

Council Plan

2007 | 2008



the difference is working together



2007-08 Port Phillip Council Plan

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1 Mayors and CEO's Introduction

> Mayor Janet Bolitho and Chief Executive David Spokes introduce the Council Plan



Mayor's introduction > This council, elected in November 2004, is growing stronger and clearer in its direction and purpose. In a time of climate change, we know that all our work must be directed towards the future.



Janet Bolitho

Mayor

Port Phillip Speaks, the community summit held earlier this year, affirmed the council's direction. Over the day, the council and the community talked together of the future and what kind of place they wanted Port Phillip to be. We will have a strong focus on the environment, and ensure that Port Phillip remains an inclusive community that fully embraces and supports its most vulnerable members.

In order to make council and community aspirations happen we will be seeking more and different ways of working together. Our focus will be to work with the community to support neighbourhood action and encourage leadership to grow. Working together we can make a difference.

The council is giving strong direction to the organisation to bring focus, energy and determination to the delivery of the initiatives in this Council Plan.

CEO's introduction > We know that to continually make Port Phillip a better place, the difference is working together. We recognise that we need to measure better, work together better, and engage the community better. The Community Plan provides a road map to do this based on Port Phillip's long tradition of community involvement.

Many great ideas were collected at the summit, through the community survey and from young people through our schools. Sometimes we need to provide the space for neighbourhoods and the community to step forward by the council stepping back. We want to work together with our community to support and encourage local neighbourhood effort and not take over.

To make these ideas happen we have sought to streamline the activities of the organisation - to focus on continually improving what we do. We have adopted a new business planning approach to help us provide the best service we can.



David Spokes

Chief Executive Officer

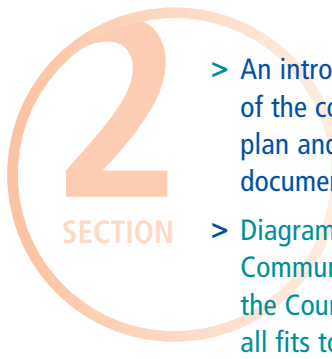
We aim to be more strategic and focussed so that we more clearly drive our objectives and strategies consistently across the organisation in order to deliver the community's aspirations. We are completely overhauling the organisation's metrics to improve the capacity to monitor and manage performance. Our progress will become more transparent and visible.

With expected resolution on some major issues such as the redevelopment of the Triangle site, the Princes Pier upgrade, and the continued implementation of community hubs, the 2007/2008 year and beyond will be very exciting years for the organisation.

SECTION

1

2 Introduction



> An introduction to year three of the council's four year plan and overview of this document's purpose

> Diagram – how the Community Plan drives the Council Plan, 'How it all fits together'

Our vision and mission

Our vision:
"To be the best place in the best city for all"

Our mission:
"To make the community a better place"

To achieve our vision we will work together and focus on being the best provider of service we can be.

At the City of Port Phillip, **service** and **sustainability** are of the utmost importance. They are the foundations of our philosophy, drive our actions from day-to-day and are our core principles that guide and drive how we behave and what we think about as an organisation.

Service is the business that we are in. We want to deliver service to our community that is timely, friendly and responds to queries and requests efficiently. Our task is to make sure we are responsive and up to date on who our community are and what our community needs – so that the community drives how we deliver council services.

We are here to serve our community
- That is why we exist.

Sustainability means supporting the goals of social equity, economic viability, environmental responsibility and cultural vitality for all in our community. To ensure that what we do today builds the best natural and social future for all those who will live, work and play here.

Our goals	Our critical success factors
Social equity - To build a just, resilient, healthy and inclusive city with equitable access to responsive and relevant services and resources.	Actively supporting an inclusive city
Economic viability - To promote effective stewardship of the council's assets and promote positive economic development within Port Phillip that also supports the council's social, cultural and environmental goals.	Having the future in mind in all decision making
Environmental responsibility - To foster a liveable and attractive urban environment that uses fewer finite resources.	Minimising our environmental impact in every action
Cultural vitality - To foster conditions that allow communities within Port Phillip to express, experience and enjoy diversity of values, beliefs and aspirations.	Creating the conditions for people to come together and for community leadership to flourish

This year we have adopted a new business planning approach which focuses our attention on five key result areas (KRA's) of our organisation. These are our **stakeholders**, our **finances**, our **customers**, our **internal processes** and our **people**. It is important to make sure that all these areas are addressed.



