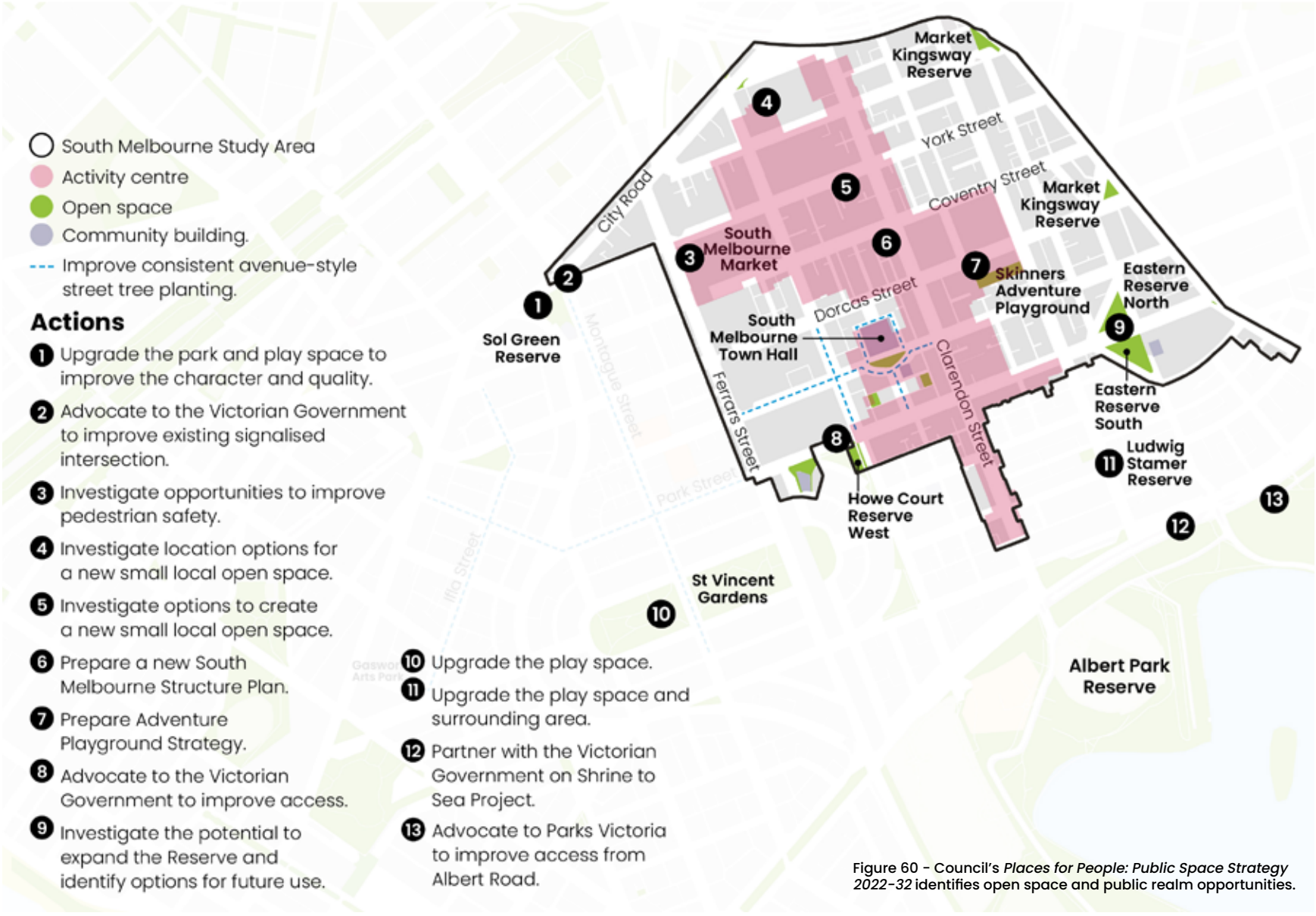


Figure 60 – Council's *Places for People: Public Space Strategy 2022-32* identifies open space and public realm opportunities.



# 12.0 Next steps

## How will we use your feedback and what happens next?

How will we use your feedback and what happens next?

Your diverse views and insights have provided a crucial foundation for the draft South Melbourne Structure Plan and this Background Report.

Once the Structure Plan is ready, Council will consider the adoption of the Structure Plan at a future Council meeting (yet to be determined).

At the meeting Council will decide whether to implement the changes recommended in the Review into the Port Phillip Planning Scheme through a planning scheme amendment process. This process involves statutory notification, as per the requirements of the Planning and Environment Act 1987, to all affected property owners providing a further opportunity for input.

We will continue to report back on what we heard and how your feedback has informed the project.

The project timeline shows the key steps for developing the South Melbourne Structure Plan.





## City of Port Phillip

99a Carlisle Street, St Kilda, VIC 3182

📞 ASSIST 03 9209 6777

🖱️ [portphillip.vic.gov.au](https://portphillip.vic.gov.au)



Receive the latest news from your City and Council

🖱️ [portphillip.vic.gov.au/divercity](https://portphillip.vic.gov.au/divercity)

If you require a large print version  
please phone ASSIST 03 9209 6777

## Language assistance

廣東話	9679 9810	Ελληνικά	9679 9811	Polska	9679 9812
普通話	9679 9858	Русский	9679 9813	Other	9679 9814

**National  
Relay  
Service**

If you are deaf or have a hearing or speech impairment, you can phone us through the National Relay Service (NRS):

- TTY users, dial **133677**, then ask for **03 9209 6777**
- Voice Relay users, phone **1300 555 727**, then ask for **03 9209 6777**

🖱️ [relayservice.gov.au](https://relayservice.gov.au)





## 11. SUSTAINABLE PORT PHILLIP

Nil

## 12. VIBRANT PORT PHILLIP

12.1	<i>Fitzroy Street Special Rate and Charge - Consideration of Submissions</i>	
	.....	223
12.2	<i>Acland Street Village Special Rate and Charge - Consideration of Submissions</i>	
	.....	261

# MEETING OF THE PORT PHILLIP CITY COUNCIL 7 FEBRUARY 2024



## 12.1 FITZROY STREET SPECIAL RATE AND CHARGE - CONSIDERATION OF SUBMISSIONS

**EXECUTIVE MEMBER:** BRIAN TEE, GENERAL MANAGER, CITY GROWTH AND DEVELOPMENT

**PREPARED BY:** SUSIE FILLETI, BUSINESS ENGAGEMENT COORDINATOR  
JAMES GULLAN, HEAD OF ADVOCACY, ECONOMIC DEVELOPMENT AND PARTNERSHIPS

### 1. PURPOSE

- 1.1 To consider the written submissions received by Council and to hear persons speaking in support of their submissions pursuant to the statutory process to renew the Fitzroy Street Special Rate and Charge for 2024 – 2029.

### 2. EXECUTIVE SUMMARY

- 2.1 On 1 September 2023, Council received a letter from FSBA requesting that Council begin the statutory process to renew the Fitzroy Street Special Rate and Charge for five years, from 1 July 2024 to 30 June 2029.
- 2.2 At the ordinary meeting of Council held on the 15 November 2023 Council resolved to commence the statutory process in November 2023 under the *Local Government Act 1989* to renew a Special Rate and Charge for the properties within the defined Fitzroy Street Business Precinct, such Special Rate and Charge is to raise up to \$200,000 per annum in each of the financial years from 2024-2025 to 2028-2029.
- 2.3 The proposed new Special Rate and Charge includes 219 properties.
- 2.4 Council must consider all submissions received in relation to the Special Rate and Charge in accordance with Sections 163A, 163B and 223 of the *Local Government Act 1989* (the “Act”) prior to making a decision regarding the declaration of the Fitzroy Street Special Rate and Charge.
- 2.5 On 20 November 2023 Council published notice of the proposed Special Rate and Charge. Copies of the notice were sent to persons who would be liable to pay the Special Rate and Charge, if declared.
- 2.6 Within the statutory consultation period, between 20 November and 18 December 2023, Council received:
  - seven submissions of support from business and property owners representing seven properties in support of the Special Rate and Charge; and
  - 13 valid and one invalid objections from nine property and business owners representing 14 properties objecting to the proposed Special Rate and Charge.
- 2.7 Council officers calculate valid objections equating to 5.94 percent and total objections including invalid equating to 6.39 percent of the total proposed rateable properties included in the Special Rate and Charge (being 219 properties).
- 2.8 Under Section 163B of the *Local Government Act 1989*, any person who will be required to pay the proposed special rate or charge is entitled to exercise the right of objection. For an objection from an occupier/tenant to be valid under the Act,





documentary evidence is required which shows that the occupier/tenant will be required to pay the special rate or special charge as a condition of their lease. Where this evidence was requested and not provided, an objection was determined to be invalid.

2.8.1 Section 163B(6) of the Act states that Council cannot make a declaration of a Special Rate and Charge if it receives objections from a majority of the rateable properties in respect of which the Special Rate and Charge would be imposed (exceeding 50 percent). In this case, Council has not received objections from a majority of rateable properties to the proposed Special Rate and Charge.

2.9 Many of the objections were based on concerns regarding the benefit of the rate to the precinct, part of the precinct or their particular property or business. Some objectors also raised concerns regarding the financial impact of the Special Rate on their business.

2.10 A summary of the submissions is outlined in the attached table (**Attachment 1**). Property and business owners that made submissions have been invited to speak to their submissions at this meeting. Copies of all the submissions received have been provided to all Councillors.

2.11 In considering and hearing the submissions and deciding in whether to declare the Special Rate and Charge, consideration should be given to the following:

2.8.1 whether the basis distribution of the Special Rate and Charge on properties liable to pay it is fair and equitable and that all affected properties will receive a special benefit as a result of the Special Rate and Charge.

2.8.2 whether there is a need to modify the Special Rate and Charge due to inaccuracies within the Public Notice or abandon the proposed Special Rate and Charge.

2.8.3 The views of those who responded.

### 3. RECOMMENDATION

That Council:

- 3.1 Considers all written submissions and hear persons who have requested to speak in support of their submissions in respect to the proposed Fitzroy Street Special Rate and Charge 2024 - 2029 and in accordance with sections 163A, 163B and 223 of the *Local Government Act 1989*.
- 3.2 Notes it will make a formal decision on whether to declare the Fitzroy Street Special Rate and Charge 2024 - 2029 at its ordinary meeting on 17 April 2024.

### 4. KEY POINTS/ISSUES

#### BACKGROUND

4.1 Special Rate and Charge declarations are a statutory process governed by Part 8 of the *Local Government Act 1989*. Despite the enactment of the *Local Government Act 2020*, the Special Rate and Charge provisions of the 1989 legislation are still in force. In declaring a Special Rate and Charge, Council must consider that:

4.1.1 the proposal relates to the performance of a function authorised under Section 163 of the Act;

4.1.2 there will be a special benefit to those persons liable to pay the Special

# MEETING OF THE PORT PHILLIP CITY COUNCIL

## 7 FEBRUARY 2024



Rate and Charge levy; and

- 4.1.3 there is a reasonable distribution of the rate amongst those persons liable to pay the Special Rate and Charge levy.
- 4.2 On 1 September 2023, Council received a letter from FSBA requesting that Council begin the statutory process to renew the Fitzroy Street Special Rate and Charge for five years, from 1 July 2024 to 30 June 2029.
- 4.3 In September and October 2023, FSBA visited all open businesses in the precinct and undertook a business poll to gauge support for renewing the Special Rate and Charge. The FSBA received signed support from 116 out of the 179 properties currently occupied, open and available for comment for the Special Rate and Charge, which represented 65 percent.
- 4.4 The proposed new Special Rate and Charge is for five-year period (2024 – 2029) and includes 219 properties. The proposed Boundary Map is attached (**Attachment 2**).
- 4.5 The proposed 2024 – 2029 Special Rate and Charge is modelled to raise up to \$200,000 per annum in each of the financial years from 2024-2025 to 2028-2029.
- 4.6 At the ordinary meeting of Council held on the 15 November 2023 Council resolved to commence the statutory process in November 2023 under the *Local Government Act 1989* to renew a Special Rate and Charge for the properties within the defined Fitzroy Street Business Precinct, such Special Rate and Charge is to raise up to \$200,000 per annum in each of the financial years from 2024-2025 to 2028-2029.
- 4.7 On 17 November 2023 Council sent individual letters to all affected property owners and occupiers within the proposed Fitzroy Street boundary, advising of the Intention to Declare the Fitzroy Street Special Rate and Charge, the commencement of the statutory process including a copy of the Public Notice and an estimation of the levy based on 2023 Net Asset Value (NAV) valuations that would be applied to the property.
- 4.8 In accordance with Council's statutory obligations under sections 163(1A) and 163B(3) of the Act, a Public Notice was published in The Age on the 20 November 2023, outlining the details of the proposed declaration of Special Rate and Charge. This Public Notice commenced the statutory consultation process. The process concluded at 5pm on 18 December 2023.

### KEYPOINTS:

- 4.9 The City of Port Phillip currently has four Special Rate schemes in operation – Port Melbourne, Acland Street Village, Carlisle Street, as well as Fitzroy Street. All Port Phillip schemes incorporate the collection of a levy from commercial properties within a defined geographic area, for the sole purpose of marketing, promotion and business development of the specified activity centre.
- 4.10 All funds collected are distributed to the relevant incorporated Business Association under a funding agreement with Council.
- 4.11 The proposed new Special Rate and Charge is for a five-year period (2024 – 2029) and includes 219 properties.
- 4.12 Properties exempt from paying the Special Rate and Charge levy include:
  - all residential properties; and
  - non rateable properties.



# MEETING OF THE PORT PHILLIP CITY COUNCIL

## 7 FEBRUARY 2024



- 4.13 If redevelopments occur within the proposed Special Rate and Charge boundary any new eligible properties that have not previously been levied will be added to the Special Rate and Charge. Any property that changes from commercial, retail, leisure, tourism or light industrial to residential use will be removed from the Special Rate and Charge. Amendments to the Special Rate and Charge will occur from the date the supplementary valuation takes effect.
- 4.14 The FSBA has developed its Business Plan for the proposed 2024 – 2029 Special Rate and Charge as well as a Budget and Action Plan for FY2024/2025 (**Attachment 3**). The Business Plan and Budget and Action Plan will form part of the new funding agreement with Council.
- 4.15 The Special Rate and Charge will be for the sole purpose of marketing, promotion, business development and centre management of the specified Activity Centre. It is considered that the value of the properties included in the Special Rate and Charge, their desirability as a letting proposition and their general amenity could be enhanced by the activities generated from the Special Rate funds.
- 4.16 To distribute the special rate and charge across the commercial properties within the Fitzroy Street precinct boundary the current four benefit areas will remain – primary, secondary, tertiary and quaternary. Details of the benefit areas and Scheme boundary are specified in the Proposed Declaration of a Special Rate and Charge (**Attachment 4**).

## 5. CONSULTATION AND STAKEHOLDERS

- 5.1 On 17 November 2023 Council sent separate letters to all affected property owners and occupiers within the proposed Fitzroy Street boundary, advising of the Intention to Declare the Fitzroy Street Special Rate, the commencement of the statutory process including a copy of the Public Notice and an estimation of the levy based on 2023 Net Asset Value (NAV) valuations that would be applied to the property.
- 5.2 A public notice was published in the Age and on Council's website on the 20 November 2023, outlining the details of the proposed declaration of Special Rate and Charge. This Public Notice commenced the statutory consultation process. The process concluded at 5pm on 18 December 2023.
- 5.3 Council has acknowledged receipt of all submissions and has provided details of the Council Meeting at which those persons may speak to their submission.

## 6. LEGAL AND RISK IMPLICATIONS

- 6.1 The risks associated with the proposal are limited by the following:
  - 6.1.1 Council procured Maddocks to provide legal advice on the statutory processes associated with the request to declare a Special Rate and Charge, including undertaking an independent objection review.
  - 6.1.2 Council cannot declare the Special Rate and Charge if it receives objections that exceed 50 percent of the total properties in accordance with Section 163B(6) of the *Local Government Act* 1989. The number of valid objections received for the Special Rate and Charge was 5.94 percent. This percentage is significantly less than the legislative threshold required for Council to discontinue the process under this section.
  - 6.1.3 If the Special Rate and Charge is declared FSBA will enter into a formal funding agreement with Council for the duration of the Special Rate and Charge which



outlines the specific purposes for which the funds can be spent (being the purposes for which the Special Rate and Charge is declared).

6.1.4 Under the terms of the proposed funding agreement:

- FSBA will be required to submit an Activity Report that includes financial reporting documentation every six months (profit and loss, balance sheet, general ledger, and marketing activity report). Special Rate and Charge monies will not be paid to the Association until all reporting is received and approved.
- FSBA must be an incorporated entity through the life of the Special Rate and Charge and must act in accordance with the Associations Incorporation Reform Act 2012.
- FSBA will be required to develop and adopt their five-year Business Plan to guide expenditure of the funds.
- FSBA will be required to develop an annual Budget and Action Plan that details how the operating budget will be spent.
- FSBA will expend the monies raised by the Special Rate and Charge on behalf of Council as an administrator of the funds and at all times bound by the funding agreement with Council and under the direction of Council, and Council will reserve solely all discretions relevant to the application of the proceeds of the Special Rate. Section 164 of the *Local Government Act 1989* enables Council to discontinue the Special Rate if there is any inappropriate expenditure.

6.1.5 If Council does not wish to support the Fitzroy Street Special Rate and Charge, there may be an expectation from the commercial precinct that Council will fund marketing and promotion activities for the precinct.

6.1.6 If Council proceeds with the declaration at its Ordinary Meeting on 17 April 2024, a person then has 30 days from the date of issue of the Special Rate and Charge notice to apply to VCAT for a review of a decision of Council to impose a Special Rate and Charge on limited grounds under s185 the *Local Government Act 1989*.

6.1.7 If an appeal is lodged at VCAT, Council would consider whether to proceed with the implementation of any Special Rate and Charge where there is a VCAT appeal lodged until this appeal has been heard, and whether to provide any monies raised to FSBA until there is a VCAT decision on the matter.

