

# CEO Report

#41 - March 2018



# CEO Report




## Issue 41



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Council respectfully acknowledges the Yalukut Weelam Clan of the Boon Wurrung. We pay our respects to their Elders, both past and present. We acknowledge and uphold their continuing relationship to this land.

## Guide to reading this report

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|--|--|
|  <b>On track</b>  | Latest result has achieved target for measure<br>Project is on track across all elements                                   |
|  <b>At risk</b>   | Latest result has not achieved target for measure<br>One or more elements of project are at risk                           |
|  <b>Off track</b> | There is a significantly large variation from targeted result for measure<br>Project is off track for one or more elements |

All elements are weighted equally and milestones could be significant or small.

This report uses the best available information. While care has been taken to ensure the content in the report is accurate, it cannot be guaranteed at time of publication. There may be errors and omissions or it may not be wholly appropriate for your particular purposes. In addition, the publication is a snapshot in time based on historic information and is liable to change.

**“Our successful and safe events over summer are a true example of collaboration both internally and with our external partners.”**

## PETER SMITH

CEO City of Port Phillip

**Welcome to the March issue of the CEO Report.**

**In this issue we provide an update on the delivery of the Council Plan 2017-27. This includes an update on our four year priorities, mid-year achievements, and service and performance measure results. We have a big agenda this year and I look forward to keeping you updated on our progress in delivering the Council Plan.**

### St Kilda Festival

In its 38th year, the much loved annual summer celebration brought hundreds of thousands of people to St Kilda. The diverse program was packed with music, dance, free activities for all ages, market stalls, food and drink.

With twelve hours of programming, 50 scheduled performances and over 460,000 people in attendance, the festival was a huge success.



### Queen's Baton Relay

On 10 February residents, visitors and traders of Port Phillip gathered to cheer the community baton bearers involved in the local leg of the Gold Coast Commonwealth Games Queen's Baton Relay.

The baton travelled 8km from St Kilda to South Melbourne along with 38 baton bearers. The Queen's Baton Relay recognises the achievements and aspirations of Australians from all walks of life and is a true community event.

The Queen's Baton Relay is a Games tradition that celebrates the Commonwealth's diversity, inspires community pride and excites people about the world-class festival of sports and culture to come.

### New CarShare locations

In 2016 Council endorsed the CarShare policy 2016-2021, which includes actions to increase the number of car share vehicle bays across the City from 79 to 330 by 2021. Research has shown that every car share vehicle takes around 10 cars off the road. Members of car share schemes reduce their car use by 50 per cent by walking, riding a bike or using public transport.

In March, 20 new car share locations were installed across the municipality as part of the CarShare policy. Head to our *services near me* [webpage](#) to locate the CarShare locations near you.

### Children's sustainability hub

In collaboration with the Port Phillip EcoCentre and as part of the 'Seedlings' program we provided a Children's sustainability hub at the Yalukut Weelam Ngargee Festival on 3 February.

Children took part in activities linked to Indigenous culture and environmental sustainability. Families participated in a range of creative activities and sampled bush tea.

### Extension of trial alcohol ban

At the 7 February meeting Council extended the trial 24 hour alcohol and glass ban for the St Kilda foreshore precinct from 15 February to 3 April.

The extension will enable officers to assess the effectiveness of the trial against a range of criteria before suggesting a further recommendation for Councillors to consider at a future meeting.

Officers are undertaking community engagement to understand the level of support otherwise for alcohol bans in Port Phillip.

### Explore Port Phillip

In November the Explore Port Phillip instagram launched as the official tourism page for the City of Port Phillip. Its aim is to promote all that the City has to offer through digital channels and to connect with the activity hubs.

As part of the campaign, directional footpath decals and bin wraps have been rolled out across the foreshore and in each of the precincts and direction footpath decals. The official website [www.exploreportphillip.com.au](http://www.exploreportphillip.com.au) launched in February, make sure you check it out to see what our City has to offer.

### Loo for you on Bay Street

In February installation of the sliding doors at the top of the 'loo for you' ramp in Bay Street was completed. The work was a collaboration of the owners of Domino's Pizza Port Melbourne and Council.

The works support easy wheelchair access to the accessible public toilets leased by Council at the rear of Domino's Pizza Port Melbourne and is a great example of a partnership approach to provide services in our community.

### South Melbourne Market wins two sustainability awards

The South Melbourne Market has recently won two Victorian sustainability awards for its project to encourage more people to reuse and recycle organic waste.

The market recently received the 'Environmental Sustainability Award' at both the 2017 IPAA Victoria Leadership in the Public Sector Awards and the 2017 LGPro Awards for Excellence.

This year this initiative has received three awards and diverted 950 tonnes of green and food waste from landfill.

### Highly commended disability awareness

In collaboration with Glen Eira, Kingston, Greater Dandenong and Bayside councils we received a high commendation for the *YouMeUs - achieving inclusion* program in the community partnerships initiative division at the LGPro Awards for Excellence.

*YouMeUs* is an online disability awareness tool to help make local businesses and groups more accessible for everyone.

Read more about the resources available on our [accessible business webpage](#).

### Lunar New Year at South Melbourne Market

On 18 February market goes celebrated the Lunar New Year with traditional lion dancers as they danced through the market, ringing in the year of the dog. They spread good fortune and happiness to all in attendance.

# Transforming the City

The Council Plan 2017-27 sets out four areas where Council will focus its effort to see significant transformation over the next 10 years.

## Fishermans Bend

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### What has happened?

- The South Melbourne Primary School opened on 30 January. Council's multi-purpose rooms and Barring Dijnang Kindergarten opened on 31 January, with the maternal child health service opening in February.
- Works commenced on the Montague Community Park (interim name).
- Officers are developing a position for the Planning Review Panel for submissions to the draft Fishermans Bend Framework.