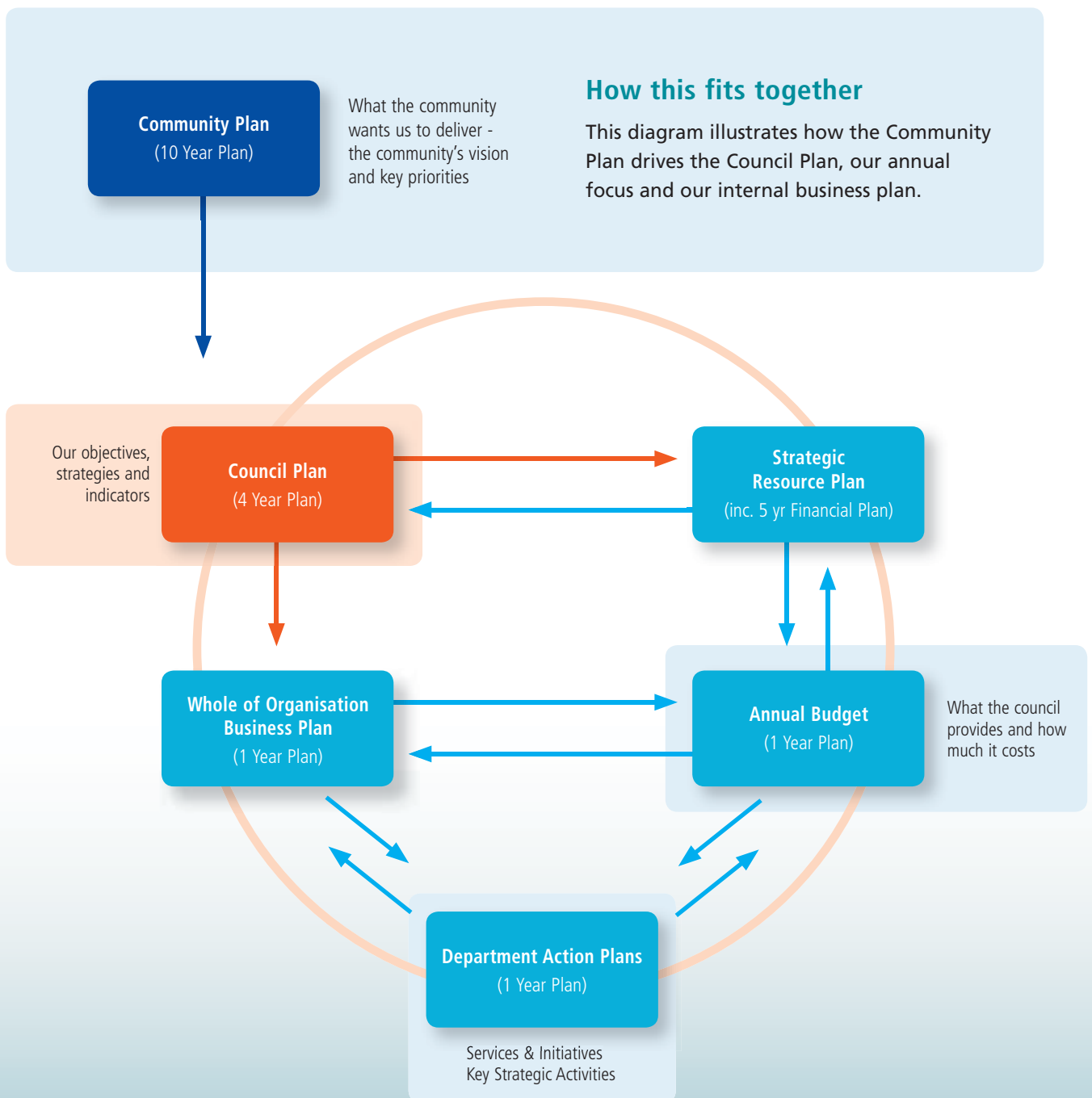
The Council Plan

The Council Plan outlines the council's strategic objectives, the strategies we will employ to achieve them and the indicators we will use to measure progress. It also includes the Strategic Resource Plan, which explains how the council will allocate financial and non - financial resources to achieve its objectives. A summary of the Strategic Resource Plan is included in this document¹.

1. The current strategic resource plan is also available as a separate document. It is updated each year.

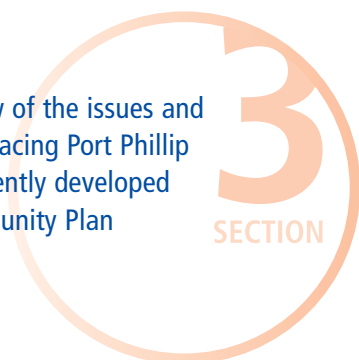
The Plan sets out what the councillors and community expect the City of Port Phillip staff to do on their behalf over the life of the current council.

The Plan also includes our annual focus which is what we intend to do this year to achieve the Council Plan. The strategic objectives of our four year Council Plan drive our initiatives, our activities and our key strategic activities.



3 Our Community

> An overview of the issues and challenges facing Port Phillip and the recently developed Draft Community Plan



What is the Community Plan?

A Community Plan is an agreed framework of priorities that helps the council and the community manage change while protecting what is valued most. Having a robust Community Plan in place helps communities learn more about whom and what the community is, what its strengths and challenges are and how we can all make a difference. A Community Plan is in essence a shared agenda of priorities and action for the next ten years.



The Community Plan significantly guides and informs what the council does and how it allocates its resources – which is the Council Plan.

Why do we have a Community Plan?

We know that confronting hard to solve issues requires team work at the local level.

We also know that there is often a distrust of government, including local councils and a sense that the public does not know what is going on. The recent Port Phillip Speaks Community Summit is a serious attempt by the council to respond to these issues. Neither of these can be improved without a shared agenda of the key issues facing our community. If we want to work together we need to plan together.



To this end, 750 citizens who live, work in and visit the City of Port Phillip gathered at the Melbourne Sports and Aquatic Centre on Saturday, 28 April 2007, to develop priorities for the new Port Phillip Community Plan. Participants at the Port Phillip Speaks Community Summit came from all walks of life and represented the diversity of the Port Phillip community. In small groups, participants worked with trained facilitators to talk about issues and the city's future together.

Over the course of the day citizens reviewed and updated the vision statement that had been created for Port Phillip ten years ago and agreed on the top city-wide priorities for the next ten years.

It is clear from the neighbourhood meetings held after the summit that people place a high value on making connections at the neighbourhood level - people they had not met before. This is more than we could have hoped for - creating networks; creating the conditions for community. Once these are established they can then be used to pursue local action on their terms.



The Draft Community Plan vision

Our vision for the City of Port Phillip is of a city where diversity and harmony are encouraged and everyone can move freely and safely. A place where all members of the community can feel a sense of belonging and pride. There is a shared responsibility to ensure that all people, regardless of age or cultural or socio-economic background, can enjoy our city and participate in all it has to offer.

We envisage a city where the environment is valued and protected; where our air and water are clean and our parks and gardens are well maintained for the enjoyment of all. Our foreshore is protected and enhanced and provides a sanctuary for citizens and wildlife alike. Where we all take pride in our environment and regularly set targets to measure progress.

Our city will be one in which the needs of residents, businesses and visitors are met through responsible planning and innovative development that is responsive to our unique heritage and identity. Inappropriate and poorly located high-rise development is restricted and a balance is maintained between everyone's needs.

Traffic and transport in our city shall be effectively managed to improve traffic flow and benefit public transport users, pedestrians and cyclists. Parking facilities are balanced to reduce traffic congestion and optimise public transport links whilst encouraging environmentally sustainable modes of travel.

We value the dynamic and distinct character of our neighbourhoods and want citizens, visitors and businesses involved in local decisions. We want our local council to be a leader in community consultation and communication, strategic planning, accountability and advocacy.

We envisage that our city's services match the people's needs, are innovative, responsive and continually improving. The performance of these services is measured regularly against objectives that are set in consultation with the community.

Our vision is of a city where the council services provide support to four key objectives - social equity, economic viability, environmental responsibility and cultural vitality - to create a sustainable and harmonious future.