## 7. FINANCIAL IMPACT

- 7.1 Council incurs administrative costs for the renewal of the Fitzroy Street Special Rate and Charge. These have been included in the FY2023/2024 budget.
- 7.2 If the Special Rate and Charge is successful, ongoing resources will be required to monitor the Special Rate and Charge, this will be funded from the operational budget and supported via existing resourcing.
- 7.3 Council administers the collection of the funds of the Special Rate and Charge and would distribute the funds to FSBA in two half-yearly instalments after they complete reporting requirements under the proposed funding agreement.





## 8. ENVIRONMENTAL IMPACT

- 8.1 Council works with the Business Association allows and Fitzroy Street businesses on sustainable best practice programs that will reduce emissions, waste and energy usage and achieve improved sustainability outcomes.
- 8.2 Vibrant local activity centres provide residents with the opportunity to shop locally and sustainably by walking, cycling or taking public transport to access their centre rather than driving elsewhere.

## 9. COMMUNITY IMPACT

- 9.1 Vibrant activity centres are critical to the health and development of the local community. Centres provide employment, community meeting places, resources, leisure opportunities and essential services to the community.

## 10. ALIGNMENT TO COUNCIL PLAN AND COUNCIL POLICY

- 10.1 *Inclusive* Strategic Direction - A City that is a place for all members of our community, where people feel supported and comfortable being themselves and expressing their identities:
  - A successful business/retail precinct provides a multitude of services to the community ensuring all have access to health and wellbeing services and facilities. A community that is connected is a healthy community and business precincts provide these connectivity opportunities.
- 10.2 *Liveable* Strategic Direction - 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:
  - Successful business/retail precincts underpin the liveability of a high-density city, like Port Phillip and are pivotal in creating a city of diverse and distinctive neighbourhoods and public spaces.
- 10.3 *Sustainable* Strategic Direction - 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:
  - There is opportunity for Council to work with Business Associations to educate and examine ways to 'green' businesses including waste reduction, energy usage, sustainable design, and use of sustainable transport.
- 10.4 *Vibrant* Strategic Direction - A City that has a flourishing economy, where our community and local businesses thrive, and we maintain and enhance our reputation as one of Melbourne's cultural and creative hubs:
  - Special Rate funds empower the business community to actively and creatively market, promote and develop their precinct to maintain vibrancy and economic viability and to provide the community with a well-resourced business precinct that provides excellent services, gathering places and employment.
- 10.5 *Well-Governed* Strategic Direction - A City that is a leading local government authority, where our community and our organisation are in a better place as a result of our collective efforts:
  - Business Associations enable Council to efficiently understand business precinct needs and work with Associations in a collaborative way for the benefit of the community.

# MEETING OF THE PORT PHILLIP CITY COUNCIL 7 FEBRUARY 2024



## 11. IMPLEMENTATION STRATEGY

### 11.1 TIMELINE

- 11.1.1 Council considers submissions at its Ordinary Council Meeting on 7 February 2024.
- 11.1.2 Council considers whether to declare (or not) the Fitzroy Street Special Rate and Charge 2024-2029 at its Ordinary Council Meeting on 17 April 2024.
- 11.1.3 Council advises the Fitzroy Street Business Association of the Council decision on 18 April 2024.
- 11.1.4 Council advises rate payers, by letter sent to the nominated postal address and the street address in the designated Special Rate and Charge area of the decision regarding the Fitzroy Street Special Rate and Charge following the decision at the Ordinary Council Meeting on 17 April 2024.
- 11.1.5 If the decision is to declare:
  - the Fitzroy Street Special Rate and Charge 2024-2029 commences on 1 July 2024; and
  - once the Special Rate and Charge is imposed on affected properties under 2024/25 rate notices, there will be a statutory opportunity of 30 days for lodging appeals with VCAT against Council's declaration of the Special Rate and Charge.

### 11.2 COMMUNICATION

- 11.2.1 Council advises the Fitzroy Street Business Association of Council's decision regarding the Fitzroy Street Special Rate and Charge.
- 11.2.2 Council advises, by letter, all the eligible rate payers nominated postal addresses and the street addresses in the designated Special Rate and Charge area of the decision regarding the Fitzroy Street Special Rate and Charge following the decision at the Ordinary Council Meeting on 17 April 2024.

## 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. Submissions Summary for the Proposed Fitzroy Street Special Rate and Charge](#)
- [2. Proposed Fitzroy Street Rate Boundary Map and Property List](#)
- [3. Fitzroy Street Business Association Business Plan 2024-2029](#)
- [4. Fitzroy Street Special Rate and Charge Proposed Declaration](#)
- [5. Confidential - Fitzroy Street Special Rate Submissions](#)



### FITZROY STREET SPECIAL RATE AND CHARGE SUBMISSIONS SUMMARY

Submission Type	Number	Properties
Total properties within the Special Rate boundary	219	
Submissions of support (this does not include signed support received prior to the statutory period)	7	7
Valid objections	8	13
Invalid objections	1	1

Total valid objections equating to 5.94 percent and total objections including invalid equating to 6.39 percent of the total proposed rateable properties included in the Special Rate and Charge (being 219 properties).

#	Business Owner or Property Owner	Number of Properties	Property Address	Support, Objection
1	Property and Business Owner	1	106/201 Fitzroy Street, St Kilda	Support
2	Property and Business Owner	1	1/77 Fitzroy Street, St Kilda	Support
3	Property and Business Owner	1	12/60 Fitzroy Street, St Kilda	Support
4	Business Owner	1	1/135 Fitzroy Street, St Kilda	Support
5	Business Owner	1	79-81 Fitzroy Street, St Kilda	Support
6	Business Owner	1	2/155 Fitzroy Street, St Kilda	Support
7	Property and Business Owner	1	117-119 Fitzroy Street, St Kilda	Support
8	Property Owner	2	2C Acland Street, St Kilda 4 Acland Street, St Kilda	Valid objection
9	Property Owner	1	6 Acland Street, St Kilda	Valid objection
10	Property Owner	5	17 Grey Street, St Kilda 1/17 Grey Street, St Kilda 19 Grey Street, St Kilda 1/19 Grey Street, St Kilda 2/19 Grey Street, St Kilda	Valid objection
11	Business Owner	1	17 Fitzroy Street, St Kilda	Valid objection
12	Business Owner	1	11 Esplanade, St Kilda	Valid objection
13	Property and Business Owner	1	105/129 Fitzroy Street, St Kilda	Valid objection
14	Property Owner	1	173 Fitzroy Street, St Kilda	Valid objection

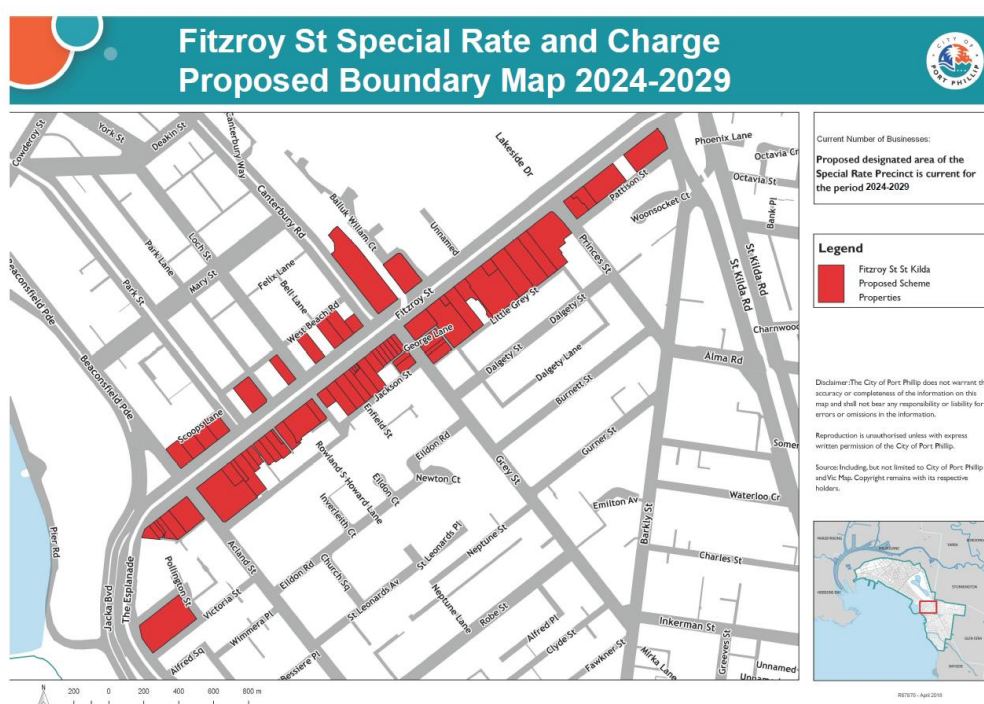
#	Business Owner or Property Owner	Number of Properties	Property Address	Support, Objection
15	Property Owner	1	1/20 Grey Street, St Kilda	Valid objection
16	Business Owner	1	109/199 Fitzroy Street, St Kilda	Invalid objection





## Proposed Fitzroy Street Special Rate and Charge Boundary Map and Property List

The proposed Boundary Map for the Special Rate.



### Eligible Properties

The Special Rate and Charge will be assessed based on ownership of rateable land used for or capable of being used for retail, commercial, entertainment or tourism purposes located in the precinct and specified as follow:

- 2 – 6 Acland Street (inclusive);
- 11 and 12 The Esplanade;
- 1 – 203 Fitzroy Street and 8 – 64 Fitzroy Street (inclusive);
- 9 – 19 Grey Street and 4 – 24 Grey Street (inclusive);
- 1 George Lane; and
- 1 St Kilda Road.



# Fitzroy Street Business Association Strategic Business Plan 2024-2029

January 2024



Fitzroy Street Strategic Business Plan 2024-2029

---

Fitzroy Street Business Association and City of Port Philip

**FITZROY  
STREET.**



January 2024

## CONTENTS

<b>INTRODUCTION.....</b>	<b>4</b>
<i>Background .....</i>	<i>4</i>
<i>Fitzroy Street Business Association .....</i>	<i>4</i>
<i>Fitzroy Street boundary.....</i>	<i>5</i>
<i>FITZROY STREET PROFILE .....</i>	<i>6</i>
<i>Fitzroy Street Business Activity Mix.....</i>	<i>7</i>
<b>TARGET MARKET .....</b>	<b>8</b>
<i>Visitors.....</i>	<i>8</i>
<i>Locals.....</i>	<i>8</i>
<b>KEY ISSUES AND OPPORTUNITIES .....</b>	<b>10</b>
<i>Strengths .....</i>	<i>10</i>
<i>Opportunities.....</i>	<i>10</i>
<i>Weaknesses.....</i>	<i>10</i>
<i>Threats / Challenges.....</i>	<i>10</i>
<b>FUTURE DIRECTION .....</b>	<b>11</b>
<i>Vision .....</i>	<i>11</i>
<i>Principles and Values.....</i>	<i>11</i>
<b>STRATEGIES AND ACTIONS.....</b>	<b>12</b>
<i>Marketing, events and promotion .....</i>	<i>13</i>
<i>Business Development.....</i>	<i>14</i>
<i>Physical development and streetscape improvement .....</i>	<i>14</i>
<i>Management, Finance and Communication .....</i>	<i>15</i>
<b>MARKETING ACTION PLAN .....</b>	<b>16</b>
<b>FINANCIAL STRATEGY .....</b>	<b>19</b>
<i>Financial accountability.....</i>	<i>19</i>
<b>OVERALL MONITORING AND EVALUATION.....</b>	<b>20</b>
<b>APPENDIX .....</b>	<b>21</b>
<i>Appendix 1 Management Committee .....</i>	<i>21</i>





## INTRODUCTION

### Background

The Fitzroy Street Business Association (FSBA) have developed a five year Business Plan which is aimed at gaining an understanding of the current status of the precinct, identifying opportunities for future growth, and providing a set of actions to evolve the nature of the street as a community space and improve business performance within the precinct.

The strategies contained within the plan focus on four main areas:

- Restructure the retail model for the street;
- Marketing and promotion of the precinct;
- Physical and social development of the precinct; and
- Business development.

The plan is intended to guide and assist decision-making of the next five years, and to provide a platform and framework to formulate detailed actions and initiatives.

### Fitzroy Street Business Association

The Fitzroy Street Business Association was first incorporated in 1997. The purpose of the Association is to:

- Inform and represent traders and business in the Fitzroy Street locality;
- Encourage the development of an economically viable street via a varied mix of businesses and services;
- Increase economic activity within the precinct;
- Build mutually beneficial connections between businesses and the local and wider community;
- Promote Fitzroy Street to the local community and visitors
- Ensure that the views and needs of the traders and business community are represented to the local and state government; and
- Fund the activities of the association through the maintenance and growth of the special rate scheme.

## Special Rate and Charge Scheme

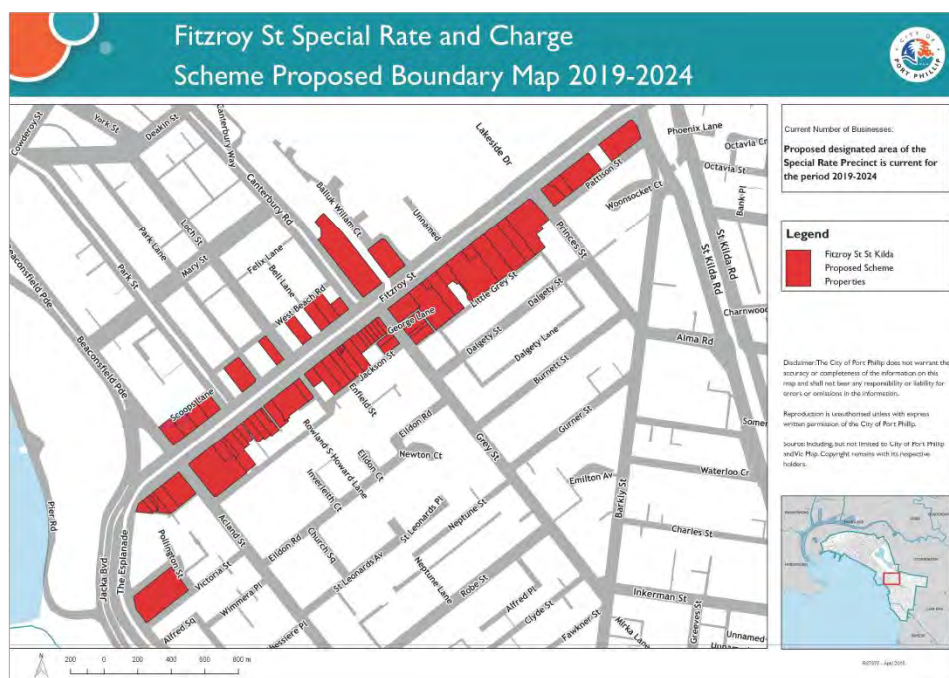
FSBA operates through an Association Committee and a marketing manager. The Association has been funded by a Special Rate and Charge Scheme, a rate levied by the City of Port Phillip, since 2004. The Special Rate monies are collected and governed by Council and provided to the Association to be spent exclusively on marketing and business development of the Acland St Village precinct.

In 2023, Council declared the current special rate for marketing and business development of the FSBA to raise \$200,000 [+ GST] per annum in each of the five years commencing in 2024 - 2025, as well as any income that is generated from the marketing activities run by the association in the current plan. The current special rate expires on 30 June 2024.

The current levy is applied to 232 businesses/properties within the Special Rate and Charge Scheme boundary and paid by either the property owner or the business owner. Refer to boundary map overleaf.

Details of the Committee and marketing manager is provided in Appendix 1.

## Fitzroy Street boundary







## FITZROY STREET PROFILE

Fitzroy Street, St Kilda is the major thoroughfare connecting Melbourne to the beach. It boasts a vibrant collection of bars, restaurants, shops, and cafes.

Running from St Kilda Junction down to the beach, its seaside location means it combines both city and beach life. The mix of the vibrant city and beach life imbues it with a unique atmosphere that is loved by both locals and tourists alike.

Fitzroy Street has suffered through challenges of COVID, high vacancy, homelessness and safety issues, however, it is on the mend and seeing positive changes with quality businesses moving back to the area. It has also seen -

- The redevelopment of 123 Fitzroy Street that now houses co-working space, The Hive, and has two retail spaces for rent
- Redevelopment of Saint Hotel
- Redevelopment of Selina

In the coming years, it will undergo considerable property development offering medium to high density living including:

- Fifth Province is in the middle of a \$2m refurb and is broadening their offering
- 99 Fitzroy Street is being redeveloped into serviced apartments with retail underneath, starting early 2024
- 1 – 8/63 Fitzroy Street is being redeveloped into 5 levels of apartments and diversified ground floor retail offerings with a focus on right retail mix, date TBC 2024
- 3 – 11 Fitzroy Street is being redeveloped into apartments with retail offerings, date TBC 2024.

## Fitzroy Street Business Activity Mix

The Fitzroy Street comprises of 232 business premises / properties. It currently has 34 vacancies.

The overall business mix has a relatively low emphasis on day-to-day retailing for servicing the local population. Instead, Fitzroy Street has a higher proportion of restaurants, accommodation and entertainment facilities indicating that it serves as more of a 'destination precinct' for visitors and tourists outside its local catchment.

The business gaps are evident, especially when compared with the precinct's closest competitor, Acland Street, particularly regarding banking, telecommunications, fresh food outlets and general retail. This imbalance limits the appeal of the area for daytime visitation, restricting daytime trading and street activity.

However, the precinct contains a number of traditional service functions such as pharmacies, a small supermarket, bottleshops and convenience stores to service local residents (owners and tenants), visitors staying in nearby hostels and hotels and local businesses.

Personal services such as personal care, hair, beauty, health and fitness have emerged within the Precinct over the last five years and contribute to the daytime business mix.

### Business Mix (as at January 2024)

Business Type	No
Hospitality (accommodation, bars, cafes, dining, takeaway)	62
Grocery, fresh food & bottleshops	9
General retail	9
Personal care, hair & beauty	11
Health & fitness	14
Professional services	14
Creative services	5
Entertainment & function venues	8
Miscellaneous	6



## TARGET MARKET

### Visitors

The COVID-19 pandemic had a devastating impact on Australia's visitor economy from March 2020. This greatly impacted the Fitzroy Street precinct, with many businesses closing their doors. In 2021/22, the total tourism sales in City of Port Phillip was \$1596.8m, which was well below pre-COVID levels.

However, with international visitor numbers rising, as well as an increase in domestic travel, the outlook for the precinct as a tourist destination is positive.

St Kilda remains a popular destination for backpackers in Melbourne, and the Fitzroy St precinct contains a number of accommodation options for this market. These visitors bring a modest economic contribution to the precinct, as well as a much sought after labour market for the hospitality industry.

The \$50.3m St Kilda Pier redevelopment, including a new viewing area for the resident little penguins, and re-opening of the historical Kiosk building, is due to be completed mid-2024, will also have an impact on tourism to the area.

The cruise industry has rebounded strongly, with a \$380 million contribution to Victoria's economy in 2022-23. St Kilda is a key attraction for cruise ship visitors due to its close proximity to Station Pier.

### Locals

With significant property development in mid-high density housing in the precinct in recent years, Fitzroy Street has considerably higher population of permanent residents than in the past. The area attracts a large population of students, young workers and younger couples, representing the main demographic for the precinct's bars, restaurants and cafés.

However, although the local population has a high retail spending capacity, the local customer base is relatively low, indicating a high rate of escape expenditure to other shopping precincts.

There are a number of social services located in and around Fitzroy Street, as well as crisis accommodation, and there are an increased number of people who require these services. The visibility of these social issues are believed to be a key reason for the lower patronage of the local population, who prefer visiting other nearby areas which they feel are relatively safer and more peaceful. Despite a common perception amongst residents that the area is a high-incident precinct, in fact, as a so-called late-night precinct the rate of incidents is very low, and Fitzroy Street operators are cited as best practice operators by Liquor Licensing enforcement.

## Key Consumer demographics (2021)

Population Summary	St Kilda		Surrounding	
	No.	%	No.	%
Total Population	19,490	100.0	37,599	100.0
Dwellings	14,167	100.0	21,625	100.0

Age	St Kilda		Surrounding	
	No.	%	No.	%
Tertiary education/independence (18 to 24)	1,402	7.2	2,753	7.3
Young workforce (25 to 34)	5,924	30.4	8,668	23.1
Parents and homebuilders (35 to 49)	5,119	26.3	9,485	25.2
Older workers & pre-retirees (50 to 59)	2,429	12.5	4,587	12.2

Household income pw	St Kilda		Surrounding	
	No.	%	No.	%
Less than \$800 (low)	1,998	19.0	2,724	15.9
\$800 to \$1,749 (lower middle)	2,932	27.8	4,252	24.8
\$1,750 to \$2,999 (upper middle)	2,723	25.9	4,321	25.3
\$3,000 plus (high)	2,352	22.3	5,257	30.7

Source: idCommunity Demographic Resources



## KEY ISSUES AND OPPORTUNITIES

<p><b>Strengths</b></p> <ul style="list-style-type: none"> <li>• Iconic location – St Kilda beach and foreshore</li> <li>• Established destination for dining, bars and entertainment</li> <li>• Eclectic and unique boulevard setting</li> <li>• Major tourist destination in Summer</li> <li>• Calendar of events to attract locals and visitors</li> <li>• Accessible public transport network (Routes 96, 16 and 3a)</li> <li>• Close proximity to the CBD</li> <li>• Appointed real estate agent to proactively attract traders to ensure the right business mix</li> </ul>	<p><b>Opportunities</b></p> <ul style="list-style-type: none"> <li>• Increase in younger demographic with higher incomes</li> <li>• Redevelopment of properties in the precinct</li> <li>• Cross synergies with community and industry groups e.g. Acland St Village Business Association, local hotels, cruise ships</li> <li>• Leverage from the annual St Kilda Festival, Esplanade Market, Pride March and other events</li> <li>• St Kilda has been made Victoria's first live music precinct</li> </ul>
<p><b>Weaknesses</b></p> <ul style="list-style-type: none"> <li>• Vacancy rate remains moderately high</li> <li>• Only one small Woolworths, so most people go to other precincts for grocery shopping</li> <li>• No "iconic beach" traders such as ice-cream, fish and chips shops</li> <li>• Low day time trading as a result of the loss of general retail traders</li> <li>• Car parking pricing and availability, especially on weekends</li> <li>• Vehicle access, due to road changes, tram stop upgrades and bike lane</li> <li>• Visibility of people requiring support from social welfare providers in the precinct</li> </ul>	<p><b>Threats / Challenges</b></p> <ul style="list-style-type: none"> <li>• Competition from online retail trading</li> <li>• Competition from other nearby shopping and dining precincts</li> <li>• Effects on the street from building redevelopment</li> <li>• High rents and business closures during COVID has affected business mix</li> <li>• Overcoming prior reputational damage from high vacancy rates, anti-social behaviour and homelessness</li> </ul>



## FUTURE DIRECTION

St Kilda is a key destination for Melburnians and visitors, known for its foreshore, beach, night life, live music scene, restaurants and festivals. This part of Melbourne has always embraced cultural innovation, pushed social boundaries, and is a key part of the city's cultural footprint.

### Vision

Fitzroy Street reimagined and repositioned as a retail and living space proposition that reflects a product mix that caters to the contemporary tastes and needs of the local community and visitors. A social and physical environment that offers a safe option for leisure, recreation and presents the retail precinct experience as socially satisfying.

### Principles and Values

The principles and values that are important to FSBA are the marketing and promotion of the Fitzroy Street precinct, diversity of businesses, connection with the community, visitors, and accountability of its activities.





## STRATEGIES AND ACTIONS

Four key strategies were identified to encompass the vision to activate, nurture and ensure economic viability and vibrancy of the precinct over the next five years.

The recommended four strategies with key objectives are as follows:

1. Marketing, events and promotion
2. Business Development
3. Physical development and streetscape improvement
4. Management, Finance and Communications

Each of these strategies lists key actions which are in response to the issues and opportunities that are drawn largely from the Committee planning meeting.

A summary report of key activities and outcomes should be presented annually to members of the Association and Council. The Annual General Meeting (AGM) is an opportune time to present key achievements together with financial reports and statements to members of the Association and precinct traders. This gives the Association the opportunity to highlight the marketing and business development activities and benefit received from the annual, special rate and charge levy.

## Marketing, events and promotion

### Objective

To deliver a 12-month calendar of events and marketing program to cater for all year-round activities, with a variety of food, arts and cultural activities for locals and visitors that highlights the uniqueness of the precinct and increases visitation. Attract and seek sponsorship and funding opportunities to further develop marketing and promotion.

### Actions

#### Events

- Develop a 12-month calendar of events and markets, including:
  - Midsumma Pride March (February)
  - Blues Festival (March)
  - Halloween (October)
  - Christmas celebrations (December)

#### Strategic Marketing and Promotion

- Continue partnership with Council and leverage foot traffic from renowned, long standing St Kilda events hosted by City of Port Phillip such as St Kilda Festival (February), Midsumma Pride March (February) and St Kilda Film Festival (May)
- Leverage proximity of Esplanade Market
- Identify opportunities to target cruise ships for peak periods between October – March
- Collaborate with Acland Street Village Business Association and identify any cross synergies with events / promotions

#### Communication

- Continue to develop engaging social media content
- Review and monitor social media engagement with statistical analysis of data
- Continue to develop engaging, relevant and promotional marketing content, entertainment and event listing on [discoverstkilda.com.au](https://discoverstkilda.com.au) website.
- Continue to update trader content and contact details
- Increase development of blogs to build traction, engagement and attraction to the precinct
- Commit to resource website and social media management
- Continue to notify traders of all events and marketing activities during the year via digital newsletter, to encourage participation
- Conduct consumer research to understand the customer and customer needs.



## Business Development

### Objective

To support existing businesses and improve the business mix by attracting relevant and new businesses to the precinct to enhance its variety of tenant mix, ambience and vibrancy.

### Actions

- Continue with the appointed real estate agent to improve business mix.
- Using marketing to attract foot traffic, which will improve business outcomes and attract new tenants.
- Continue to share helpful resources for traders through newsletter
- Ensure new traders receive a Welcome Kit and invitation to be listed on the web directory
- Annual FSBA event for networking

## Physical development and streetscape improvement

### Objective

To enhance and advocate to Council and government for improved physical amenity, cleanliness and streetscape improvements to maintain precinct appearance and to seek improvements in infrastructure, design, streetscape, art and facilities such as lighting, parking and pedestrian access and shop upgrades.

### Actions

- Continue to advocate to Council on the need to improve the streetscape of the precinct including landscaping, signage, seating and street furniture, gateways, lighting, public toilets, public spaces and community /public art
- Continue to work in partnership with Victoria Police to patrol the precinct for a safer community

## Management, Finance and Communication

### Objective

Continue management and communication between the Committee and businesses in the precinct. To also sustain a functional committee to govern the special rate and charge scheme to support the marketing and promotional activities and raise other funding.

### Actions

- Maintain employment of a marketing manager to assist the committee and FSBA to undertake
  - marketing and promotion
  - social media management
  - market research
  - business development
  - communication with businesses
  - monitoring, evaluation, and reporting
- Continue to elect a Committee, President, Vice President, Treasurer, Secretary and at least 4 ordinary members each year. Work to ensure a representation on the Committee from different types of businesses with different skills in different parts of the Village and commercial/professional businesses.
- Promote Association membership and provide governance training.
- Develop a financial strategy to increase funding sources from grants, sponsors etc
- Continue to ensure that businesses in the precinct work together as a team by communicating with them regularly through updates, emails and face-to-face visits.



## MARKETING ACTION PLAN

The action plan focuses on four key strategic goals that align with the 5-year vision.

### Annual Marketing Plan and Budget for 2024 - 2025

		Objectives	Targets	Budget
Wed in July 2024	Around the World in One Night - a tasting event of all the different food and cultures on Fitzroy Street where people can pre-order their tasters, wander the streets collecting them and having drinks on the way	<ul style="list-style-type: none"> <li>* Support strategic plan - marketing and events and cultural diversity</li> <li>* Highlight and celebrate our many and varied food and beverage businesses, esp in the quieter winter season</li> <li>* Drive visitation and economic impact to Fitzroy Street businesses</li> </ul>	* Attract 200 ticket sales	\$10,000.00
Date TBC July 2024	Comedy event in Fitzroy Street, where people book a table in a venue for dinner and/or drinks enjoy comedy at the same time. May run for two weeks	<ul style="list-style-type: none"> <li>* Support strategic plan - marketing and events</li> <li>* Highlight and celebrate our many and varied food and beverage businesses, esp in the quieter winter season</li> <li>* Drive visitation and economic impact to Fitzroy Street businesses</li> </ul>	* Attract 1000 attendees over the course of the event	\$20,000.00
Wed in August 2024	Around the World in One Night - a tasting event of all the different food and cultures on Fitzroy Street where people can pre-order their tasters, wander the streets collecting them and having drinks on the way	<ul style="list-style-type: none"> <li>* Support strategic plan - marketing and events and cultural diversity</li> <li>* Highlight and celebrate our many and varied food and beverage businesses, esp in the quieter winter season</li> <li>* Drive visitation and economic impact to Fitzroy Street businesses</li> </ul>	* Attract 200 ticket sales	\$10,000.00
Fri, Oct 25, 2024 – Halloween Activation	Roving entertainment and activities for school kids, plus get bars involved by offering events and specials for Halloween	<ul style="list-style-type: none"> <li>* Support strategic plan - marketing and events</li> <li>* Drive visitation and economic impact to Fitzroy Street businesses</li> <li>* Attract families to the precinct by delivering activities that are family friendly and fun</li> <li>* Encourage over 18s to attend the bars involved in Halloween</li> </ul>	* Attract an attendance of at least 1000 visitors to the precinct	\$15,000.00

## Fitzroy Street Strategic Business Plan 2024-2029

Mon, Nov 21 - Trader Networking – AGM	AGM followed by trader Christmas party, for networking and celebration	<ul style="list-style-type: none"> <li>* Support strategic plan - development focus</li> <li>* Build and increase trader engagement and collaboration</li> </ul>	* Attract attendance of at least 30 traders	\$2,200.00
Nov 2024 - Fitzroy Street Fantastic	Online comp - give away 10 x \$100 vouchers to nominated fave business	<ul style="list-style-type: none"> <li>* Highlight and celebrate our many health, beauty, fitness and retail businesses, esp coming into summer and party season</li> <li>* Gain engagement on the Acland Street Village socials to ensure future posts are seen by more followers</li> <li>* Support our traders by giving away 10 x \$100 vouchers to be spent in the Precinct</li> </ul>	* Get 50 entries on each FB and Instagram	\$1,300.00
Date TBC Dec 2024 - Twilight Xmas Market	On-street Christmas market with entertainers, craft station, face painting	<ul style="list-style-type: none"> <li>* Support strategic plan - marketing and events</li> <li>* Drive visitation and economic impact to Fitzroy Street businesses</li> <li>* Attract families to the precinct by delivering activities that are family friendly and fun</li> </ul>	Attract an attendance of at least 500 visitors to the precinct	\$10,000.00
Date TBC Feb 2025 - Midsumma Pride March	Decorate street, run best dressed window competition for traders, share specials, offers and events	<ul style="list-style-type: none"> <li>* Support strategic plan - marketing and events and cultural diversity</li> <li>* Leverage Pride March and other Midsumma Festival programming to ensure that FSBA traders continue benefit from the event</li> <li>* Ensure that Fitzroy Street is reputed as the home of LGBTQIA+ community in Victoria</li> </ul>	<ul style="list-style-type: none"> <li>* Provide FSBA businesses with an increase of at least 10 percent in sales</li> <li>* At least 10 Fitzroy Street businesses to leverage Midsumma Festival opportunities</li> </ul>	\$10,000.00
Date TBC Feb 2025 - St Kilda Festival sponsorship	Extended trade area Additional staging on Fitzroy Street	<ul style="list-style-type: none"> <li>* Support strategic plan - marketing and events</li> <li>* Showcases live music and hospitality venues on Fitzroy Street</li> <li>* Drive visitation and economic impact to Fitzroy Street businesses</li> <li>* Continue to establish St Kilda and, more importantly, Fitzroy Street Precinct as the precinct for live music</li> </ul>	<ul style="list-style-type: none"> <li>* Provide FSBA businesses with an increase of at least five percent in sales</li> <li>* Activate at least 10 venues in the precinct with music and/or entertainment</li> </ul>	\$10,000.00
Date TBC March 2025 - St Kilda Blues Festival sponsorship	Blues Festival held within venues and along the street	<ul style="list-style-type: none"> <li>* Support strategic plan - marketing and events</li> <li>* Showcases live music and hospitality venues on Fitzroy Street</li> <li>* Drive visitation and economic impact to Fitzroy Street businesses</li> <li>* Continue to establish St Kilda and, more importantly, Fitzroy Street Precinct as the precinct for live music</li> </ul>	<ul style="list-style-type: none"> <li>* Attract 5 000 to the event over the weekend</li> <li>* Increase revenue of Fitzroy Street Precinct businesses</li> <li>* Host live music in a min of eight venues in Fitzroy Street Precinct, in addition to activation on the street</li> </ul>	\$25,000.00



## Fitzroy Street Strategic Business Plan 2024-2029

Date TBC June 2025 - Trader Networking Event	Trader networking event to allow for dissemination of important informationa and networking	* Support strategic plan - development focus * Build and increase trader engagement and collaboration	* Attract attendance of at least 30 traders	\$1,500.00
June 2024 - online giveaway	Online comp - give away 10 x \$100 vouchers to fave business	* Highlight and celebrate our many and varied food and beverage businesses, esp in the quieter winter season * Gain engagement on the Fitzroy Precinct socials to ensure future posts are seen by more followers * Support our traders by giving away 10 x \$100 vouchers to be spent in the Precinct	* Get 50 entries on each FB and Instagram	\$1,300.00
TOTAL EVENT EXPENSES				\$116,300.00
MISCELLANEOUS	Annual expenses			
	Insurance			\$1,716.38
	Aus Post Box			\$153.00
	Bookkeeping & BAS services			\$4,922.50
	Auditor			\$2,600.00
	Bank fees and charges			\$215.42
	Storage			\$2,050.00
	Website updates, domains and web hosting	\$300 for hosting and \$20 for domain discoverstkilda. \$50 a month for web guy - \$600 in total for updates		\$660
	Marketing Manager			\$50,000.00
	CONTINGENCY	Contingency for activating street when 1 - 8/63 Fitzroy Street premises are closed down and the street is divided by a large untenanted area		\$41,382.70
TOTAL MISCELLANEOUS				\$103,700.00
TOTAL EXPENSES				\$220,000.00
TOTAL YEARLY LEVY RECEIVED inc GST				\$220,000.00
				\$0.00



## FINANCIAL STRATEGY

The Fitzroy Street precinct program has been based on an annual special rate of \$200,000 (excluding GST) plus income generated by events. Property changes within the boundary led to a very slight increase of rateable properties. The levy was increased by 1.56%. It does not increase with CPI.

### Financial accountability

To enable the program to grow further, the Association will continue to seek sponsorship for events and create income opportunities [through events] from groups and organisations other than our rate members, to supplement the special rate funds. The Association is to have the capacity to apply for Federal, State and municipal grants to undertake projects.

The Association is to continue to have a financial accountability system in place to meet the reporting requirements of both Consumer Affairs Victoria and the City of Port Phillip's funding agreement with Business Associations relating to the special rate.

A financial report, outlining expenditure against a designated budget will be provided to Council twice each year. An audit of the Association's annual income and expenditure is to continue to be prepared at the end of the financial year and presented to the Association's AGM as well as to the City of Port Phillip.



## OVERALL MONITORING AND EVALUATION

The degree of achievement of the actions outlined in the Business Plan is to be evaluated at regular intervals throughout each financial year.

Key performance indicators to be included in the evaluation are:

- extent of completion of projects specified in the Business Plan
- extent of business involvement and engagement with the Association Committee
- level of business participation in activities and promotions
- business and customer perceptions about the success of individual promotions and advertising campaigns
- business perceptions about changes in the overall profile and trading performance of the Village
- financial and statutory accountability

The Business Association prepares a 6-monthly report at the end of each financial year of the program. The report addresses the degree of compliance with the performance indicators outlined above. It is to be submitted to Council as part of the accountability requirements for the program. It also is to be used as a basis for developing a more detailed action program and budget for the following financial year.

The degree of achievement of the actions outlined in the Action / Business Plan is to be evaluated at regular intervals throughout each financial year.