The Draft Top 10 city-wide priorities

- > Transforming public transport planning, capacity, reliability and incentives for use
- > Manage water use and re-use, planting and park usage for prolonged drought
- > Environmentally sustainable design and mandatory controls
- > Continue to support the disadvantaged, disabled and low-income to remain in the city and support affordable housing even as the city grows more affluent
- > Develop a model for a sustainable bayside city planning scheme - others to follow example. Highlight environmental sustainability, economic development, quality urban design and social and community amenity
- > Require new developments to be self-sufficient in parking and invest in non-car transport options, eg bike racks, public transport
- > Make the physical environment support community – “claim our streets”, eg street parties, better lighting (to improve safety at night), spaces for young people, extend community bus, use public gardens, better public transport, better spaces for pedestrians
- > Improve event management to reduce environmental impact and better manage the effect on the community
- > Reduce impact of major events (Grand Prix) on parks
- > Develop safe and affordable cultural events and entertainment opportunities, involving people across age and interest groups providing alternatives to licensed venues

Next steps

The council is supporting the community to finalise the Community Plan which should happen by late 2007. In the meantime there is a significant amount of work happening at the neighbourhood level and the council has pledged funds to support neighbourhood projects, climate change initiatives and community leadership.

Once the Community Plan is finalised the council will review the Council Plan to see if there needs to be any further adjustment made to the plan so it can better support the community's vision and key priorities.

4 Our Overall Plan

- > Our four year strategic objectives and indicators
- > Our Annual Focus for 2007/2008 - targets (key strategic activities) and initiatives
- > Our Whole of Organisation Business Plan

4 SECTION

Our overall plan is structured around five key result areas (KRA's) which guides us and enables us to deliver our overall four year Council Plan, our annual focus and our internal business plan.

While not all key result areas are covered to the same detail in the Council Plan and annual focus, our internal business plan shows that these areas have been factored into how we are organised to address the five key result areas.

Best Value

Best value is delivered by our new business planning approach based on five Key Result Areas (KRA's).

The City of Port Phillip is committed to delivering the best value principles in the way it conducts its business planning, reporting and continuous improvement framework. In 2007/2008 the council will develop and publicly report a new set of key performance indicators which will fully integrate and demonstrate compliance with the best value principles in the delivery of council services.





> **Four Pillars**

> **Delivery of Outcomes**

Renewing our special places

Build a better environment

Strategic collaboration and partnership

Better local services in community centres

Create the conditions for community

Effective services and council stewardship



Stakeholders

Have stakeholder management with clear purpose

Finance

Cost matters: Where the money comes from matters

Customers

Service meets customer needs in order of priority

Internal process

Use approved processes

People

Focus our united effort on organisational priorities

> **Five Key Result Areas**

> **Organisation Support**



Community Summit

> **10 Year Community Agenda**

The 10 Year Community Plan is the basis for what the organisation does and for the desired outcomes - the four pillars of Social Equity, Economic Viability, Environmental Responsibility and Cultural Vitality.

4 Our Overall Plan

4 Year Council Plan			Annual Focus 07/08
Our strategic objectives	Our strategies	Our indicators	Our key strategic activities - with targets
<p>1. Renewing our special places</p> <p>Look after our special places such as the foreshore, town halls and commercial strips</p>	<ol style="list-style-type: none"> 1. Communicate the value of "Special Places" 2. Maintain the confidence of stakeholders over the long term 3. Set clear direction for priority places and secure long term funding and resource commitments 4. Leverage economic return and public benefit for the council and the community on St Kilda's Edge, Port Melbourne waterfront revitalisation and the South Melbourne Central Precinct 5. Focus the local community on the value of local shopping strips and precincts 6. Promote and protect Port Phillip's cultural heritage 7. Support and encourage inviting and accessible spaces and places 	<ol style="list-style-type: none"> 1. Significant progress on key major projects 2. Community satisfaction with local roads and footpaths and town planning policy and approvals 	<ol style="list-style-type: none"> 1.1 St Kilda Triangle Site redevelopment - planning permit approval 1.2 South Melbourne Central plan incorporated into Port Phillip Planning Scheme - June 08 1.3 Community rating of quality of outdoor environment as adequate or better - 85%
<p>2. Strategic collaboration and partnership</p> <p>Work effectively with all neighbours and all stakeholders to get the best outcomes for our city and ensure our top issues are factored into all levels of decision making</p>	<ol style="list-style-type: none"> 1. Promote the benefits of regional collaboration 2. Explore new opportunities for regional collaboration 3. Analyse the implications of regional collaboration projects prior to commitment 4. Resource and support our commitments over the long-term 5. Define outcomes, specify tasks backed up by evidence and persistently promote agenda 6. Consistently apply a stakeholder management model to our lobbying efforts 7. Focus our stakeholder and media management on organisational priorities 	<ol style="list-style-type: none"> 1. Number of initiatives delivered by regional collaboration and agreements 2. Community satisfaction with council's advocacy and community representation on key local issues 3. Progress on initiatives for the previous year 	<ol style="list-style-type: none"> 2.4 Community satisfaction with council advocacy and community representation on key local issues as adequate or better - 80% 2.5 Federal Government approval of new aged care places in the municipality - 1 or more new places 2.6 Agreed financial package for reinstatement of Gasworks Park with State Government - June 08



Our initiatives

- 1.1 Understand and influence the development of Webb Dock to support a vibrant port and minimise the adverse impact on adjacent areas
 - 1.2 Further progress the St Kilda's Edge Program of integrated public realm and cultural activity improvements, focusing on the Triangle site redevelopment
 - 1.3 Continue focus on implementing integrated improvements to Port Melbourne and lobby for associated precinct improvements
 - 1.4 Review and audit the Council's Municipal Strategic Statement and implement via planning scheme amendment
 - 1.5 Promote the opportunities provided by the improvements to the South Melbourne Market
 - 1.6 Review and revise the capital works processes to improve planning, reporting, project management, delivery and outcomes
 - 1.7 Deliver pilot project seeking a shared approach to the future management, use and development of the Fitzroy Street precinct
 - 1.8 In collaboration with the City of Melbourne, implement the St Kilda Road open space components detailed in the Joint User Agreement
 - 1.9 Coordinate delivery of projects in the South Melbourne Central Precinct
 - 1.10 Finalise the environmental audit of Gasworks Park to inform the extent of remediation costs
 - 1.11 Project manage the St Kilda promenade construction
-
- 2.12 Develop and embed a stakeholder management framework for the organisation
 - 2.13 Focus effort on developing and managing sponsorship and partnership opportunities across the organisation
 - 2.14 Implement annual council communications plan to better meet community information needs
 - 2.15 Support regional collaboration across inner Melbourne to implement M2030 policy initiatives including the Inner Melbourne Action Plan
 - 2.16 Drive delivery of the Tourism Strategy