## APPENDIX

The Appendix provides further background information on FSBA, its management committee and precinct marketing manager.

### Appendix 1 Management Committee

The Committee of the Fitzroy Street Business Association for 2023/24 are:

Name	Role
David Blakeley	President
Marion Robinson	Treasurer
James Brearley	Secretary
Chris Constantinou	General Member
Justine Dalla Riva	General Member
Charlotte Frajman	General Member
Miffanwy Smith	General Member
Lachlan McKenzie-McHarg	General Member
Allan Rendell	Non-Voting General Member
Alli Price	Marketing Manager





Fitzroy Street Business Association Inc.

PO Box 1605, St Kilda South VIC 3182

Email: [info@fitzroystreetstkilda.com.au](mailto:info@fitzroystreetstkilda.com.au)

**FITZROY  
STREET.**

ABN: 55 383 437 311



## PROPOSED DECLARATION OF A SPECIAL RATE FOR THE FITZROY STREET BUSINESS PRECINCT 2024 - 2029

Having considered all submissions and objections received and having complied with the requirements of sections 163, 163A, 163B and 223 of the *Local Government Act 1989* (**Act**), Port Phillip City Council (**Council**) declares a special rate and special charge (**Special Rate**) scheme under section 163(1) of the Act for the purposes of defraying expenses to be incurred by Council in connection with the marketing, promotion, business development and centre management for the encouragement of commerce, retail, tourism, professional activity and employment in the Fitzroy Street Business Precinct (**Business Precinct**). It is proposed the funds be provided to the incorporated body known and operating as the Fitzroy Street Business Association (**Association**), subject to a funding agreement with Council under which all funds provided to the Association are subject to the approval, direction and control of Council, and will be used for the purpose of marketing, promotion, business development and centre management expenses as approved by Council.

The criteria which form the basis of the declaration of the Special Rate are the ownership and the Net Asset Value (**NAV**) of rateable land which is:

- used, or reasonably capable of being used, for retail, commercial, leisure, tourism, entertainment, light industrial or professional purposes; and
- situated within the geographical area shown in the Fitzroy Street Special Rate Area identified below and Proposed Boundary Map at figure 1 below (**Boundary Map**).

Further, the classification of properties within the Special Rate Area as receiving a 'primary', 'secondary', 'tertiary' or 'quaternary' special benefit is based upon the nature and characteristics of the properties and businesses included in each of the benefit areas. The benefit areas are described below.

In declaring the Special Rate scheme, Council is performing functions and exercising powers in relation to the peace, order and good government of the municipal district of the City of Port Phillip, in particular the encouragement of commerce, retail activity, tourism and employment opportunities within the area for which the Special Rate scheme is declared.

The total cost of the performance of the function and the exercise of the power by Council (in relation to activities associated with the encouragement of commerce, retail activity, tourism and employment opportunities in the area for which the Special Rate scheme is declared), and the total amount of the Special Rate to be levied by Council, is \$1,000,000. This is the total amount that will be raised by way of the Special Rate scheme during the declared Special Rate Period and reflects an amount of up to \$200,000 per annum in each of the financial years from 2024-2025 to 2028-2029.

The Special Rate is declared, and will remain in force, for the period commencing on 1 July 2024 and ending on 30 June 2029 (**Special Rate Period**).



The area for which the Special Rate scheme is declared is the area of land comprising all the properties set out below, as shown on the Boundary Map. The land in relation to which the Special Rate scheme is declared is all that rateable land described in the address listing of rateable properties set out below:

### Eligible Properties

The following eligible properties within the below address ranges (**Special Rate Area**) are included in the Special Rate scheme:

- 2 – 6 Acland Street (inclusive);
- 11 and 12 The Esplanade;
- 1 – 203 Fitzroy Street and 8 – 64 Fitzroy Street (inclusive);
- 9 – 19 Grey Street and 4 – 24 Grey Street (inclusive);
- 1 George Lane; and
- 1 St Kilda Road.

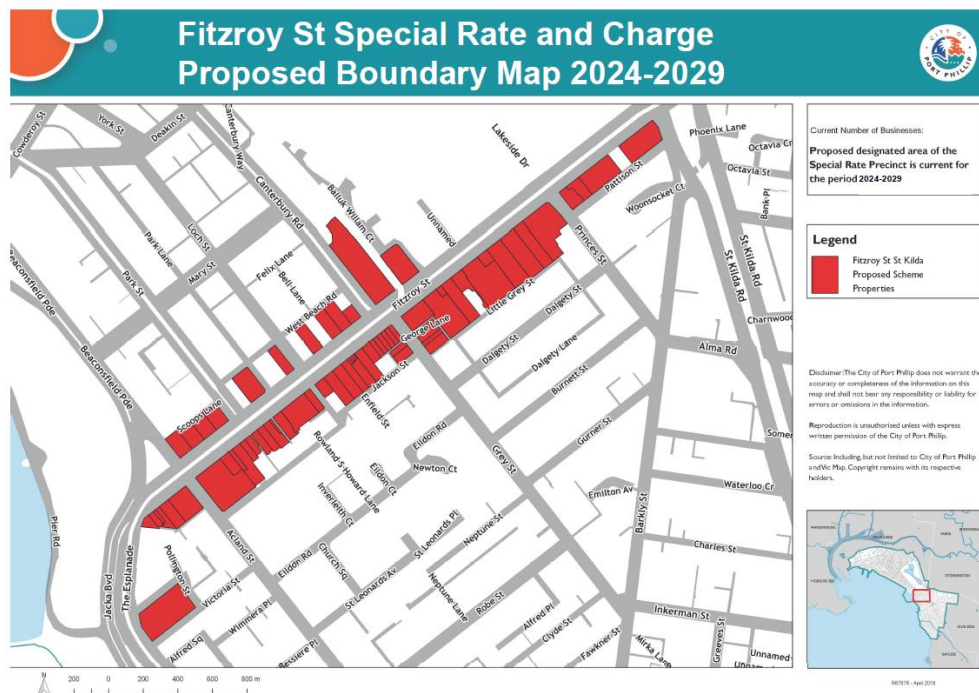


Figure 1. Boundary Map

For the Special Rate Period, the benefit areas for the purposes of assessing the Special Rate are as follows:

### Primary Benefit Area

The primary benefit area includes properties that are used, or reasonably capable of being used, for retail, commercial, leisure, tourism, entertainment, light industrial or professional purposes and are:

- Ground or basement level properties with a street frontage on Fitzroy Street or the Esplanade; or
- Properties with a Fitzroy Street address facing Canterbury Road.

#### **Secondary Benefit Area**

The secondary benefit area includes properties that are used, or reasonably capable of being used, for retail, commercial, leisure, tourism, entertainment, light industrial or professional purposes, and are:

- Ground level properties with a Fitzroy Street address that do not face or front onto Fitzroy Street;
- Ground level properties with an Acland Street address;
- Ground level properties with a Grey Street address;
- 1 George Lane; or
- 1 St Kilda Road.

#### **Tertiary Benefit Area**

The tertiary benefit area includes properties that are used, or reasonably capable of being used, for retail, commercial, leisure, tourism, entertainment, light industrial or professional purposes, and are above ground level properties with a Fitzroy Street address.

#### **Quaternary Benefit Area**

The quaternary benefit area includes properties that are used, or reasonably capable of being used, for retail, commercial, leisure, tourism, entertainment, light industrial or professional purposes, and are above ground level properties that do not have a Fitzroy Street address.

#### **Special Rate**

The rates in the dollar applicable to each benefit area for the purposes of levying the Special Rate will be determined at the beginning of each financial year, having regard to the NAV of all the properties in each benefit area at that time, to raise up to \$200,000 per annum.

It be noted that the Valuer General Victoria re-values all properties within the municipal district every year. On 1 July 2024, the new valuations will be used to calculate the rate in the dollar for all eligible properties within the Business Precinct.

By way of example, and in the absence of the NAV figures for 2024-2025, below shows the rates in the dollar, based on the 2023-2024 NAV valuations, that would have been applied to collect the special rates and charges totalling up to \$200,000 per annum:

- Primary benefit rate – 0.01129
- Secondary benefit rate – 0.00883
- Tertiary benefit rate – 0.00652
- Quaternary benefit rate – 0.00490

The actual special rates to be applied in 2024-2025, and in each subsequent year of the Special Rate Period, will be redetermined in each financial year having regard to reassessed NAV figures prepared annually by Valuer-General Victoria.



In addition to the rate in the dollar being adjusted each financial year, maximum and minimum special charges will also apply. For the 2024-25 rating year, the following maximum and minimum special charges will apply:

- Primary benefit rate – maximum charge of \$3,260 and a minimum charge of \$878 per year.
- Secondary benefit rate – maximum \$2,712 and a minimum charge of \$691 per year.
- Tertiary benefit rate – maximum charge of \$2,173 and a minimum charge of \$523 per year.
- Quaternary benefit rate – maximum charge of \$1,686 and a minimum charge of \$452 per year.

The maximum and minimum special charges will be adjusted at the beginning of each financial year during the operation of the Scheme, having regard to:

- any change to the special rate in each of the benefit areas (which, as above, will be determined having regard to the movement of NAV to ensure that \$200,000 will be collected in that year);
- the inclusion or removal of any properties from the Scheme; and
- any change in the number of properties that will pay a special charge (as opposed to a special rate), having regard to the changed special rates in each benefit area, as above.

The Special Rate (which for the avoidance of doubt, includes any special charge) will be levied by the Council sending a levy notice annually to the persons who are liable to pay the Special Rate, which will require that the Special Rate must be paid in the following manner:

- by one annual payment to be paid in full by the due date fixed by Council in the notice, which will be a date not less than 30 days after the date of the issue of the notice; or
- by four instalments to be paid by the dates which are fixed by Council in the notice.

In accordance with section 163(4A), this declaration will expire if the Special Rate is not levied to each person liable to pay it within 12 months after the day on which this declaration is made.

Council considers that there will be a special benefit to the persons required to pay the Special Rate because:

- there will be a benefit to those persons that is over and above, or greater than, the benefit that is available to persons who are not subject to the Special Rate scheme; and
- directly and indirectly as a result of the expenditure of the Special Rate scheme, the viability of the Business Precinct as a business, commercial and retail area, and the value and the use, occupation and enjoyment of the properties and the businesses included in the Special Rate Area, will be maintained or enhanced through increased economic activity.

Council has determined for the purposes of sections 163(2)(a), (2A) and (2B) of the Act that the estimated proportion of the total benefits of the Special Rate scheme to which the performance of the function and the exercise of the power relates (including all special benefits and community benefits) that will accrue as special benefits to all of the persons who are liable or required to pay the Special Rate is in a ratio of 1:1 (or 100%). This is on the basis that, in the opinion of Council, all of the services and activities to be provided from the expenditure of funds raised by the Special Rate scheme are marketing, promotion and advertising related and will accordingly only benefit those properties and businesses

included in the Special Rate Area that are used, or reasonably capable of being used for retail, commercial, leisure, tourism, entertainment, light industrial and professional purposes.

Council authorises the Association to administer the proceeds of the Special Rate scheme on the express condition that the Association enters into a funding agreement with Council for the Special Rate Period.

Council authorises its Chief Executive Officer or delegate to prepare the funding agreement between Council and the Association by which administrative arrangements in relation to the Special Rate scheme are confirmed. Such agreement will ensure that at all times, and as a precondition to the payment of any funds by Council to the Association, Council is, and remains, legally responsible for approving, directing and controlling the expenditure of the proceeds of the Special Rate in accordance with its legal obligations to do so.

Notice of Council's decision to declare and levy the Special Rate shall be sent to all owners and occupiers of properties included in the Special Rate scheme and all persons who have lodged a submission and/or an objection, and such notice shall also set out the reasons for Council's decision.

The reasons for Council's decision are recorded as the reasons set out below:

- Council considers that it is acting in accordance with the functions and powers conferred on it under the *Local Government Act 1989*, having regard to its role, purposes and objectives under the Act, particularly in relation to encouragement of commerce, retail, tourism, professional activity and employment in the Business Precinct;
- All persons who are liable or required to pay the Special Rate and the properties respectively owned or occupied by them, will receive a special benefit in the form of an enhancement or maintenance in land values and/or a maintenance or enhancement in the use, occupation and enjoyment of the properties subject to the Special Rate; and
- The basis of distribution of the Special Rate among those persons who are liable or required to pay it is considered to be fair and reasonable.



# MEETING OF THE PORT PHILLIP CITY COUNCIL 7 FEBRUARY 2024



## 12.2 ACLAND STREET VILLAGE SPECIAL RATE AND CHARGE - CONSIDERATION OF SUBMISSIONS

**EXECUTIVE MEMBER:** BRIAN TEE, GENERAL MANAGER, CITY GROWTH AND DEVELOPMENT

**PREPARED BY:** SUSIE FILLETI, BUSINESS ENGAGEMENT COORDINATOR  
JAMES GULLAN, HEAD OF ADVOCACY, ECONOMIC DEVELOPMENT AND PARTNERSHIPS

### 1. PURPOSE

- 1.1 To consider the written submissions received by Council and to hear persons speaking in support of their submissions pursuant to the statutory process to renew the Acland Street Village Special Rate and Charge for 2024 – 2029.

### 2. EXECUTIVE SUMMARY

- 2.1 On 1 September 2023, Council received a letter from ASVBA requesting that Council begin the statutory process to renew the Acland Street Village Special Rate and Charge for five years, from 1 July 2024 to 30 June 2029.
- 2.2 At the ordinary meeting of Council held on the 15 November 2023 Council resolved to commence the statutory process in November 2023 under the *Local Government Act 1989* to renew a Special Rate and Charge for the properties within the defined Acland Street Village Business Precinct, such Special Rate and Charge is to raise up to \$195,000 per annum in each of the financial years from 2024-2025 to 2028-2029.
- 2.3 The proposed new Special Rate and Charge includes 296 properties.
- 2.4 Council must consider all submissions received in relation to the Special Rate and Charge in accordance with Sections 163A, 163B and 223 of the *Local Government Act 1989* (the “Act”) prior to making a decision regarding the declaration of the Acland Street Village Special Rate and Charge.
- 2.5 On 20 November 2023 Council published notice of the proposed Special Rate and Charge. Copies of the notice were sent to persons who would be liable to pay the Special Rate and Charge, if declared.
- 2.6 Within the statutory consultation period, between 20 November and 18 December 2023, Council received:
  - seven submissions of support from business and property owners representing seven properties in support of the Special Rate and Charge;
  - 11 valid and three invalid objections from 14 property and business owners representing 20 properties objecting to the proposed Special Rate and Charge; and
  - one submission seeking a review of the benefit level allocated to the property.
- 2.7 Council officers calculate valid objections equating to 5.74 percent and total objections including invalid equating to 6.76 percent of the total proposed rateable properties included in the Special Rate and Charge (being 296 properties).
- 2.8 In response to the one submission seeking a review of the property benefit level, Council officers made a minor amendment to the proposed declaration of a Special Rate and Charge for the Acland Street Village Business Precinct 2024 – 2029.

# MEETING OF THE PORT PHILLIP CITY COUNCIL

## 7 FEBRUARY 2024



(**Attachment 1**). The amendment does not change the material intent of the Public Notice that was published in The Age on 20 November 2023 and displayed on the City of Port Phillip website.

- 2.9 Under Section 163B of the Local Government Act 1989, any person who will be required to pay the proposed special rate or charge is entitled to exercise the right of objection. For an objection from an occupier/tenant to be valid under the Act, documentary evidence is required which shows that the occupier/tenant will be required to pay the special rate or special charge as a condition of their lease. Where this evidence was requested and not provided, an objection was determined to be invalid.
- 2.9.1 Section 163B(6) of the Act states that Council cannot make a declaration of a Special Rate and Charge if it receives objections from a majority of the rateable properties in respect of which the Special Rate and Charge would be imposed (exceeding 50 percent). In this case, Council has not received objections from a majority of rateable properties to the proposed Special Rate and Charge.
- 2.10 Many of the objections were based on concerns regarding the benefit of the rate to the precinct, part of the precinct or their particular property or business. Some objectors also raised concerns regarding the financial impact of the Special Rate on their business. Also, some objections related to property classification concerns. In addition to noting the objections, these concerns were sent to Rates to review and manage independent of the Special Rate and Charge process.
- 2.11 A summary of the submissions is outlined in the attached table (**Attachment 2**). Property and business owners that made submissions have been invited to speak to their submissions at this meeting. Copies of all the submissions received have been provided to all Councillors.
- 2.12 In considering and hearing the submissions and deciding in whether to declare the Special Rate and Charge, consideration should be given to the following:
- 2.8.1 whether the basis distribution of the Special Rate and Charge on properties liable to pay it is fair and equitable and that all affected properties will receive a special benefit as a result of the Special Rate and Charge.
- 2.8.2 whether there is a need to modify the Special Rate and Charge due to inaccuracies within the Public Notice or abandon the proposed Special Rate and Charge.
- 2.8.3 The views of those who responded.

### 3. RECOMMENDATION

That Council:

- 3.1 Considers all written submissions and hear persons who have requested to speak in support of their submissions in respect to the proposed Acland Street Village Special Rate and Charge 2024 - 2029 and in accordance with sections 163A, 163B and 223 of the *Local Government Act 1989*.
- 3.2 Notes it will make a formal decision on whether to declare the Acland Street Village Special Rate and Charge 2024 - 2029 at its ordinary meeting on 17 April 2024.

### 4. KEY POINTS/ISSUES

#### BACKGROUND



# MEETING OF THE PORT PHILLIP CITY COUNCIL

## 7 FEBRUARY 2024



- 4.1 Special Rate and Charge declarations are a statutory process governed by Part 8 of the *Local Government Act 1989*. Despite the enactment of the *Local Government Act 2020*, the Special Rate and Charge provisions of the 1989 legislation are still in force. In declaring a Special Rate and Charge, Council must consider that:
  - 4.1.1 the proposal relates to the performance of a function authorised under Section 163 of the Act;
  - 4.1.2 there will be a special benefit to those persons liable to pay the Special Rate and Charge levy; and
  - 4.1.3 there is a reasonable distribution of the rate amongst those persons liable to pay the Special Rate and Charge levy.
- 4.2 On 1 September 2023, Council received a letter from ASVBA requesting that Council begin the statutory process to renew the Acland Street Village Special Rate and Charge for five years, from 1 July 2024 to 30 June 2029.
- 4.3 In September and October 2023, ASVBA visited all open businesses in the precinct and undertook a business poll to gauge support for renewing the Special Rate and Charge. The ASVBA received signed support from 164 out of the 238 properties currently occupied, open and available for comment for the Special Rate and Charge, which represented 69 percent.
- 4.4 The proposed new Special Rate and Charge is for five-year period (2024 – 2029) and includes 296 properties. The proposed Boundary Map is attached (**Attachment 3**).
- 4.5 The proposed 2024 – 2029 Special Rate and Charge is modelled to raise up to \$195,000 per annum in each of the financial years from 2024-2025 to 2028-2029.
- 4.6 At the ordinary meeting of Council held on the 15 November 2023 Council resolved to commence the statutory process in November 2023 under the *Local Government Act 1989* to renew a Special Rate and Charge for the properties within the defined Acland Street Village Business Precinct, such Special Rate and Charge is to raise up to \$195,000 per annum in each of the financial years from 2024-2025 to 2028-2029.
- 4.7 On 17 November 2023 Council sent individual letters to all affected property owners and occupiers within the proposed Acland Street Village boundary, advising of the Intention to Declare the Acland Street Village Special Rate and Charge, the commencement of the statutory process including a copy of the Public Notice and an estimation of the levy based on 2023 Net Asset Value (NAV) valuations that would be applied to the property.
- 4.8 In accordance with Council's statutory obligations under sections 163(1A) and 163B(3) of the Act, a Public Notice was published in The Age on the 20 November 2023, outlining the details of the proposed declaration of Special Rate and Charge. This Public Notice commenced the statutory consultation process. The process concluded at 5pm on 18 December 2023.

### KEYPOINTS:

- 4.9 The City of Port Phillip currently has four Special Rate schemes in operation – Port Melbourne, Fitzroy Street, Carlisle Street, as well as Acland Street Village. All Port Phillip schemes incorporate the collection of a levy from commercial properties within a defined geographic area, for the sole purpose of marketing, promotion and business development of the specified activity centre.

# MEETING OF THE PORT PHILLIP CITY COUNCIL

## 7 FEBRUARY 2024



- 4.10 All funds collected are distributed to the relevant incorporated Business Association under a funding agreement with Council.
- 4.11 The proposed new Special Rate and Charge is for a five-year period (2024 – 2029) and includes 296 properties.
- 4.12 Properties exempt from paying the Special Rate and Charge levy include:
  - all residential properties; and
  - non rateable properties.
- 4.13 If redevelopments occur within the proposed Special Rate and Charge boundary any new eligible properties that have not previously been levied will be added to the Special Rate and Charge. Any property that changes from commercial, retail, leisure, tourism or light industrial to residential use will be removed from the Special Rate and Charge. Amendments to the Special Rate and Charge will occur from the date the supplementary valuation takes effect.
- 4.14 The ASVBA has developed its Business Plan for the proposed 2024 – 2029 Special Rate and Charge as well as a Budget and Action Plan for FY2024/2025 (**Attachment 4**). The Business Plan and Budget and Action Plan will form part of the new funding agreement with Council.
- 4.15 The Special Rate and Charge will be for the sole purpose of marketing, promotion, business development and centre management of the specified Activity Centre. It is considered that the value of the properties included in the Special Rate and Charge, their desirability as a letting proposition and their general amenity could be enhanced by the activities generated from the Special Rate funds.
- 4.16 To distribute the special rate and charge across the commercial properties within the Acland Street Village precinct boundary the current four benefit areas will remain – primary, secondary, tertiary and quaternary. Details of the benefit areas and Scheme boundary are specified in the Proposed Declaration of a Special Rate and Charge (**Attachment 1**).

## 5. CONSULTATION AND STAKEHOLDERS

- 5.1 On 17 November 2023 Council sent separate letters to all affected property owners and occupiers within the proposed Acland Street Village boundary, advising of the Intention to Declare the Acland Street Village Special Rate, the commencement of the statutory process including a copy of the Public Notice and an estimation of the levy based on 2023 Net Asset Value (NAV) valuations that would be applied to the property.
- 5.2 A public notice was published in the Age and on Council's website on the 20 November 2023, outlining the details of the proposed declaration of Special Rate and Charge. This Public Notice commenced the statutory consultation process. The process concluded at 5pm on 18 December 2023.
- 5.3 Council has acknowledged receipt of all submissions and has provided details of the Council Meeting at which those persons may speak to their submission.

## 6. LEGAL AND RISK IMPLICATIONS

- 6.1 The risks associated with the proposal are limited by the following:
  - 6.1.1 Council procured Maddocks to provide legal advice on the statutory processes associated with the request to declare a Special Rate and Charge, including undertaking an independent objection review.



# MEETING OF THE PORT PHILLIP CITY COUNCIL

## 7 FEBRUARY 2024



- 6.1.2 Council cannot declare the Special Rate and Charge if it receives objections that exceed 50 percent of the total properties in accordance with Section 163B(6) of the *Local Government Act* 1989. The number of valid objections received for the Special Rate and Charge was 5.74 percent. This percentage is significantly less than the legislative threshold required for Council to discontinue the process under this section.
- 6.1.3 If the Special Rate and Charge is declared ASVBA will enter into a formal funding agreement with Council for the duration of the Special Rate and Charge which outlines the specific purposes for which the funds can be spent (being the purposes for which the Special Rate and Charge is declared).
- 6.1.4 Under the terms of the proposed funding agreement:
- ASVBA will be required to submit an Activity Report that includes financial reporting documentation every six months (profit and loss, balance sheet, general ledger, and marketing activity report). Special Rate and Charge monies will not be paid to the Association until all reporting is received and approved.
  - ASVBA must be an incorporated entity through the life of the Special Rate and Charge and must act in accordance with the Associations Incorporation Reform Act 2012.
  - ASVBA will be required to develop and adopt their five-year Business Plan to guide expenditure of the funds.
  - ASVBA will be required to develop an annual Budget and Action Plan that details how the operating budget will be spent.
  - ASVBA will expend the monies raised by the Special Rate and Charge on behalf of Council as an administrator of the funds and at all times bound by the funding agreement with Council and under the direction of Council, and Council will reserve solely all discretions relevant to the application of the proceeds of the Special Rate. Section 164 of the *Local Government Act 1989* enables Council to discontinue the Special Rate if there is any inappropriate expenditure.
- 6.1.5 If Council does not wish to support the Acland Street Village Special Rate and Charge, there may be an expectation from the commercial precinct that Council will fund marketing and promotion activities for the precinct.
- 6.1.6 If Council proceeds with the declaration at its Ordinary Meeting on 17 April 2024, a person then has 30 days from the date of issue of the Special Rate and Charge notice to apply to VCAT for a review of a decision of Council to impose a Special Rate and Charge on limited grounds under s185 the *Local Government Act 1989*.
- 6.1.7 If an appeal is lodged at VCAT, Council would consider whether to proceed with the implementation of any Special Rate and Charge where there is a VCAT appeal lodged until this appeal has been heard, and whether to provide any monies raised to ASVBA until there is a VCAT decision on the matter.

## 7. FINANCIAL IMPACT

- 7.1 Council incurs administrative costs for the renewal of the Acland Street Village Special Rate and Charge. These have been included in the FY2023/2024 budget.



- 7.2 If the Special Rate and Charge is successful, ongoing resources will be required to monitor the Special Rate and Charge, this will be funded from the operational budget and supported via existing resourcing.
- 7.3 Council administers the collection of the funds of the Special Rate and Charge and would distribute the funds to ASVBA in two half-yearly instalments after they complete reporting requirements under the proposed funding agreement.

**8. ENVIRONMENTAL IMPACT**

- 8.1 Council works with the Business Association allows and Acland Street Village businesses on sustainable best practice programs that will reduce emissions, waste and energy usage and achieve improved sustainability outcomes.
- 8.2 Vibrant local activity centres provide residents with the opportunity to shop locally and sustainably by walking, cycling or taking public transport to access their centre rather than driving elsewhere.

**9. COMMUNITY IMPACT**

- 9.1 Vibrant activity centres are critical to the health and development of the local community. Centres provide employment, community meeting places, resources, leisure opportunities and essential services to the community.

**10. ALIGNMENT TO COUNCIL PLAN AND COUNCIL POLICY**

- 10.1 *Inclusive* Strategic Direction - A City that is a place for all members of our community, where people feel supported and comfortable being themselves and expressing their identities:
- A successful business/retail precinct provides a multitude of services to the community ensuring all have access to health and wellbeing services and facilities. A community that is connected is a healthy community and business precincts provide these connectivity opportunities.
- 10.2 *Liveable* Strategic Direction - 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:
- Successful business/retail precincts underpin the liveability of a high-density city, like Port Phillip and are pivotal in creating a city of diverse and distinctive neighbourhoods and public spaces.
- 10.3 *Sustainable* Strategic Direction - 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:
- There is opportunity for Council to work with Business Associations to educate and examine ways to 'green' businesses including waste reduction, energy usage, sustainable design, and use of sustainable transport.
- 10.4 *Vibrant* Strategic Direction - A City that has a flourishing economy, where our community and local businesses thrive, and we maintain and enhance our reputation as one of Melbourne's cultural and creative hubs:
- Special Rate funds empower the business community to actively and creatively market, promote and develop their precinct to maintain vibrancy and economic viability and to provide the community with a well-resourced business precinct that provides excellent services, gathering places and employment.



# MEETING OF THE PORT PHILLIP CITY COUNCIL

## 7 FEBRUARY 2024



10.5 *Well-Governed* Strategic Direction - A City that is a leading local government authority, where our community and our organisation are in a better place as a result of our collective efforts:

- Business Associations enable Council to efficiently understand business precinct needs and work with Associations in a collaborative way for the benefit of the community.

## 11. IMPLEMENTATION STRATEGY

### 11.1 TIMELINE

- 11.1.1 Council considers submissions at its Ordinary Council Meeting on 7 February 2024.
- 11.1.2 Council considers whether to declare (or not) the Acland Street Village Special Rate and Charge 2024-2029 at its Ordinary Council Meeting on 17 April 2024.
- 11.1.3 Council advises the Acland Street Village Business Association of the Council decision on 18 April 2024.
- 11.1.4 Council advises rate payers, by letter sent to the nominated postal address and the street address in the designated Special Rate and Charge area of the decision regarding the Acland Street Village Special Rate and Charge following the decision at the Ordinary Council Meeting on 17 April 2024.
- 11.1.5 If the decision is to declare:
  - the Acland Street Village Special Rate and Charge 2024-2029 commences on 1 July 2024; and
  - once the Special Rate and Charge is imposed on affected properties under 2024/25 rate notices, there will be a statutory opportunity of 30 days for lodging appeals with VCAT against Council's declaration of the Special Rate and Charge.

### 11.2 COMMUNICATION

- 11.2.1 Council advises the Acland Street Village Business Association of Council's decision regarding the Acland Street Village Special Rate and Charge.
- 11.2.2 Council advises, by letter, all the eligible rate payers nominated postal addresses and the street addresses in the designated Special Rate and Charge area of the decision regarding the Acland Street Village Special Rate and Charge following the decision at the Ordinary Council Meeting on 17 April 2024.

## 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. Updated Acland Street Village Special Rate and Charge Proposed Declaration](#)
- [2. Submissions Summary for the Proposed Acland Street Village Special Rate and Charge](#)
- [3. Proposed Acland Street Village Precinct Boundary](#)
- [4. Acland Street Village Business Association Business Plan 2024-2029](#)
- 5. Confidential - Acland Street Village Special Rate Submissions**



## PROPOSED DECLARATION OF A SPECIAL RATE AND CHARGE FOR THE ACLAND STREET VILLAGE BUSINESS PRECINCT 2024 - 2029

Having considered all submissions and objections received and having complied with the requirements of sections 163, 163A, 163B and 223 of the *Local Government Act 1989 (Act)*, Port Phillip City Council (**Council**) declares a special rate and special charge (**Special Rate**) scheme under section 163(1) of the Act for the purposes of defraying expenses to be incurred by Council in connection with the marketing, promotion, business development and centre management for the encouragement of commerce, retail, tourism, professional activity and employment in the Acland Street Village Business Precinct (**Business Precinct**). It is proposed the funds be provided to the incorporated body known and operating as the Acland Street Village Business Association (**Association**), subject to a funding agreement with Council under which all funds provided to the Association are subject to the approval, direction and control of Council, and will be used for the purpose of marketing, promotion, business development and centre management expenses as approved by Council.

The criteria which form the basis of the declaration of the Special Rate are the ownership and the Net Asset Value (**NAV**) of rateable land which is:

- used, or reasonably capable of being used, for retail, commercial, leisure, tourism, entertainment, light industrial or professional purposes; and
- situated within the geographical area shown in the Acland Street Village Special Rate Area identified below and Proposed Boundary Map at figure 1 below (**Boundary Map**).

Further, the classification of properties within the Special Rate Area as receiving a 'primary', 'secondary', 'tertiary' or 'quaternary' special benefit is based upon the nature and characteristics of the properties and businesses included in each of the benefit areas. The benefit areas are described below.

In declaring the Special Rate scheme, Council is performing functions and exercising powers in relation to the peace, order and good government of the municipal district of the City of Port Phillip, in particular the encouragement of commerce, retail activity, tourism and employment opportunities within the area for which the Special Rate scheme is declared.

The total cost of the performance of the function and the exercise of the power by Council (in relation to activities associated with the encouragement of commerce, retail activity, tourism and employment opportunities in the area for which the Special Rate scheme is declared), and the total amount of the Special Rate to be levied by Council, is \$975,000. This is the total amount that will be raised by way of the Special Rate scheme during the declared Special Rate Period and reflects an amount of up to \$195,000 per annum in each of the financial years from 2024-2025 to 2028-2029.

The Special Rate is declared, and will remain in force, for the period commencing on 1 July 2024 and ending on 30 June 2029 (**Special Rate Period**).



The area for which the Special Rate scheme is declared is the area of land comprising all the properties set out below, as shown on the Boundary Map. The land in relation to which the Special Rate scheme is declared is all that rateable land described in the address listing of rateable properties set out below:

### Eligible Properties

The following eligible properties within the below address ranges (**Special Rate Area**) are included in the Special Rate scheme:

- 46 – 170 and 65 – 193 Acland Street (inclusive)
- 136 – 218 and 167 – 231A Barkly Street (inclusive)
- 1 – 9 and 2 – 26 Belford Street (inclusive)
- 22 and 25 – 49 Blessington Street (inclusive)
- 7 – 31 and 2 – 32 Carlisle Street (inclusive)
- 1 – 21 and 2 – 10 Irwell Street (inclusive)
- 30 – 40 Jacka Boulevard (inclusive)
- 14 – 18 Lower Esplanade (inclusive)
- 42B and 42D Marine Parade
- 1 – 7 Shakespeare Grove (odd and even inclusive)
- 16 – 32 The Esplanade (inclusive)

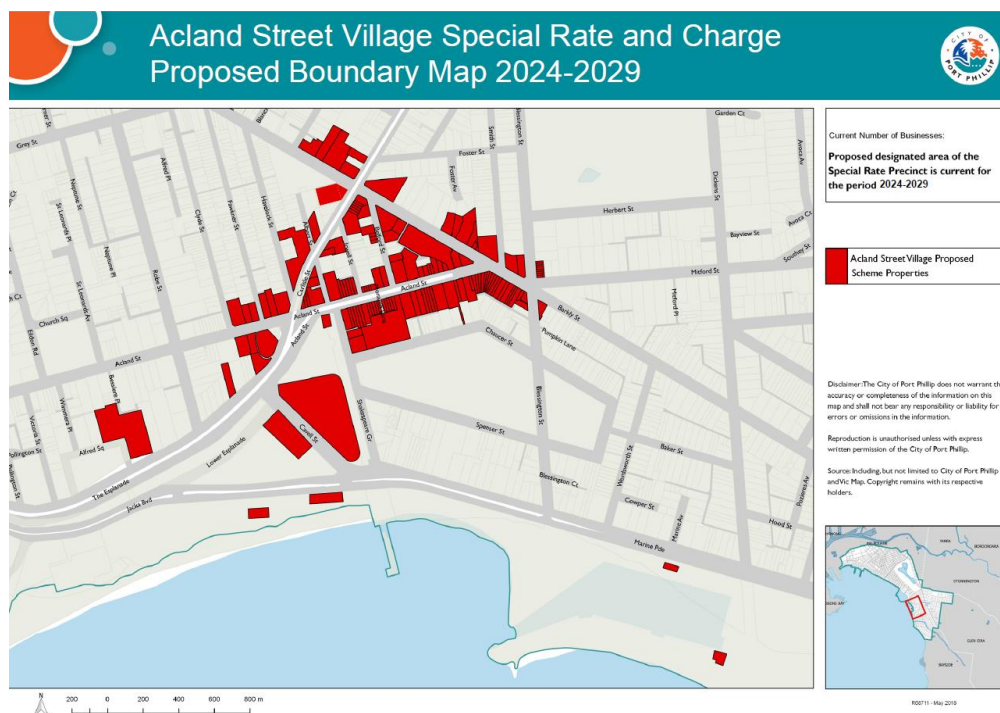


Figure 1. Boundary Map

For the Special Rate Period, the benefit areas for the purposes of assessing the Special Rate are as follows:

### **Primary Benefit Area**

The primary benefit area includes properties that are used, or reasonably capable of being used, for retail, commercial, leisure, tourism, entertainment, light industrial or professional purposes and are:

- Ground level with a street frontage at 46-170 and 65-193 Acland Street (inclusive).

### **Secondary Benefit Area**

The secondary benefit area includes properties that are used, or reasonably capable of being used, for retail, commercial, leisure, tourism, entertainment, light industrial or professional purposes, and are:

- Upper level or without a street frontage at 82-146A and 77-171 Acland Street (inclusive);
- Ground level at 167-227A Barkly Street (inclusive);
- Ground level at 12-18 and 1 Belford Street (inclusive);
- Ground level at 17-21 Irwell Street (inclusive);
- 7-29 Carlisle Street (odd inclusive);
- Ground level at 1-7 Shakespeare Grove (odd and even inclusive);
- Ground level at 30-40 Jacka Boulevard (inclusive);
- Ground level at 14-32 The Esplanade (inclusive);
- Ground level at 14-18 Lower Esplanade (inclusive); and
- Ground level at 42B and 42D Marine Parade.