4 Our Overall Plan

4 Year Council Plan			Annual Focus 07/08
Our strategic objectives	Our strategies	Our indicators	Our key strategic activities - with targets
<p>3. Build a better environment</p> <p>Use financial principles to guide financial planning and improve the city's environmental performance and sustainable transport choices</p>	<ol style="list-style-type: none"> Promote and support community environmental targets Encourage community participation and involvement to adopt positive environmental behaviours Set and monitor organisational environmental targets Ensure the council's effort is clearly defined and coordinated Manage all assets to meet current and emerging environmental standards and conditions and community needs Facilitate sustainable transport modes through improving the conditions for walking, cycling and public transport 	<ol style="list-style-type: none"> City of Port Phillip corporate water consumption per annum Proportion of available places in the Sustainable Living at Home program that are taken up Annual residential waste generation per capita (SCPI) Annual residential recycling rate per capita (SCPI) Percentage of primary aged school children as a percentage of all primary schools in the walking bus scheme that walk to school Net increase in the number of street trees Community rating of the council's addressing of environmental issues at the local level Community safety rating for pedestrians and cyclists Community rating on the ease of travelling around the area Community satisfaction with the appearance of public areas, traffic management and parking facilities and waste management 	<ol style="list-style-type: none"> Community satisfaction with leisure, recreation and entertainment options as adequate or better - 85% Community rate the council's addressing of environmental issues at the local level as adequate or better - 80% Community satisfaction with appearance of public areas as adequate or better - 75% Community satisfaction with traffic management and parking facilities as adequate or better - 55% Community satisfaction with waste management as adequate or better - 85% A decrease in CoPP (council organisation generated) greenhouse emissions for 06/07 compared with 05/06 figures Council approval of new environmental targets - Dec 07 Government agreement to fund the next stage of feasibility of the Park Street tram - May 08

Our initiatives

3.17 Embed the organisation's financial principles and mindset

3.18 Progress sustainable transport options within the municipality in the areas of walking, cycling, public transport, road user safety and service and parking policy, including the Park Street tram connection

3.19 Develop an integrated local action plan to respond to climate change implications for CoPP

4 Our Overall Plan

4 Year Council Plan			Annual Focus 07/08
Our strategic objectives	Our strategies	Our indicators	Our key strategic activities - with targets
<p>4. Create the conditions for community</p> <p>Promote connection, inclusion and engagement</p> <p>Encourage people to contribute and participate</p>	<ol style="list-style-type: none"> 1. Respond to community initiatives, practically and quickly 2. Create the conditions which support community and allow people to connect 3. Strengthen connection between leaders in our community 4. Coordinate our effort and monitor the impact 5. Continue leadership on social justice issues such as reconciliation, access to affordable housing and aged care 6. Engage the community including newcomers in effective dialogue and active citizenship 7. Support Port Phillip's development as a creative city, where the arts, contemporary culture, creativity and innovation are explored, encouraged and valued 	<ol style="list-style-type: none"> 1. Percentage who feel encouraged to participate in decisions that affect them and their neighbourhood 2. Community Grants Scheme participation 3. Culturally linguistic and diverse residents participating in the Community Meals Program 4. Percentage of relevant Municipal Early Years plan actions achieved 5. Number of additional childcare places available within the municipality 6. Progress on the residential care sector 7. Number of community housing units in the community housing program 	<p>4.15 Community satisfaction with the variety of arts and cultural events as adequate or better - 85%</p> <p>4.16 Community satisfaction with the council's engagement in decision making on key local issues - 70%</p> <p>4.17 Expenditure of full budget allocation on local initiatives that arose out of Port Phillip Speaks Community Summit and Neighbourhood Forums - Jun 08</p> <p>4.18 Two actions per neighbourhood completed independent of the council - Jun 08</p>
<p>5. Better local services in community centres</p> <p>Provide popular, local community centres where people can access services and participate in community life</p>	<ol style="list-style-type: none"> 1. Consolidate services and activities in community centres in key locations 2. Direct energy into the successful implementation of the South Melbourne Town Hall Precinct 3. Achieve a successful outcome for the South Melbourne Hub and then replicate for other sites 4. Communicate the benefits of the successful hub implementation 5. Ensure proceeds from any sale of redundant community buildings are reinvested in community infrastructure 6. Continue to foster life-long learning opportunities and activities for all ages and stages 	<ol style="list-style-type: none"> 1. Volunteer vacancies that appeared in the volunteer register on council's website 2. Community rating on range of options for leisure, recreation and entertainment as adequate or better 3. Number of new additional groups and activities introduced into community centres 4. Utilisation of community centres and community facilities 	<p>5.19 Utilisation of community centres and community facilities - average of 75%</p> <p>5.20 Agreed project plan reported to the council for the redevelopment of the South Melbourne Hub - June 08</p> <p>5.21 Concept development agreed for redevelopment of the Betty Day Community Centre as reported to the council - Jun 08</p>

Our initiatives

- 4.20 Resolve site for 60-90 bed high care places and promote a collaborative approach amongst local not for profit providers to address shortfall of places and packages for all levels of care

- 4.21 Support the community to deliver the neighbourhood priorities identified in the new ten year Port Phillip Community Plan

- 4.22 Establish a capacity to identify, support and connect community leaders

- 4.23 Conduct a forum to bring together the not for profit community sector and the corporate sector to strengthen volunteering and mutual community building and sustainability opportunities

- 4.24 Strengthen Indigenous Reconciliation and Cultural Heritage Management Strategies to facilitate reconciliation, access and cultural heritage protection

- 4.25 Update our understanding of our community by analysing and widely reporting the findings within the 2006 census data to inform strategic service planning for both council and community

- 4.26 Deliver the construction management component of the St Kilda Town Hall redevelopment

- 4.27 Conduct the electoral representation review in conjunction with the Victorian Electoral Commission

- 4.28 Commence implementation of the new Municipal Public Health and Safety Plan

- 4.29 Continue to support the partnership between the council and the Port Phillip Housing Association and advocate for planning controls, which will promote increased opportunities for affordable housing across Port Phillip