### **Tertiary Benefit Area**

The tertiary benefit area includes properties that are used, or reasonably capable of being used, for retail, commercial, leisure, tourism, entertainment, light industrial or professional purposes, and are:

- Upper level at 181-189 Barkly Street (inclusive);
- Ground level at 136-218 and 229-231A Barkly Street (inclusive);
- Ground level at 6-32 Carlisle Street (inclusive); and
- Ground level at 22 and 25-49 Blessington Street (inclusive).

### **Quaternary Benefit Area**

The quaternary benefit area includes properties that are used, or reasonably capable of being used, for retail, commercial, leisure, tourism, entertainment, light industrial or professional purposes, and are:

- Upper level at 150-212 and 179 Barkly Street (inclusive);
- Upper level at 29 and 31 Carlisle Street;
- Upper level at 25-33A Blessington Street (inclusive);
- Automatic teller machines (not associated with a property used as a financial institution); and
- Above ground commercial signage excluding business identification signage.



### Special Rate

The rates in the dollar applicable to each benefit area for the purposes of levying the Special Rate will be determined at the beginning of each financial year, having regard to the NAV of all the properties in each benefit area at that time, to raise up to \$195,000 per annum.

It be noted that the Valuer General Victoria re-values all properties within the municipal district every year. On 1 July 2024, the new valuations will be used to calculate the rate in the dollar for all eligible properties within the Business Precinct.

By way of example, and in the absence of the NAV figures for 2024-2025, below shows the rates in the dollar, based on the 2023-2024 NAV valuations, that would have been applied to collect the special rates and charges totalling up to \$195,000 per annum:

- Primary benefit rate – 0.00604
- Secondary benefit rate – 0.00367
- Tertiary benefit rate – 0.00271
- Quaternary benefit rate – 0.00196

The actual special rates to be applied in 2024-2025, and in each subsequent year of the Special Rate Period, will be redetermined in each financial year having regard to reassessed NAV figures prepared annually by Valuer-General Victoria.

In addition to the rate in the dollar being adjusted each financial year, maximum and minimum special charges will also apply. For the 2024-25 rating year, the following maximum and minimum special charges will apply:

- Primary benefit rate – maximum charge of \$4,223 and a minimum charge of \$739 per year.
- Secondary benefit rate – maximum \$3,167 and a minimum charge of \$570 per year.
- Tertiary benefit rate – maximum charge of \$2,639 and a minimum charge of \$428 per year.
- Quaternary benefit rate – maximum charge of \$2,111 and a minimum charge of \$369 per year.

The maximum and minimum special charges will be adjusted at the beginning of each financial year during the operation of the Scheme, having regard to:

- any change to the special rate in each of the benefit areas (which, as above, will be determined having regard to the movement of NAV to ensure that \$195,000 will be collected in that year);
- the inclusion or removal of any properties from the Scheme; and
- any change in the number of properties that will pay a special charge (as opposed to a special rate), having regard to the changed special rates in each benefit area, as above.

The Special Rate (which for the avoidance of doubt, includes any special charge) will be levied by the Council sending a levy notice annually to the persons who are liable to pay the Special Rate, which will require that the Special Rate must be paid in the following manner:

- by one annual payment to be paid in full by the due date fixed by Council in the notice, which will be a date not less than 30 days after the date of the issue of the notice; or
- by four instalments to be paid by the dates which are fixed by Council in the notice.

In accordance with section 163(4A), this declaration will expire if the Special Rate is not levied to each person liable to pay it within 12 months after the day on which this declaration is made.

Council considers that there will be a special benefit to the persons required to pay the Special Rate because:

- there will be a benefit to those persons that is over and above, or greater than, the benefit that is available to persons who are not subject to the Special Rate scheme; and
- directly and indirectly as a result of the expenditure of the Special Rate scheme, the viability of the Business Precinct as a business, commercial and retail area, and the value and the use, occupation and enjoyment of the properties and the businesses included in the Special Rate Area, will be maintained or enhanced through increased economic activity.

Council has determined for the purposes of sections 163(2)(a), (2A) and (2B) of the Act that the estimated proportion of the total benefits of the Special Rate scheme to which the performance of the function and the exercise of the power relates (including all special benefits and community benefits) that will accrue as special benefits to all of the persons who are liable or required to pay the Special Rate is in a ratio of 1:1 (or 100%). This is on the basis that, in the opinion of Council, all of the services and activities to be provided from the expenditure of funds raised by the Special Rate scheme are marketing, promotion and advertising related and will accordingly only benefit those properties and businesses included in the Special Rate Area that are used, or reasonably capable of being used for retail, commercial, leisure, tourism, entertainment, light industrial and professional purposes.

Council authorises the Association to administer the proceeds of the Special Rate scheme on the express condition that the Association enters into a funding agreement with Council for the Special Rate Period.

Council authorises its Chief Executive Officer or delegate to prepare the funding agreement between Council and the Association by which administrative arrangements in relation to the Special Rate scheme are confirmed. Such agreement will ensure that at all times, and as a precondition to the payment of any funds by Council to the Association, Council is, and remains, legally responsible for approving, directing and controlling the expenditure of the proceeds of the Special Rate in accordance with its legal obligations to do so.

Notice of Council's decision to declare and levy the Special Rate shall be sent to all owners and occupiers of properties included in the Special Rate scheme and all persons who have lodged a submission and/or an objection, and such notice shall also set out the reasons for Council's decision.

The reasons for Council's decision are recorded as the reasons set out below:

- Council considers that it is acting in accordance with the functions and powers conferred on it under the *Local Government Act 1989*, having regard to its role, purposes and objectives under the Act, particularly in relation to encouragement of commerce, retail, tourism, professional activity and employment in the Business Precinct;
- All persons who are liable or required to pay the Special Rate and the properties respectively owned or occupied by them, will receive a special benefit in the form of an enhancement or maintenance in land values and/or a maintenance or enhancement in the use, occupation and enjoyment of the properties subject to the Special Rate; and
- The basis of distribution of the Special Rate among those persons who are liable or required to pay it is considered to be fair and reasonable.



### ACLAND STREET VILLAGE SPECIAL RATE AND CHARGE SUBMISSIONS SUMMARY

Submission Type	Number	Properties
Total properties within the Special Rate boundary	296	
Submissions of support (this does not include signed support received prior to the statutory period)	7	7
Submissions seeking revision	1	1
Valid objections	11	17
Invalid objections	3	3

Total valid objections equating to 5.74 percent and total objections including invalid equating to 6.76 percent of the total proposed rateable properties included in the Special Rate and Charge (being 296 properties).

#	Business Owner or Property Owner	Number of Properties	Property Address	Support, Revision, Objection
1	Business Owner	1	154-156 Acland Street, St Kilda	Support
2	Business Owner	1	88 Acland Street, St Kilda	Support
3	Business Owner	1	4 Shakespeare Grove, St Kilda	Support
4	Business Owner	1	179 Acland Street, St Kilda	Support
5	Business Owner	1	81 Acland Street, St Kilda	Support
6	Business Owner	1	20 Carlisle Street, St Kilda	Support
7	Business Owner	1	187 Acland Street, St Kilda	Support
8	Property Owner and Business Owner	1	12/25 Blessington Street, St Kilda	Revision
9	Property Owner	2	1 CL/14-16 Esplanade, St Kilda 5 CL/14-16 Esplanade, St Kilda	Valid Objection
10	Property Owner	1	9 CL/14-16 Esplanade, St Kilda	Valid Objection
11	Property Owner	1	46-52 Acland Street, St Kilda	Valid Objection
12	Property Owner	1	17CL/14-16 Esplanade, St Kilda	Valid Objection
13	Property Owner	1	10CL/14-16 Esplanade, St Kilda	Valid Objection
14	Property Owner	2	5 Shakespeare Grove, St Kilda 6 Shakespeare Grove, St Kilda	Valid Objection
15	Business Owner	1	100 Acland Street, St Kilda	Valid Objection

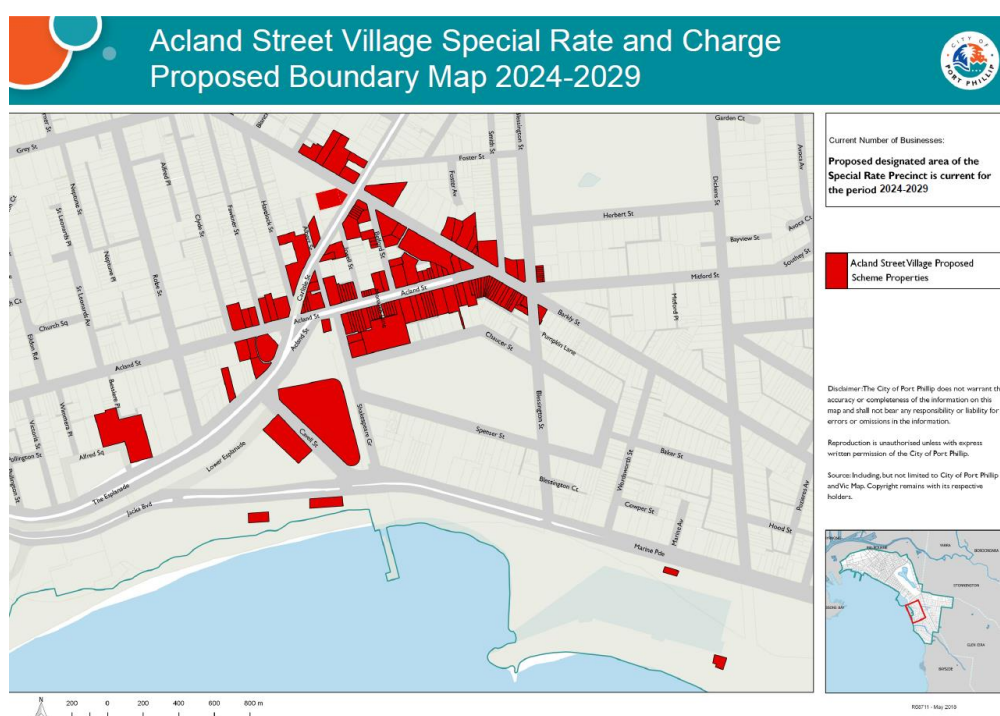
#	Business Owner or Property Owner	Number of Properties	Property Address	Support, Revision, Objection
16	Property Owner	1	4 Shakespeare Grove, St Kilda	Valid Objection
17	Property Owner	4	Shop 1/184 Barkly Street, St Kilda Shop 2/184 Barkly Street, St Kilda Shop 3/184 Barkly Street, St Kilda 184 Barkly Street, St Kilda	Valid Objection
18	Property Owner	1	7 Shakespeare Grove, St Kilda	Valid Objection
19	Property Owner	2	24 Esplanade, St Kilda 101/24 Esplanade, St Kilda	Valid Objection
20	Business Owner	1	2/171 Acland Street, St Kilda	Invalid Objection
21	Business Owner	1	3/29 Carlisle Street, St Kilda	Invalid Objection
22	Property Owner	1	32 Esplanade, St Kilda	Invalid Objection





## Proposed Acland Street Village Special Rate and Charge Boundary Map and Property List

The proposed Boundary Map for the Special Rate.



### Eligible Properties

The Special Rate and Charge will be assessed based on ownership of rateable land used for or capable of being used for retail, commercial, entertainment or tourism purposes located in the precinct and specified as follow:

- 46 – 170 and 65 – 193 Acland Street (inclusive)
- 136 – 218 and 167 – 231A Barkly Street (inclusive)
- 1 – 9 and 2 – 26 Belford Street (inclusive)
- 22 and 25 – 49 Blessington Street (inclusive)
- 7 – 31 and 2 – 32 Carlisle Street (inclusive)
- 1 – 21 and 2 – 10 Irwell Street (inclusive)
- 30 – 40 Jacka Boulevard (inclusive)
- 14 – 18 Lower Esplanade (inclusive)



- 42B and 42D Marine Parade
- 1 – 7 Shakespeare Grove (odd and even inclusive)
- 16 – 32 The Esplanade (inclusive)





# Acland Street Village Business Association Strategic Business Plan 2024-2029

January 2024

Acland Street Village Business Association and City of Port Philip



January 2024



## CONTENTS

<b>INTRODUCTION .....</b>	<b>4</b>
<i>Purpose.....</i>	<i>4</i>
<i>Acland Street Village Business Association .....</i>	<i>4</i>
<i>Acland Street Village boundary.....</i>	<i>5</i>
<i>ACLAND STREET VILLAGE PROFILE.....</i>	<i>6</i>
<i>Acland Street Village Business Activity Mix.....</i>	<i>6</i>
<b>TARGET MARKET.....</b>	<b>8</b>
<i>Visitors.....</i>	<i>8</i>
<i>Locals.....</i>	<i>8</i>
<b>KEY ISSUES AND OPPORTUNITIES.....</b>	<b>10</b>
<i>Strengths.....</i>	<i>10</i>
<i>Opportunities .....</i>	<i>10</i>
<i>Weaknesses.....</i>	<i>10</i>
<i>Threats / Challenges.....</i>	<i>10</i>
<b>FUTURE DIRECTION .....</b>	<b>11</b>
<i>Vision .....</i>	<i>11</i>
<i>Principles and Values.....</i>	<i>11</i>
<b>STRATEGIES AND ACTIONS .....</b>	<b>12</b>
<i>Marketing, events and promotion .....</i>	<i>13</i>
<i>Business Development.....</i>	<i>14</i>
<i>Physical development and streetscape improvement.....</i>	<i>14</i>
<i>Management, Finance and Communication.....</i>	<i>15</i>
<b>MARKETING ACTION PLAN.....</b>	<b>16</b>
<b>FINANCIAL STRATEGY .....</b>	<b>20</b>
<i>Financial accountability .....</i>	<i>20</i>
<b>OVERALL MONITORING AND EVALUATION .....</b>	<b>21</b>
<b>APPENDIX.....</b>	<b>22</b>
<i>Appendix 1 Management Committee.....</i>	<i>22</i>



## INTRODUCTION

### Purpose

The purpose of the business plan is to outline the five-year Strategic Business Plan for the Acland Street Village shopping precinct. The Plan provides a consolidated vision for the Village together with an integrated set of strategies to achieve the vision and improve the Village. The Plan has been prepared after ongoing consultation with businesses within the Village, the current Acland Street Village Business Association (ASVBA) committee and City of Port Phillip.

### Acland Street Village Business Association

The ASVBA is an incorporated body representing owners and business operators of approximately 300 properties in the Village. The ASVBA's primary purpose is to design and implement a marketing and promotional plan for the benefit of the Village, and the businesses to revitalise Acland Street Village. The Association serves as a collective voice for businesses to lobby Council and Government for improvements in the appearance and operation of the Village.



## Special Rate and Charge Scheme

ASVBA operates through an Association Committee and a marketing manager. The Association has been funded by a Special Rate and Charge Scheme, a rate levied by the City of Port Phillip, since 2004. The Special Rate monies are collected and governed by Council and provided to the Association to be spent exclusively on marketing and business development of the Acland St Village precinct.

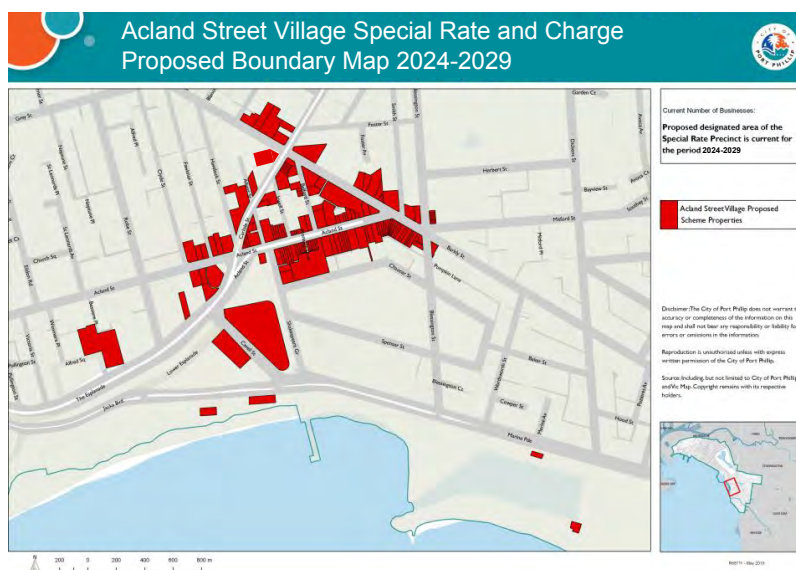
In 2023, Council declared the current special rate for marketing and business development of the Village to raise \$195,000 [+ GST] per annum in each of the five years commencing in 2024 - 2025, as well as any income that is generated from the marketing activities run by the association in the current plan. The current special rate expires on 30 June 2024.

The current levy is applied to 300 businesses/properties within the Special Rate and Charge Scheme boundary and paid by either the property owner or the business owner. Refer to boundary map overleaf.

Details of the Committee and marketing manager is provided in Appendix 1.

## Acland Street Village boundary

The Acland Street Village precinct includes businesses in Acland Court, Acland Street and Carlisle St (between Acland St and 32 Carlisle St), Barkly St, Blessington St, Shakespeare Grove, Irwell St, Belford St, St Kilda Foreshore and some sections of The Esplanade. It includes iconic businesses such as Luna Park, Palais Theatre and Stokehouse, as well as the stunning St Kilda Beach.





## ACLAND STREET VILLAGE PROFILE

Acland Street Village is the cosmopolitan Village of St Kilda. It is a destination place in Melbourne for shopping, dining, live music and nightclubs which are open until late. It is famous for mouth-watering cake shops, as well as an extensive variety of cafés, restaurants and bars. The plaza provides the opportunity for activation for community events, live music and outdoor dining. Its proximity to popular attractions such as the Palais Theatre, Luna Park, St Kilda Beach and Pier, as well as the long-running St Kilda Esplanade Market which operates every Sunday, ensures regular foot traffic.

The Village is a seasonal precinct and is clearly positioned with day and evening traders that appeal to residents, visitors and tourists.

### Acland Street Village Business Activity Mix

The Acland Street Village boundary comprises of 300 business premises / properties located primarily along Acland, Barkly and Carlisle Streets, in close proximity to features including St Kilda Beach, Luna Park, The Palais and The National Theatre. The Village currently has 44 vacancies.

The Village comprises of Acland Street Plaza, Acland Court and surrounding streets that offer a wide range of retail, professional, personal and wellbeing services, two major banks, two large retail supermarkets, as well as cafés, bars, restaurants and entertainment venues.



The Village has many of the services and retailers that support convenience shopping. However, following a number of business closures due to the COVID-19 pandemic, it is still lacking a few general service retailers (e.g. newsagency, fresh food outlets etc) that attract the local community as their primary shopping destination.

The Village and St Kilda is renowned as a destination for live music, artists and creative industries. The Village recognises this importance and complements its retail mix and marketing around these industries.

#### **Business Mix (as at January 2024)**

Business Type	No
Hospitality (bars, cafes, dining, takeaway)	76
Grocery, fresh food & bottleshops	13
General retail	22
Personal care, hair & beauty	22
Health & fitness	22
Professional services	7
Creative services	10
Entertainment	7
Miscellaneous	21

## TARGET MARKET

### Visitors

The COVID-19 pandemic had a devastating impact on Australia's visitor economy from March 2020. This greatly impacted Acland St Village, with many retailers ceasing trade. In 2021/22, the total tourism sales in City of Port Phillip was \$1596.8m, which was well below pre-COVID levels.

However, with international visitor numbers rising, as well as an increase in domestic travel, the outlook for the Village as a tourist destination is positive.

St Kilda remains a popular destination for backpackers in Melbourne, providing a modest economic contribution to the Village, as well as a much sought after labour market for the hospitality industry.

The \$50.3m St Kilda Pier redevelopment, including a new viewing area for the resident little penguins, and re-opening of the historical Kiosk building, is due to be completed mid-2024, will also have an impact on tourism to the area.

The cruise industry has rebounded strongly, with a \$380 million contribution to Victoria's economy in 2022-23. St Kilda is a key attraction for cruise ship visitors due to its close proximity to Station Pier.

### Locals

Acland St Village is an important local shopping destination, with two major supermarkets as well as key general retailers and service suppliers (e.g. hair and beauty, healthcare, dry cleaners etc).

As well as the suburb of St Kilda, it may also attract residents from the surrounding areas of Elwood, St Kilda East, St Kilda West, Balaclava and Ripponlea. These surrounding suburbs have been included in the demographic information below.

With medium-high density housing, the area attracts a large population of students, young workers and younger couples, representing the main demographic for the Village's bars, restaurants and cafés.

While there is a considerable number of residents on low incomes, the majority of St Kilda households, as well as the surrounding suburbs are middle to high income earners.



## Key Consumer demographics (2021)

Population Summary	St Kilda		Surrounding	
	No.	%	No.	%
Total Population	19,490	100.0	37,599	100.0
Dwellings	14,167	100.0	21,625	100.0

Age	St Kilda		Surrounding	
	No.	%	No.	%
Tertiary education/independence (18 to 24)	1,402	7.2	2,753	7.3
Young workforce (25 to 34)	5,924	30.4	8,668	23.1
Parents and homebuilders (35 to 49)	5,119	26.3	9,485	25.2
Older workers & pre-retirees (50 to 59)	2,429	12.5	4,587	12.2

Household income pw	St Kilda		Surrounding	
	No.	%	No.	%
Less than \$800 (low)	1,998	19.0	2,724	15.9
\$800 to \$1,749 (lower middle)	2,932	27.8	4,252	24.8
\$1,750 to \$2,999 (upper middle)	2,723	25.9	4,321	25.3
\$3,000 plus (high)	2,352	22.3	5,257	30.7

Source: idCommunity Demographic Resources

## KEY ISSUES AND OPPORTUNITIES

<p><b>Strengths</b></p> <ul style="list-style-type: none"> <li>• Iconic location – St Kilda beach and foreshore, Luna Park, Palais and National Theatres</li> <li>• Anchors – two major banks, Coles and Woolworths</li> <li>• Night time trading</li> <li>• Major tourist destination in Summer</li> <li>• Community events, including St Kilda Festival, Sunday Esplanade Market, and other Acland St Village events</li> <li>• Improved safety through Council beautification, lighting and partnership with Victoria Police</li> <li>• Accessible public transport network (Route 29, Route 96 upgrade)</li> <li>• Established business owners, including historic cake shops</li> <li>• Traders Welcome Kit</li> </ul>	<p><b>Opportunities</b></p> <ul style="list-style-type: none"> <li>• Increase in younger demographic with higher incomes</li> <li>• Strengthening public and private partnerships e.g. Destination Melbourne, IMAP Tourism Working Group, Victoria Police</li> <li>• Cross synergies with community and industry groups e.g. Fitzroy St Business Association, local hotels, cruise ships</li> <li>• Vacant Shop Program to improve business mix</li> <li>• Leverage from the annual St Kilda Festival, Esplanade Market, Pride march and other events</li> <li>• St Kilda has been made Victoria's first live music precinct</li> </ul>
<p><b>Weaknesses</b></p> <ul style="list-style-type: none"> <li>• Vacancy rate remains moderately high</li> <li>• Seasonality – busy in Summer, less foot traffic in Winter</li> <li>• Street closure confusing for irregular visitors</li> <li>• Car parking pricing and availability, especially on weekends</li> <li>• Attracts anti-social behaviour and the homeless</li> </ul>	<p><b>Threats / Challenges</b></p> <ul style="list-style-type: none"> <li>• Competition from online retail trading</li> <li>• Competition from other nearby shopping and dining precincts</li> <li>• High rents and business closures during COVID has affected business mix</li> <li>• Overcoming prior reputational damage from high vacancy rates, anti-social behaviour and homelessness</li> </ul>





## FUTURE DIRECTION

St Kilda is a key destination for Melburnians and visitors, known for its foreshore, beach, night life, live music scene, restaurants and festivals. This part of Melbourne has always embraced cultural innovation, pushed social boundaries, and is a key part of the city's cultural footprint.

### Vision

The Acland Street Village Business Association wants to strive to embrace the cultural innovation and enhance vibrancy in the Village. ASVBA will improve patronage, all year round, as a key destination for locals and visitors by providing a range of offerings in retail, food, entertainment and service industries.

### Principles and Values

The principles and values that are important to ASVBA are the marketing and promotion of Acland Street Village, diversity of businesses, connection with the community, visitors, and accountability of its activities.



## STRATEGIES AND ACTIONS

Four key strategies were identified to encompass the vision to activate, nurture and ensure economic viability and vibrancy of the Village over the next five years.

The recommended four strategies with key objectives are as follows:

1. Marketing, events and promotion
2. Business Development
3. Physical development and streetscape improvement
4. Management, Finance and Communications

Each of these strategies lists key actions which are in response to the issues and opportunities that are drawn largely from the Committee planning meeting.

A summary report of key activities and outcomes should be presented annually to members of the Association and Council. The Annual General Meeting (AGM) is an opportune time to present key achievements together with financial reports and statements to members of the Association and Village traders. This gives the Association the opportunity to highlight the marketing and business development activities and benefit received from the annual, special rate and charge levy.



## Marketing, events and promotion

### Objective

To deliver a 12-month calendar of events and marketing program to cater for all year-round activities, with a variety of food, arts and cultural activities for locals and visitors that highlights the uniqueness of the Village and increases visitation. Attract and seek sponsorship and funding opportunities to further develop marketing and promotion.

### Actions

#### Events

- Develop a 12-month calendar of events and markets, including:
  - Midsumma Pride March (February)
  - St Patrick's Day celebration (March)
  - Fathers' Day Car Show (September)
  - Acland's Sweet Side (November)
  - Christmas celebrations (December)

#### Strategic Marketing and Promotion

- Continue partnership with Council and leverage foot traffic from renowned, long standing St Kilda events hosted by City of Port Phillip such as St Kilda Festival (February), Midsumma Pride March (February) and St Kilda Film Festival (May)
- Leverage proximity of Esplanade Market
- Identify opportunities to target cruise ships for peak periods between October – March
- Collaborate with Fitzroy Street Business Association and identify any cross synergies with events / promotions

#### Communication

- Continue to develop engaging social media content
- Review and monitor social media engagement with statistical analysis of data
- Continue to develop engaging, relevant and promotional marketing content, entertainment and event listing on [aclandstreetvillage.com.au](http://aclandstreetvillage.com.au) website.
- Continue to update trader content and contact details
- Increase development of blogs to build traction, engagement and attraction to the Village
- Commit to resource website and social media management
- Continue to notify traders of all events and marketing activities during the year via digital newsletter, to encourage participation
- Conduct consumer research to understand the customer and customer needs.

## Business Development

### Objective

To support existing businesses and improve the business mix by attracting relevant and new businesses to the Village to enhance its variety of tenant mix, ambience and vibrancy.

### Actions

- Vacant Shop Program to attract new traders into vacant tenancies.
- Using marketing to attract foot traffic, which will improve business outcomes and attract new tenants.
- Continue to share helpful resources for traders through newsletter
- Ensure new traders receive a Welcome Kit and invitation to be listed on the web directory
- Annual ASVBA event for networking

## Physical development and streetscape improvement

### Objective

To enhance and advocate to Council and government for improved physical amenity, cleanliness and streetscape improvements to maintain Village appearance and to seek improvements in infrastructure, design, streetscape, art and facilities such as lighting, parking and pedestrian access and shop upgrades.

### Actions

- Continue to advocate to Council on the need to improve the streetscape of the Village including landscaping, signage, seating and street furniture, gateways, lighting, public toilets, public spaces and community /public art
- Continue to work in partnership with Victoria Police to patrol the precinct for a safer community
- Lobby to Council for Council street signage at all entry points, particularly from St Kilda Beach



## Management, Finance and Communication

### Objective

Continue management and communication between the Committee and businesses in the Village. To also sustain a functional committee to govern the special rate and charge scheme to support the marketing and promotional activities and raise other funding.

### Actions

- Maintain employment of a marketing manager to assist the committee and ASVBA to undertake
  - marketing and promotion
  - social media management
  - market research
  - business development
  - communication with businesses
  - monitoring, evaluation, and reporting
- Continue to elect a Committee, President, Vice President, Treasurer, Secretary and at least 4 ordinary members each year. Work to ensure a representation on the Committee from different types of businesses with different skills in different parts of the Village and commercial/professional businesses.
- Promote Association membership and provide governance training.
- Develop a financial strategy to increase funding sources from grants, sponsors etc
- Continue to ensure that businesses in the Village work together as a team by communicating with them regularly through updates, emails and face-to-face visits.

## MARKETING ACTION PLAN

The action plan focuses on four key strategic goals that align with the 5-year vision.

### Annual Marketing Plan and Budget for 2024 - 2025

		Objectives	Targets	Budget
July 2024 – F&B Giveaway	Online comp - give away 10 x \$100 vouchers to favourite business	<ul style="list-style-type: none"> <li>* Highlight and celebrate our many and varied food and beverage businesses, esp in the quieter winter season</li> <li>* Gain engagement on the Acland Street Village socials to ensure future posts are seen by more followers</li> <li>* Support our traders by giving away 10 x \$100 vouchers to be spent in the Precinct</li> </ul>	<ul style="list-style-type: none"> <li>* Get 50 entries on each FB and Instagram</li> </ul>	\$1,300.00
Date TBC August 2024 - Dog Market	On-street market selling and promoting all things dog. Brings attendees to the street, without conflict for current on-street businesses	<ul style="list-style-type: none"> <li>* To attract families and pet owners to the street</li> <li>* Encourage spending in Acland businesses</li> <li>* Bring a lovely community, celebratory feel to Acland Precinct</li> </ul>	<ul style="list-style-type: none"> <li>* Attract 500 people to the event</li> <li>* Increase revenue of Acland Precinct businesses</li> </ul>	\$4,000.00
Sun, September 1 2024 – Father's Day Car Show	We sponsor and this is organised by outside party	<ul style="list-style-type: none"> <li>* Drive visitation and economic impact to Acland Street businesses</li> <li>* To continue to establish the event as one of the biggest outdoor, static car shows in Melbourne</li> </ul>	<ul style="list-style-type: none"> <li>* Attract 45 000 people to the event</li> <li>* Increase revenue of businesses</li> </ul>	\$50,000.00
Sat, Nov 9 2024 – Acland's Sweet Side	Sell tickets for attendees to taste 4 x cake and ice cream shops	<ul style="list-style-type: none"> <li>* To attract families to the street</li> <li>* Drive visitation and economic impact to Acland Street businesses</li> <li>* Brand Acland Precinct as the dessert precinct of Melbourne</li> </ul>	<ul style="list-style-type: none"> <li>* Sell 200 tickets</li> </ul>	\$2,000.00
Nov 2024 – Health, Beauty, Fitness, Retail giveaway	Online comp - give away 10 x \$100 vouchers to nominated favourite business	<ul style="list-style-type: none"> <li>* Highlight and celebrate our many health, beauty, fitness and retail businesses, esp coming into summer and party season</li> <li>* Gain engagement on the Acland Street Village socials to ensure future posts are seen by more followers</li> <li>* Support our traders by giving away 10 x \$100 vouchers to be spent in the Precinct</li> </ul>	<ul style="list-style-type: none"> <li>* Get 50 entries on each FB and Instagram</li> </ul>	\$1,300.00



## Acland Street Village Strategic Business Plan 2024-2029

Dec 2024 - Christmas Tree	Install Christmas tree in Plaza			\$10,500.00
Sun, Dec 7 2024 -	Cross promo with Acland Street - they provide Santa for 4-hours and we provide entertainers and crafting in Plaza	<ul style="list-style-type: none"> <li>* To attract families to the street</li> <li>* Drive visitation and economic impact to Acland Street businesses</li> <li>* Bring a lovely community, celebratory feel to Acland Precinct</li> </ul>	* Attract 200 plus people to the activation	\$4,000.00
Feb 2025 - Midsumma	Hope to reapply and receive another grant from COPP for \$9 300 to run Acland's Drag Derby, need \$1 000 from ASVBA for additional costs	<ul style="list-style-type: none"> <li>* Draw attendees from Pride March in Fitzroy Street to Acland Precinct</li> <li>* Drive visitation and economic impact to Acland Precinct businesses</li> <li>* Celebrate the queer history of St Kilda and show support for the community</li> </ul>	<ul style="list-style-type: none"> <li>* Attract 100 to the event</li> <li>* Increase revenue of Acland Precinct businesses</li> <li>* Activate the plaza</li> </ul>	\$10,300.00
Early March 2025 - St Kilda Blues Festival	ASVBA sponsor and this is organised by outside party	<ul style="list-style-type: none"> <li>* Drive visitation and economic impact to Acland Precinct businesses</li> <li>* Continue to establish St Kilda and, more importantly, Acland Precinct as the precinct for live music</li> <li>* Activate areas in the precinct other than just Acland Street</li> </ul>	<ul style="list-style-type: none"> <li>* Attract 5 000 to the event over the weekend</li> <li>* Increase revenue of Acland Precinct businesses</li> <li>* Host live music in a min of eight venues in Acland Precinct, in addition activation of Acland Plaza</li> </ul>	\$25,000.00
Mid March 16 - 17 2025 - St Pats Festival	ASVBA sponsor and this is organised by outside party	<ul style="list-style-type: none"> <li>* To attract families to the street</li> <li>* Drive visitation and economic impact to Acland Street businesses</li> <li>* Establish St Kilda and, more importantly, Acland Precinct as a vibrant and cultural hub</li> </ul>	<ul style="list-style-type: none"> <li>* Attract 1 000 people to the event</li> <li>* Move people to Acland Precinct by way of the parade and stage and have them stay in the area to eat in restaurants, increasing revenue</li> </ul>	\$15,000.00
April 2025 - Record and collectibles market	Record and collectibles market with craft and face painting, cosplay characters	<ul style="list-style-type: none"> <li>* To attract families and collectors to the street</li> <li>* Encourage spending in Acland businesses</li> <li>* Bring a lovely community, celebratory feel to Acland Precinct</li> </ul>	<ul style="list-style-type: none"> <li>* Attract 500 people to the event</li> <li>* Increase revenue of Acland Precinct businesses</li> </ul>	\$4,000.00
April 2025 – Easter Sat	Buy in Acland Street precinct, show your receipt and get an egg from the Easter Bunny	<ul style="list-style-type: none"> <li>* To attract families to the street</li> <li>* Encourage spending in Acland businesses</li> <li>* Bring a community, celebratory feel to Acland Precinct</li> </ul>	* To give away 200 eggs	\$4,000.00

## Acland Street Village Strategic Business Plan 2024-2029

Sun, May 11 2025 - Mother's Day	Hope to reapply and receive another grant from COPP to run Mother's Day event including cake tastings, entertainment in Plaza and more	<ul style="list-style-type: none"> <li>* Drive visitation and economic impact to Acland Precinct businesses</li> <li>* Activate the length of Acland Street and highlight cake, retail, coffee businesses</li> <li>* Activate the Plaza</li> </ul>	<ul style="list-style-type: none"> <li>* Attract 150 people to buy tickets for event</li> <li>* Attract a further 500 to watch at the stage over the course of the event</li> </ul>	\$15,000.00
May 2025 – Photography Comp	Photography competition celebrating St Kilda, with finalists images hosted in shop windows creating an onstreet gallery. Prizes for winner. Hope to reapply and receive another grant from COPP for \$5k	<ul style="list-style-type: none"> <li>* Establish St Kilda and, more importantly, Acland Precinct as a vibrant and cultural hub</li> <li>* Remind people of all the beautiful and unique features of St Kilda</li> <li>* Increase web and social media traffic for the competition</li> <li>* Increase numbers on the street, with people visiting the onstreet gallery</li> </ul>	<ul style="list-style-type: none"> <li>* Attract 1 000 hits on the photography competition webpage</li> <li>* Attract 100 to the launch event</li> </ul>	\$5,500.00
Date TBC June 2025 - Acland's Sweet Side	Sell tickets for attendees to taste 4 x cake and ice cream shops	<ul style="list-style-type: none"> <li>* To attract families to the street</li> <li>* Drive visitation and economic impact to Acland Street businesses</li> <li>* Brand Acland Precinct as the dessert precinct of Melbourne</li> </ul>	* Sell 200 tickets	\$2,000.00
One-off				
Sponsorship/Prizes	Sponsor Postcards Show at Linden Gallery \$1k - \$500 worth of vouchers for chosen Acland businesses are awarded to two winners	<ul style="list-style-type: none"> <li>* Strengthen relations with organisation in St Kilda for mutual benefit</li> <li>* Have Acland Precinct promoted through event promotion, and on the night, for traffic to Precinct</li> <li>* Increase revenue in businesses as prizes are vouchers to chosen businesses</li> </ul>	* Give away \$1000 worth of vouchers to Acland Precinct businesses	\$1,000.00
<b>TOTAL EVENT EXPENSES</b>				<b>\$140,900.00</b>
<b>MISCELLANEOUS</b>	<b>Annual expenses</b>			
	Insurance			\$2,593.91
	Aus Post Box			\$153.00
	Bookkeeping and BAS services			\$4,356.00
	Accountant EOY Financials			\$1,320.00
	Website updates, domains and web hosting	\$300 for hosting, \$40 for 2 x domains - \$50 a month for web guy - \$600 in total for updates		\$940.00
	AGM costs			\$1,200.00
	Newsletter			\$475.00
	Marketing Manager/staffer			\$50,000.00



Acland Street Village Strategic Business Plan 2024-2029

	CONTINGENCY	Contingency fund in case we don't get grants		\$42,362.09
TOTAL MISCELLANEOUS				\$103,400.00
TOTAL EXPENSES				\$244,300.00
TOTAL YEARLY LEVY RECEIVED inc GST				\$214,500.00
ANTICIPATED GRANTS (inc GST)		Midsumma 2025 \$9300 Mother's Day 2025 \$15 000 Photography Competition 2025 \$5500		\$29,800.00
				\$0.00



## FINANCIAL STRATEGY

The Acland Street Village program has been based on an annual special rate of \$195,000 (excluding GST) plus income generated by events. Property changes within the boundary led to a slight increase of rateable properties. The levy was also increased slightly. It does not increase with CPI.