- 4.30 Conduct stage two of Consulting with Children action research project in partnership with the City of Melbourne, the introduction of a Consulting with Children Protocol and Audit across the council and development of a Children's Plan

- 4.31 Establish a second community bus to complement the existing service to operate between Port Melbourne, South Melbourne and St Kilda

- 5.32 Develop South Melbourne community, cultural and civic hub within the Emerald Hill precinct and complete concept for redevelopment of Betty Day Community Centre

4 Our Overall Plan

4 Year Council Plan			Annual Focus 07/08
Our strategic objectives	Our strategies	Our indicators	Our key strategic activities - with targets
<p>6. Effective service and council stewardship</p> <p>Provide services where and when they are needed</p> <p>Lay the foundations today for an even better council in the future</p>	<ol style="list-style-type: none"> 1. Plan, coordinate and promote access to services and facilities that all members of the community require 2. Plan, coordinate and promote access to services for people with fewer choices 3. Maintain the council's social service/justice commitment, while delivering financial responsibility 4. Direct social expenditure to current and emerging community needs 5. Leverage private use of public assets where this delivers demonstrated community benefits 6. Report to the community on progress across all areas and activities of the council 	<ol style="list-style-type: none"> 1. Debt Commitment Ratio (Ratio of debt servicing and redemption costs to rate revenue) 2. Community who consider value for money rates as adequate or better 3. Community satisfaction with general overall performance of the council as adequate or better 4. Percentage of community rating satisfaction for the council's engagement in decision making on key local issues as adequate or better 5. Customer requests closed each quarter within the allocated period under the Customer Request Management System guidelines 6. Community satisfaction with health and human services, recreational facilities, enforcement of by laws and economic development 	<p>6.22 Community who consider value for money rates as adequate or better - 75%</p> <p>6.23 Community satisfaction with general overall performance of the council as adequate or better - 85%</p> <p>6.24 Community rating of customer relationship:</p> <ul style="list-style-type: none"> > felt they were treated fairly - 85% > felt they were treated respectfully - 85% > felt they were listened to - 85% <p>6.25 Customers of the council contacted within two working days - 90%</p>

Our initiatives

- 6.33 Roll out the new business planning process including the development and embedding of key performance indicators and targets to drive continuous improvement and the integration of Best Value in service delivery

- 6.34 Continue to implement the Information Technology Services Strategic Plan to provide best practice Information and Communications Technology (ICT) to support our community and organisation

- 6.35 Develop and implement a property management strategy to provide a coordinated and strategic approach to property management across the organisation

- 6.36 Increase numbers of registered dogs and cats to support responsible pet ownership

- 6.37 Support Port Phillip as an active and creative place

- 6.38 Develop, implement and promote a Customer Service Model leading to revised service standards

- 6.39 Introduce changes to the Planning Scheme to implement local sustainable transport policy objectives and new car parking controls for Port Phillip

- 6.40 Make alterations to street and beach cleaning service - municipal wide after the benefits of the pilot "Your Street, Your Beach, Your Elwood" is determined

4 Our Overall Plan

Internal Business Plan

Key Result Areas

Our critical success factors and directions



Stakeholder management with clear purpose

Maintain transparent, fair and just relationships with stakeholders and recognise that stakeholders are unequal in importance and influence and will be managed accordingly



Our attitude - cost matters and where the money comes from matters

Control our financial environment and contain costs and grow revenue



Service which meets customer needs in order of priority

Not all customer's requests are equal, multiple access channels to customers and relationships with our customers are paramount



Use our approved processes

Internal processes enable business strategy, are continually reviewed, analysed and evaluated and drive best practice in all functions which support clear decision making at every level



Focus our united effort on organisational priorities

Recruit, develop, reward and retain responsible, leading edge thinkers and doers who are team players and embed a consistent enabling management style

Our lead actions

Develop and implement an agreed Stakeholder Management Framework

Develop and rollout a Stakeholder Management Framework training program

Reinforce existing financial principles and mindset

Develop a Whole of Organisation Customer Analysis System

Develop and rollout a Customer Analysis System training program

Rollout a Whole of Organisation Business Planning model

Implement Capital Works process

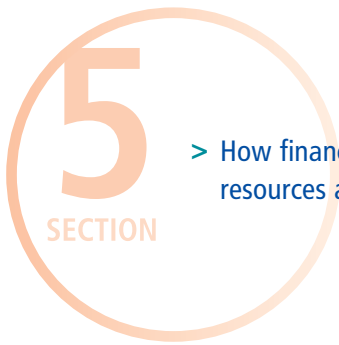
Develop a Corporate approach to standardise process documentation

Develop a corporate training calendar

Develop a Reward and Sanction Framework

Modify the Performance Management process

5 Our Strategic Resource Plan



> How financial and non-financial resources are allocated

Introduction

The Strategic Resource Plan (SRP)² outlines how the council will allocate our financial and non-financial resources to achieve our objectives.

The goal of the SRP is to achieve sustainability by ensuring continued operating viability, a positive cash flow, a growing asset base, support of its human resources and strengthening of its service culture.

The SRP has been updated to include the Framework of Financial Principles that the council adopted in December 2006 to guide future resource allocation decisions. These principles include a statement of purpose and some overarching principles. The financial principles have been classified in the following categories;

- > Rating and funding principles
- > Infrastructure and asset management principles
- > Debt management principles
- > Pricing principles

2. The current Strategic Resource Plan is available as a separate document. It is updated each year.

SRP Objectives:

financial and one non-financial

1. Operational sustainability

The City of Port Phillip will have an ongoing balanced budget and ideally a small surplus

2. Financial strength and asset growth

The City of Port Phillip's asset base will be maintained, enhanced and expanded

3. Remaining liquid

Liquidity will be maintained at levels that assure adequate working capital without the need to resort to borrowings or a bank overdraft

4. Building communities

Capital works will address community needs without ignoring long term financial impacts

5. Our culture, our services and our staff

The City of Port Phillip will proactively lead, develop and build an organisational culture based on the provision of same day service and a work/life balance.





Financial Resources

There are four statements that support the Strategic Resource Plan's four financial objectives, which are shown in the following pages.

Standard Statement A1

Statement of Financial Performance

Objective 1 – Operational sustainability

The City of Port Phillip will have an ongoing balanced budget and ideally a small surplus.