### Financial accountability

To enable the program to grow further, the Association will continue to seek sponsorship for events and create income opportunities [through events] from groups and organisations other than our rate members, to supplement the special rate funds. The Association is to have the capacity to apply for Federal, State and municipal grants to undertake projects.

The Association is to continue to have a financial accountability system in place to meet the reporting requirements of both Consumer Affairs Victoria and the City of Port Phillip's funding agreement with Business Associations relating to the special rate.

A financial report, outlining expenditure against a designated budget will be provided to Council twice each year. An audit of the Association's annual income and expenditure is to continue to be prepared at the end of the financial year and presented to the Association's AGM as well as to the City of Port Phillip.



## OVERALL MONITORING AND EVALUATION

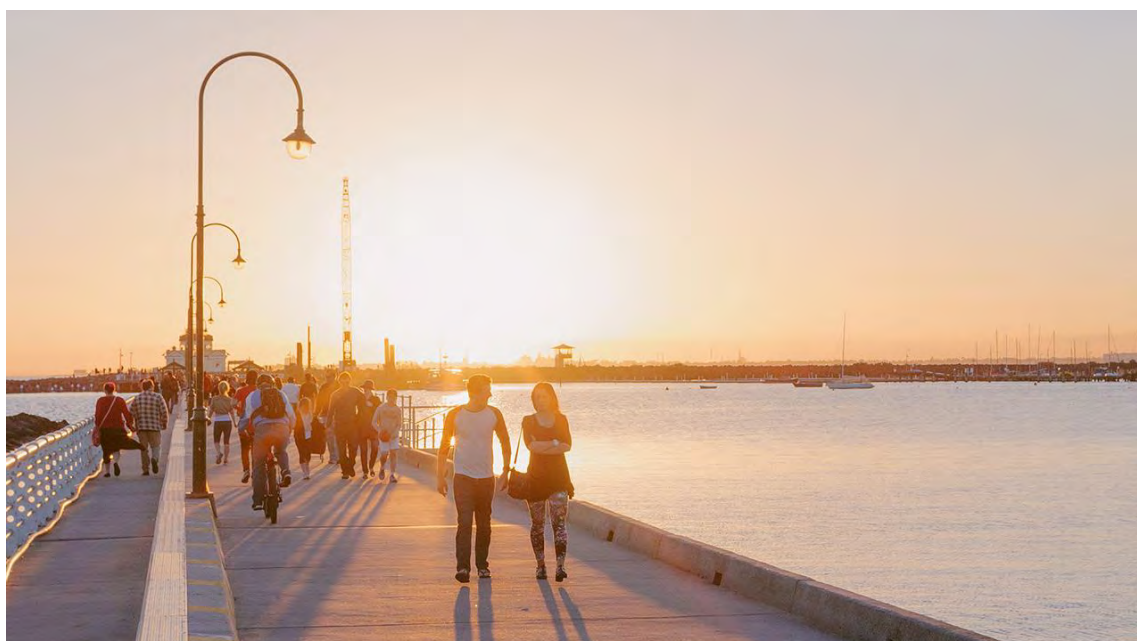
The degree of achievement of the actions outlined in the Business Plan is to be evaluated at regular intervals throughout each financial year.

Key performance indicators to be included in the evaluation are:

- extent of completion of projects specified in the Business Plan
- extent of business involvement and engagement with the Association Committee
- level of business participation in activities and promotions
- business and customer perceptions about the success of individual promotions and advertising campaigns
- business perceptions about changes in the overall profile and trading performance of the Village
- financial and statutory accountability

The Business Association prepares a 6-monthly report at the end of each financial year of the program. The report addresses the degree of compliance with the performance indicators outlined above. It is to be submitted to Council as part of the accountability requirements for the program. It also is to be used as a basis for developing a more detailed action program and budget for the following financial year.

The degree of achievement of the actions outlined in the Action / Business Plan is to be evaluated at regular intervals throughout each financial year.



## APPENDIX

The Appendix provides further background information on ASVBA, its management committee and Village marketing manager.

### Appendix 1 Management Committee

The Committee of the Acland Street Village Business Association for 2023/24 are:

Name	Role
Janet Rosenberg	President
Gary Mink	Vice President
David O'Meara	Treasurer
Zenita O'Neill	Secretary
Belle Katavatis	General Member
Sarah Hunt	General Member
Lorry Athanasi	General Member
Nick Andriotakis	General Member
Alli Price	Marketing Manager





## Acland Street Village Business Association Inc.

PO Box 1605, St Kilda South VIC 3182  
Email: [info@aclandstreetvillage.com.au](mailto:info@aclandstreetvillage.com.au)



ABN: 90 365 256 418



### **13. WELL GOVERNED PORT PHILLIP**

- 13.1 *Audit and Risk Committee - Appointment of Audit & Risk Committee  
Chairperson 2024 AND Reappointment of Independent Member ..... 303*
- 13.2 *Appointment of Authorised Officers Pursuant to the Planning and Environment  
Act 1987 ..... 307*



# MEETING OF THE PORT PHILLIP CITY COUNCIL 7 FEBRUARY 2024



## 13.1 AUDIT AND RISK COMMITTEE - APPOINTMENT OF AUDIT & RISK COMMITTEE CHAIRPERSON 2024 AND REAPPOINTMENT OF INDEPENDENT MEMBER

**EXECUTIVE MEMBER:** JOANNE MCNEILL, EXECUTIVE MANAGER GOVERNANCE AND ORGANISATIONAL PERFORMANCE

**PREPARED BY:** JULIE SNOWDEN, COORDINATOR RISK AND ASSURANCE

### 1. PURPOSE

- 1.1 To appoint a chairperson of the Audit and Risk Committee for 2024.
- 1.2 To seek the Council's approval to appoint an independent member to the City of Port Phillip Audit and Risk Committee.

### 2. EXECUTIVE SUMMARY

- 2.1 Council is required by the Local Government Act 2020 to establish an Audit and Risk Committee as an advisory committee of the Council.
- 2.2 As per the Audit & Risk Committee Charter, each calendar year the Council appoints one of the three independent members of the Committee as Chairperson.
- 2.3 The most recent meeting of the Audit and Risk Committee was held on 5 December 2023 where the Committee considered the matter of Chairperson.
- 2.4 Independent member Lanyon was appointed to the Audit and Risk Committee following a competitive recruitment process, for a three-year term beginning 01/01/2021 and expiring 01/01/2024.
- 2.5 As per the Audit and Risk Committee Charter, at the conclusion of their first term, existing members are eligible to apply to be reappointed at the discretion of Council. Helen Lanyon has expressed her desire to continue as an independent member of the Committee.
- 2.6 Extending Helen Lanyon's tenure for a further three years enables the retention of corporate knowledge gained during her time on the Committee and continuity in the smooth running of the Committee.

### 3. RECOMMENDATION

That Council:

- 3.1 Appoints Brian Densem to the position of Chairperson of the City of Port Phillip Audit and Risk Committee for the 2024 calendar year, commencing 01 January 2024 through to 31 December 2024.
- 3.2 Extends Helen Lanyon's tenure as an independent member of the City of Port Phillip audit and Risk Committee for an additional three years, commencing 01 January 2024.

### 4. KEY POINTS/ISSUES

- 4.1 Council is required by the Local Government Act 2020 (the Act) to establish an audit committee as an advisory committee of Council.

# MEETING OF THE PORT PHILLIP CITY COUNCIL

## 7 FEBRUARY 2024



- 4.2 The membership structure of the Audit and Risk Committee is set out in the Committee Charter as follows:
- The Mayor and one other Councillor; and
  - Three (3 independent members, one of who will be appointed by Council as Chair of the Committee.
- 4.3 The Audit and Risk Committee considered the matter of Chairperson for 2024 at its 5 December 2023 meeting resulting in only one nominee.
- 4.4 The Committee unanimously endorsed Brian Densem as their nomination. Council is requested to approve Brian Densem as Chairperson of the Committee for 2023.
- 4.5 Brian Densem has been a member of the Audit & Risk Committee since 2011 being reappointed as an external member by Council in 2019 and was first appointed as Chairperson for the 2020 year. Brian Densem is a Certified Practising Accountant, a Professional Fellow of the Institute of Internal Auditors and is Chief of Audit at a leading Australian mutual company. He has extensive knowledge of internal audit, risk management and compliance, and exposure to numerous industries, with a primary focus on financial services. Brian Densem is a member of two other local government Audit & Risk Committees, and a Board member of a community health service which includes roles on the Audit and Risk and Finance Committees.
- 4.6 The Audit and Risk Committee also considered the reappointment of independent member Helen Lanyon for a further 3-year term at its 5 December 2023 meeting.
- 4.7 The Committee unanimously agreed to recommend Helen Lanyon's tenure be extended for a further 3 years for Council's consideration.
- 4.8 Helen Lanyon has broad experience in Audit and Risk Committees, a strong leadership record as an executive team member and for professional and sector development organisations, extensive experience as Chief Financial Officer including undertaking substantial financial restructures and a successful history of effective change management including organisation wide initiatives, and quality management systems. Helen Lanyon has a solid understanding of how Port Phillip Council works, is very personable, well respected and will continue to add value.
- 4.9 The Audit and Risk Committee has been functioning well as a group for a period of time, with Brian Densem as the Chair and with all existing members acknowledging Helen Lanyon fits in well with the other members, has a lot offer, is very personable and well respected, and will continue to add value.

## 5. CONSULTATION AND STAKEHOLDERS

- 5.1 The permanent members of the Audit and Risk Committee: nominate the Chairperson for the following calendar year annually at the final meeting of the calendar year and agree on the reappointment of independent members before recommending to Council.

## 6. LEGAL AND RISK IMPLICATIONS

- 6.1 Persons appointed to the Audit & Risk Committee should have relevant experience and meet the professional qualifications of the Charter. Helenfyon meets these requirements.



# MEETING OF THE PORT PHILLIP CITY COUNCIL 7 FEBRUARY 2024



## **7. ALIGNMENT TO COUNCIL PLAN AND COUNCIL POLICY**

- 7.1 Strategic Direction 5 – Well Governed. Our commitment to you through improving community engagement, advocacy, transparency, and governance.

## **8. OFFICER DIRECT OR INDIRECT INTEREST**

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

## **ATTACHMENTS**

Nil

# MEETING OF THE PORT PHILLIP CITY COUNCIL 7 FEBRUARY 2024



## 13.2 APPOINTMENT OF AUTHORISED OFFICERS PURSUANT TO THE PLANNING AND ENVIRONMENT ACT 1987

**EXECUTIVE MEMBER:** JOANNE MCNEILL, EXECUTIVE MANAGER GOVERNANCE AND ORGANISATIONAL PERFORMANCE

**PREPARED BY:** KATRINA COLLINS, SENIOR GOVERNANCE ADVISOR  
XAVIER SMERDON, HEAD OF GOVERNANCE

### 1. PURPOSE

- 1.1 To approve the new appointments as an Authorised Officer pursuant to the *Planning and Environment Act 1987*.

### 2. EXECUTIVE SUMMARY

- 2.1 The appointment of an Authorised Officer is currently enabled through existing provisions within the *Local Government Act 1989* that have not yet been repealed.
- 2.2 In accordance with section 224 of the *Local Government Act 1989* a Council may appoint Authorised Officers for the purposes of the administration and enforcement of any Act, Regulations or Local Laws which relate to the functions and powers of the Council.
- 2.3 In most cases, Authorised Officers are appointed by the Chief Executive Officer through the power of delegation conferred through the S5 Instrument of Delegation, however the *Planning and Environment Act 1987* specifically requires that Authorised Officers under that Act be appointed by resolution of the Council and sealed.
- 2.4 This report recommends the new appointments pursuant to the *Planning and Environment Act 1987* be approved.

### 3. RECOMMENDATION

That Council:

- 3.1 Approves the Instrument of Appointment and Authorisation at **Attachment 1 and Attachment 2**.
- 3.2 Affixes the common seal of Council to the Instrument of Appointments.

### 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 It is recommended that the new authorisations pursuant to the *Planning and Environment Act 1987* be approved.



# MEETING OF THE PORT PHILLIP CITY COUNCIL 7 FEBRUARY 2024



## 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 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. 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 appointments as an Authorised Officer pursuant to the *Planning and Environment Act 1987* 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 - P&E Act - Lino Araujo - 7 February 2024 [📄](#)
2. S11A Instrument of Appointment - P&E Act - Nellie Reinhard-Sheedy - 7 February 2024 [📄](#)

*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) **Lino Araujo**

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 **7 February 2024**.

**THE COMMON SEAL OF THE  
PORT PHILLIP CITY COUNCIL**  
was hereunto affixed in the presence of:

\_\_\_\_\_  
Mayor

\_\_\_\_\_  
Chief Executive Officer

Date: **7 February 2024**



*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) **Nellie Reinhard-Sheedy**

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 **7 February 2024**.

THE COMMON SEAL OF THE  
PORT PHILLIP CITY COUNCIL  
was hereunto affixed in the presence of:

\_\_\_\_\_  
Mayor

\_\_\_\_\_  
Chief Executive Officer

Date: **7 February 2024**

# MEETING OF THE PORT PHILLIP CITY COUNCIL 7 FEBRUARY 2024



## 14. NOTICES OF MOTION

- 14.1 *Notice of Motion Councillor Peter Martin - Heritage Verandah Upgrade project.*  
.....318
- 14.2 *Notice of Motion - Councillor Robbie Nyaguy - Captain Cook Statue*.....319





#### **14.1 Notice of Motion Councillor Peter Martin - Heritage Verandah Upgrade project**

**I, Councillor Peter Martin, give notice that I intend to move the Motion outlined below at the Ordinary Meeting of Council on 07 February 2024:**

That Council:-

1. Waives permit fees valued at \$35,000 for the Clarendon and Coventry Streets Business Association to assist in completing their Heritage Verandah Upgrade project

#### **Supporting Information**

The Clarendon and Coventry Streets Business Association (CCSBA) were successful in winning a \$195k grant from the Victorian Government to restore some of the heritage verandahs in South Melbourne). This was under the Government's Living Locals program.

Council auspiced this application as restoration of verandahs has been a priority advocacy item for the Prosperous Port Phillip Business Advisory Group and traders in South Melbourne.

Despite significant efforts by the CCBA, there is currently the following shortfall in funds to deliver the project:

- Building component - \$63k
- Council permits - \$35k

Officers have discussed this issue with the Victorian Government who have indicated they would consider extending their support to cover the building component of \$63k.

Under the current grant agreement, the project is due for delivery in mid-June, which remains possible should the shortfall in funding be found by mid-late February. Should the funding not be found, the project will not be able to proceed.



## 14.2 Notice of Motion - Councillor Robbie Nyaguy - Captain Cook Statue

**I, Councillor Robbie Nyaguy, give notice that I intend to move the Motion outlined below at the Ordinary Meeting of Council on 07 February 2024:**

That Council:-

1. Directs the CEO, or their delegate, to establish the costs and time frame for the reinstatement and ongoing management of the Captain Cook statue in Catani Gardens and to provide this information to Councillors and the community in an appropriate format.
2. Directs the CEO, or their delegate, to conduct a community engagement process to understand community views on the reinstatement or removal of the statue ahead of any works being undertaken.

### Supporting Information

- On 25 January 2024, the Captain Cook statue in Catani Gardens was vandalised and removed from its plinth.
- The statue is heritage listed, was initially funded by private donation and unveiled in December 1914.
- There are complex and diverse views in the community on the role and impact of Captain Cook's British surveying of parts of the eastern coastline of the Australian continent.
- Captain Cook never visited what is now the City of Port Phillip or the Port Phillip Bay area.
- Council stated its disappointment at the vandalism of the statue and does not condone the vandalism of public assets.



## 15. REPORTS BY COUNCILLOR DELEGATES

## 16. URGENT BUSINESS

## 17. CONFIDENTIAL MATTERS

17.1 JL Murphy Community Pitch Synthetic Field - Budget Request ..... 317

### 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 JL Murphy Community Pitch Synthetic Field - Budget Request

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

**Reason:**

*The information provided within this report contains detailed information on:*

- *Approach for project contingency*
- *Approach for project Soil contamination*
- *The procurement approach for the project, including ways to mitigate a failed procurement.*

*Releasing this information would reduce Council's negotiation stance if information is released prior to procurement, in February 2024*