The Income Statement (profit and loss) provides an indication of the council's performance at a current point in time. A positive result, i.e. profit or surplus, ensures the continued growth of the council's total equity which can be utilised for funding of replacement or maintenance or assets in the short term, or build up of reserves to fund assets in the long term, and the potential to expand the delivery of services. The council's Income Statement, extended with a cash conversion, is detailed below:

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Strategic Resource Plan Standard Income Statement For the years ended 30 June 2008 - 2012

	07/08 \$'000	08/09 \$'000	09/10 \$'000	10/11 \$'000	10/12 \$'000
Revenues from ordinary activities					
Rates charge	70,847	73,680	78,101	82,787	87,755
Net parking revenue	22,429	22,945	23,473	24,012	24,565
User fees and charges	13,624	14,074	14,538	15,018	15,514
Open space contributions	1,645	1,415	1,415	1,415	1,415
Grants - Operating	7,647	7,647	7,647	7,647	7,647
Grants - Capital	805	250	250	250	250
Interest received	1,650	1,050	1,050	1,050	1,050
Other revenue	7,952	8,214	8,485	8,765	9,054
Total revenues	126,598	129,275	134,959	140,945	147,249
Expenses from ordinary activities					
Employee benefits	41,412	43,275	45,223	47,258	49,384
Contract services	33,474	34,578	35,719	36,898	38,116
Materials and other expenses	20,332	20,799	21,278	21,767	22,268
Professional services	3,463	3,508	3,554	3,600	3,647
Depreciation and amortisation	13,000	13,200	13,400	13,600	13,800
Finance costs	218	191	161	130	97
Total expenses	111,899	115,552	119,335	123,253	127,312
Operating surplus (deficit) for the year	14,699	13,723	15,624	17,691	19,937

Conversion to Cash

<i>Less cash costs not included in the operating result</i>	07/08 \$'000	08/09 \$'000	09/10 \$'000	10/11 \$'000	10/12 \$'000
Capital works program	19,500	22,658	20,455	19,600	19,400
Capital carry over	0	0	0	0	0
Capital expenditure	3,339	3,095	3,085	3,235	3,404
Southport NH contributions/(recoveries)	0	(300)	(300)	(300)	(300)
Loan repayments	4,497	466	495	526	559
Transfers to/(from) statutory reserves	(655)	(85)	(85)	(85)	(85)
Transfers to/(from) general reserves	1,104	(2,650)	(1,500)	1,000	(1,000)
Sub total	27,784	23,183	22,150	23,976	21,978
<i>Plus non cash costs included in operating result</i>					
Depreciation	13,000	13,200	13,400	13,600	13,800
Surplus/(deficit) for year	(85)	3,740	6,874	7,316	11,759
Accumulated position brought forward	353	268	4,008	10,882	18,198
Brought forward surplus of fund capital	0	0	0	0	0
Surplus/(deficit) carried forward	268	4,008	10,882	18,198	29,957

5 Our Strategic Resource Plan

Standard Statement A2 Statement of Financial Position

Objective 2 – Financial strength and asset growth

The City of Port Phillip's asset base will be maintained, enhanced and expanded.

The financial position will improve annually as a result of positive operating results. In addition the council's equity will increase due to periodic valuations of council assets.

The incorporation of the statement of financial position (balance sheet) in the long term financial plan is important as it provides information about the city's assets and liabilities and is essential in the forecasting of cash flows. Consequently, it is a key tool for determining overall financial sustainability.

Strategic Resource Plan Standard Balance Sheet As at 30 June 2008 - 2012

	07/08 \$'000	08/09 \$'000	09/10 \$'000	10/11 \$'000	10/12 \$'000
ASSETS					
Current assets					
Cash assets	13,708	11,676	15,079	23,924	33,213
Receivables	10,827	10,827	10,827	10,827	10,827
Accrued income	817	817	817	817	817
Prepayments	652	652	652	652	652
Total current assets	26,004	23,972	27,375	36,220	45,509
Non Current Assets					
Other financial assets	5	5	5	5	5
Receivables	2	2	2	2	2
Property, Infrastructure, plant and equipment	1,519,172	1,531,725	1,541,865	1,551,100	1,560,104
Total non current assets	1,519,179	1,531,732	1,541,872	1,551,107	1,560,111
Total assets	1,545,183	1,555,704	1,569,247	1,587,327	1,605,620
LIABILITIES					
Current liabilities					
Payables	7,192	7,192	7,192	7,192	7,192
Trust funds	591	591	591	591	591
Provisions	6,360	6,360	6,360	6,360	6,360
Interest bearing liabilities	466	495	526	559	594
Total current liabilities	14,609	14,638	14,669	14,702	14,737
Non Current Liabilities					
Provisions	1,297	1,297	1,297	1,297	1,297
Interest bearing liabilities	2,807	2,312	1,785	1,226	632
Total non current liabilities	4,104	3,609	3,082	2,523	1,929
Total liabilities	18,713	18,247	17,751	17,225	16,666
Net assets	1,526,470	1,537,457	1,551,496	1,570,102	1,588,954
EQUITY					
Accumulated surplus	579,406	593,129	608,753	626,444	646,381
Asset revaluation reserve	939,220	939,220	939,220	939,220	939,220
Other reserves	7,844	5,108	3,523	4,438	3,353
Equity	1,526,470	1,537,457	1,551,496	1,570,102	1,588,954



Standard Statement A3 Cash Flow Statement

Objective 3 – Remaining liquid

Liquidity will be maintained at levels that assure adequate working capital without the need to resort to borrowings or a bank overdraft.

The budgeted statement of cash flows is the key financial management tool for establishing the council's cash requirements for both short and long term needs. Linking the budgeted cash position for the year to the long term financial plan helps identify potential problems, providing an opportunity to more closely monitor and manage income and expenditure (including loan management) or pointing to the need to revisit the financial plan. The cash flow forecast includes both recurrent and non-recurrent operations.

SECTION

5

Strategic Resource Plan Standard Cash Flow Statement For the years ending 30 June 2008 - 2012

	07/08 \$'000	08/09 \$'000	09/10 \$'000	10/11 \$'000	10/12 \$'000
Cash flows from operating activities					
Receipts from ratepayers (ie. rates)	72,003	73,680	78,101	82,787	87,755
Payments to suppliers (inclusive of GST)	(35,837)	(38,086)	(39,273)	(40,498)	(41,763)
Net cash inflow (outflow) from Customers/Suppliers	31,552	34,603	37,866	41,357	00,000
Parking fees & fines	22,429	22,945	23,473	24,012	24,565
Government grants (inclusive of GST)	7,647	7,647	7,647	7,647	7,647
Contributions	1,645	1,415	1,415	1,415	1,415
Capital grants	805	250	250	250	250
Interest received	1,650	1,050	1,050	1,050	1,050
Other receipts (inclusive of GST)	21,575	22,287	23,023	23,783	24,567
Payments to employees	(41,011)	(43,275)	(45,223)	(47,258)	(49,384)
Borrowing costs	(218)	(191)	(161)	(130)	(97)
Other payments	(19,900)	(20,799)	(21,278)	(21,767)	(22,268)
Net cash inflow (outflow) from operating activities	30,788	26,923	29,024	31,291	33,737
Cash flows from investing activities					
Payments for property, plant and equipment	(47,797)	(25,753)	(23,540)	(22,835)	(22,804)
Payments for investments	(2,786)	(2,736)	(1,585)	0	(1,085)
Proceeds from investments	0	0	0	0	0
Net cash inflow (outflow) from investing activities	(50,583)	(28,489)	(25,125)	(21,920)	(23,889)
Cash flows from financing activities					
Proceeds from borrowings	0	0	0	0	0
Repayment of borrowings	(4,497)	(466)	(496)	(526)	(559)
Net cash inflow (outflow) from financing activities	(4,497)	(466)	(496)	(526)	(559)
Net increase (decrease) in cash held	(24,292)	(2,032)	3,403	8,845	9,289
Cash at the beginning of the year	38,000	13,708	11,676	15,079	23,924
Cash at the end of the year	13,708	11,676	15,079	23,924	33,213

Reconciliation of operating result and net cash flows from operating activities For the years ending 30 June

Net surplus/(deficit) from operations	14,699	13,723	15,624	17,691	19,937
Depreciation and amortisation	13,000	13,200	13,400	13,600	13,800
Profit (loss) on sale of property, plant and equipment	0	0	0	0	0
Net movement in current assets and liabilities	3,089	0	0	0	0
Net cash inflow (outflow) from operating activities	30,788	26,923	29,024	31,291	33,737

5 Our Strategic Resource Plan

Standard Statement A4

Capital Works

Objective 4 – Building communities

Capital works will address community needs without ignoring long term financial impacts.

The Statement of Capital Works outlines the capital works expenditure.

Strategic Resource Plan Standard Capital Works Statement For the years ending 30 June 2008 - 2012

	07/08 \$'000	08/09 \$'000	09/10 \$'000	10/11 \$'000	10/12 \$'000
Capital works areas					
Buildings	4,282	7,770	7,550	5,550	4,050
Drainage	1,350	1,350	2,000	2,000	2,250
Footpaths	1,680	1,380	1,400	1,500	1,500
Parks & open space	5,030	6,068	4,525	5,300	5,350
Roads	6,608	5,640	4,530	4,800	5,800
Signage & street furniture	550	450	450	450	450
Total capital works	19,500	22,658	20,455	19,600	19,400
Represented by:					
Renewal	10,670	10,845	8,900	10,150	12,000
Enhancements	6,280	7,423	9,005	7,950	5,900
New assets	2,550	4,390	2,550	1,500	1,500
Total capital works	19,500	22,658	20,455	19,600	19,400

	07/08 \$'000	08/09 \$'000	09/10 \$'000	10/11 \$'000	10/12 \$'000
Reconciliation of net movement in property, plant and equipment					
Total capital works	19,500	22,658	20,455	19,600	19,400
Asset revaluation increment / (decrement)	0				
Depreciation & amortisation	(13,000)	(13,200)	(13,400)	(13,600)	(13,800)
Capital expenditure	3,339	3,095	3,085	3,235	3,404
Written down value of assets sold	0	0	0	0	0
Granted assets	0	0	0	0	0
Recognition of previously unrecognised assets	0	0	0	0	0
Net movement in property, plant & equipment	9,839	12,553	10,140	9,235	9,004



Non-Financial Resources

Objective 5 – Our culture, our staff and our services

The City of Port Phillip will proactively lead, develop and build an organisational culture based on the provision of same day service and a work/life balance.

Our Culture

The City of Port Phillip is committed to ensuring we have an organisation that is sustainable, accountable, innovative and focussed on providing services to our community. What we do is driven by our five Key Result Areas. We recognise that how we do things is just as important as what we do, therefore we have principles to guide the way we operate and interact with each other to achieve the best possible outcomes for the community. Whilst the organisation deals in a diverse range of areas, we all deliver the same product to the community: service.

In support of our commitment to our service users, we are also building a culture which focuses on outcomes and supports risk and innovation within parameters of accountability.

Our Staff

Our staff have an extensive range of skills and experience. Whilst our officers work across numerous service delivery units in three divisions, we operate as one organisation. When it comes to the provision of service delivery and the delivery of our Council Plan and Business Plan, our staff are our most important asset. It is through them that we deliver our community's key objectives and goals in the Community Plan.

Staffing numbers are summarised by division below:

Division	FTE staffing numbers ³
Organisation Systems & Support	71
Community Assets & Service	275
Community Development & Planning	226
Total	572

Professional Development and Learning

The City of Port Phillip encourages and recognises the benefit of actively promoting individuality and providing a stimulating and challenging environment for our staff to develop and grow. We aim to support and provide career opportunities for staff as they arise and their capability is proven.

To support this, the council has a comprehensive training program.

Our Contractors

The structure of our organisation is supplemented by a range of non-staff specialists who deliver services via long and short-term contracts, or are brought in to provide specific services as required. We value our contractor partnerships highly and work together to ensure that when our community experience service from these companies it should be the same as the service they experience from the City of Port Phillip staff.

External contractors provide:

- > Parks and open spaces management;
- > Waste collections;
- > Parking revenue collections;
- > Street and beach cleaning;
- > Road, footpath and drainage construction and maintenance;
- > Property valuations.

Information Technology

Central to the council's services is a structured information technology framework that supports our everyday function and enhances service delivery. Each year the council formulates an Information Systems Strategy (ISS) that outlines the initiatives for the coming financial year.

The ISS for 2007/08 financial year is committed to firstly maintaining the high level of reliability and availability currently provided for existing systems and secondly supporting increased levels of service to the community.

The initiatives planned for next financial year, include:

- > Streamline and strengthen the collection and use of information across the organisation, developing a single view of each asset, customer and service.
- > Integrate systems across the council to deliver efficiencies and reduce duplication of effort and data.
- > Manage the risk to the council's IT assets and systems from malicious attacks and service interruptions.

Our Services

We have developed an approach to service delivery which we call 'Same Day Service' (SDS). Based on this approach our commitment to the community states that:

"We will not be able to fix all of your problems, or resolve them as quickly as you may prefer. However we do commit to prompt response to your requests and delivering our commitments."

SDS is a commitment by all staff to exercise personal judgement within agreed standards to respond on the day they receive a request. The central message is that all staff take personal responsibility for what they do and how they contribute to improving service delivery.

3. FTE means full time equivalent staffing numbers based on employees paid in the period ending April 2007.

5 Our Strategic Resource Plan

Our services per division

Community Assets & Services

- > Assets and Emergency Management
- > Asset Design and Delivery
- > Parks and Open Spaces
- > Parks and Urban Planning
- > Civil Construction
- > Street and Beach Cleaning
- > Civil Maintenance
- > Building Maintenance
- > Waste and Cleaning
- > Infrastructure and Waste Management
- > Family and Children's Services
- > Community Care
- > Home Care
- > South Melbourne Market
- > Records
- > ASSIST (Customer Service Centre)
- > Meetings and Events
- > Parking Permits
- > Customer Service Systems

Community Development & Planning











- > Sustainable Transport
- > Economic Development and Tourism
- > Community Health and Development
- > Community Planning and Leadership
- > Parking Systems
- > Community Housing
- > Parking Enforcement
- > Health Services
- > Animal Management
- > Local Laws
- > Statutory Planning
- > Strategic Planning
- > Building Solutions
- > Systems Development
- > St Kilda's Edge
- > Planning and Building Business Support
- > Social Planning and Policy
- > Foreshore and Recreation
- > Library Services
- > Arts and Festivals
- > Community Development
- > Youth and Recreation
- > Local Information, Networks and Community Spaces (LINCS)
- > Indigenous Policy and Programs
- > Environmental and Renewal
- > Ageing and Diversity

Organisation Systems & Support

- > Revenue Management
- > Financial Management
- > Accounts Payable/Accounts Receivable
- > Payroll
- > Purchasing
- > Treasury
- > Financial Systems
- > Governance Projects
- > Statutory Functions
- > Mayor and Councillors Office
- > Corporate Planning and Performance
- > Service Improvement
- > Communications and Stakeholder Relations
- > Valuations and Property Co-ordination
- > Insurance and Risk Management
- > Organisation Development (HR)
- > Fleet
- > Information Systems
- > Geographic Information Systems (GIS)
- > Information Systems Training

Our service delivery points and facilities

The council's service delivery points and facilities are detailed in the map below:

- | | |
|---|--|
|  Town Hall |  Library |
|  Club Rooms |  Maternal Child Health Centre |
|  Adventure Playgrounds |  Community Centre |
|  Childrens Centre |  EcoCentre |
|  Cultural Centre |  Open Spaces |



For a large print version of this map, please visit <http://www.portphillip.vic.gov.au> or call ASSIST on 03 9209 6777 to obtain a copy.

Annual community satisfaction survey for local governments

Measures the community's satisfaction with Victorian local government, coordinated by the Department for Victorian Communities.

Annual Report

Details council's activities and achievements from each financial year (July to June). As required by the Local Government Act (1989) and the Local Government (General) Regulations (2004) the report includes:

- > a report of the council's operations during the financial year
- > an accurate description of the council's operations, including a review of its performance against the council plan
- > audited financial and performance statements for the financial year.

A copy of the annual report is sent to the Minister for Local Government by 30 September each year.

ASSIST

Stands for 'Advice Solutions, Information Service Team'. It is the community's first point of contact for council-related requests. ASSIST service is available by phone, fax and email or at any of the city's three town halls. ASSIST staff receive and resolve enquiries as they arise by liaising with other departments and council service providers.

Best Value

An approach to service delivery defined by the state government for all Victorian councils. Based on six key principles, all services must be:

- > measured against quality and cost standards
- > responsive to the needs of the community
- > accessible to those for whom the service is provided
- > subject to continuous improvement
- > linked to a program of regular community consultation
- > subject to reporting of results to the community in relation to performance under the above principles

Budget

This is the council's short-term financial plan. It is based on and supported by a range of broad budget assumptions and parameters, as well as a clearly defined short-term (five-year) capital works plan.

Community

Anyone who lives, works in or visits the municipality.

Community Governance

How we ensure citizens can participate in council decision making.

Community Hub

A cluster of related activities/facilities in one location or in several locations close together. Hubs share resources or audiences, or support each other. The council supports hubs as vibrant places for the community to visit and use.

Community Plan

An outline of the aspirations of the Port Phillip community. A new plan for 2007-2017 is currently being developed.

Council Plan

A four-year framework that sets out the council's strategic objectives, strategies and indicators.

Customers

Persons or groups that are the recipients of an initiative or service.

Neighbourhood

There are seven neighbourhoods within the municipality: Albert Park and Middle Park; East St Kilda; Elwood and Ripponlea; Port Melbourne and Garden City; South Melbourne; St Kilda; and St Kilda Road and Queens Road.

Same Day Service

A commitment by all staff to exercise personal judgment within agreed standards to respond on the day they receive a request. Same day service also means keeping the person informed and recording what is being done to fix the problem.

Strategic Resource Plan

The council's plan for allocating financial and non-financial resources.

Stakeholders

A group or individual which has a financial or political interest in the organisation and therefore may wish to influence aspects of the organisation's mission and strategies.

Sustainability

Sustainability for Port Phillip is about establishing processes and actions that support social equity, economic viability, environmental responsibility and cultural vitality to ensure that we provide for future generations to the best of our current ability.

Victorian Local Government Indicators

Indicators against which all Victorian local governments are required to assess their performance and report the results in their annual report.

WorkCover

The Victorian WorkCover Authority (VWA) is the manager of Victoria's workplace safety system.

WorkSafe

WorkSafe Victoria, the Victorian WorkCover Authority's occupational health and safety arm, takes the lead role in the promotion and enforcement of health and safety in Victorian workplaces.