### What's coming up?

- Once developed the position will be submitted for approval to determine the level of funding to be approved for the next three years. The position paper will consider the level of investment by Council and Victorian Government over the next three years and the anticipated outcomes.
  - The next Fishermans Bend Community Forum will be held in April. Head to our *Fishermans Bend - keeping the community informed* [webpage](#) for more information.
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## Waste management

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### What has happened?

- The Inner South Metropolitan Mayors' Forum held on 23 February saw a focus on advocacy for better use of the state landfill levy for advanced waste treatment and for a consistent design outcome around waste and sustainability for new apartment buildings.
- Officers undertook a workshop with City of Melbourne to achieve better waste outcomes for apartment buildings and Council facilities, which will inform our *Waste Management and Resource Recovery Strategy*.
- Community conversations discussing the *Waste and Resource Recovery Strategy* took place throughout February at local markets. Further consultation will be rolled out throughout the year.
- The recycling industry is experiencing significant disruption. Our recycling service is running smoothly, and later this year we will also be defining the City's longer-term aspirations, targets and approach to waste transformation.

### What's coming up?

- Council will release a draft *Waste Management and Resource Recovery Strategy* preparing us for the significant growth anticipated in Fishermans Bend and the wider municipality.
  - Officers will prepare feedback on Victorian Government policies and discussion papers released for comment relating to waste. These include 'Turning Waste into Energy', 'Reducing Plastic Pollution' and 'E-waste Landfill Ban'.
  - Council is collaborating with the Fishermans Bend taskforce to finalise the *Fishermans Bend Waste Strategy*, that will inform the *Waste and Resource Recovery Strategy* regarding targets and short and long term focus.
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## Water management

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### What has happened?

- Continued development of water targets for inclusion in the draft *Sustainability Strategy Beyond 2020*.
- Establishment of Elster Creek community reference group progressed with a call for nominations in February.
- Consultant was appointed to undertake further detailed feasibility studies (soil testing, flow and water quality) and to prepare design documentation for Alma Park stormwater harvesting.
- Officers are meeting with the consultant leading the peer review which will inform project design assumptions, cost and schedule and further feasibility investigations for Albert Park stormwater harvesting.
- The City water use report was received for the 'connections ready' subproject at Albert Park.
- Construction of the Langridge and Park streets, Middle Park raingardens commenced.

### What's coming up?

- Officers will work with consultants undertaking feasibility studies (soil testing, flow and water quality) and to prepare design documentation for Alma Park stormwater harvesting.
  - Peer review of the Albert Park stormwater harvesting concept design report being led by Parks Victoria will continue and is anticipated to be completed later this year.
  - The City water use 'connections ready' report, a subproject of Albert Park stormwater harvesting project, will be reviewed by officers.
  - Public consultation on the *Sustainability Strategy Beyond 2020* is scheduled for March and April.
  - CCTV inspections of Council's stormwater network.
  - Planning for upgrades on older raingardens will be progressed with scheduling with to occur over the next five months.
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## Transport and parking

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### What has happened?

- The project team continue to respond to stakeholder, community and councillor feedback to develop the draft *Future Streets: Integrated Transport Strategy*.
- Submissions for the Smart Parking Technology tender are being evaluated for award in the coming months and implementation later this year.

### What's coming up?

- The draft *Future Streets: an Integrated Transport Strategy*, will be presented at the Council Meeting on 4 April for approval and release to the community for feedback.
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# Council scorecard

This section summarises the most current results for the outcome indicators and service performance measures in the Council Plan 2017-27.

A detailed breakdown of results is provided on pages 24 - 56.

	Outcome indicators	Service measures	Areas for focus
<p>Direction 1 We embrace difference, and people belong</p>	<p>3 on track 0 at risk 0 off track</p>	<p>10 on track 3 at risk 0 off track</p>	<ul style="list-style-type: none"> <li>The three service measures at risk relate to maternal child health. Mid-year results for maternal and child health participation (two measures) were below annual target. This is attributed to the phasing of visits and is expected to improve as the year progresses. The mid-year result for maternal and child health service cost was slightly above annual target (due to less hours worked by nurses compared to previous quarters) and is being monitored closely.</li> </ul>
<p>Direction 2 We are connected and it's easy to move around</p>	<p>3 on track 0 at risk 0 off track</p>	<p>5 on track 3 at risk 0 off track</p>	<ul style="list-style-type: none"> <li>The three service measures at risk relate to roads. Mid-year results are above annual targets for sealed local road requests (due to an expansion of types of requests included since target was developed) and two cost of sealed roads measures (due to the target being based on m<sup>2</sup> where our cost is calculated based on per m<sup>3</sup>).</li> </ul>
<p>Direction 3 We have smart solutions for a sustainable future</p>	<p>2 on track 3 at risk 0 off track</p>	<p>12 on track 2 at risk 0 off track</p>	<ul style="list-style-type: none"> <li>The three outcome indicators at risk relate to potable water usage, greenhouse gas emissions and kerbside waste diversion. The mid-year result for potable water usage was above target (111ML compared to target of 106ML). The mid-year result for greenhouse gas emissions was above target (2,418tCO<sub>2</sub>e compared to target of 2,378tCO<sub>2</sub>e). These measures, targets and associated actions are under review through the development of the <i>Sustainable Environment Strategy</i>. The December result for kerbside waste diversion was below target (33 per cent compared to target of 35 per cent). This measure, target and associated actions are under review through the development of the <i>Waste and Resource Recovery Strategy</i>.</li> <li>The two service measures at risk relate to alternative water sources (January year to date result of 7.94ML compared to target of 8.75ML) and cost of kerbside recyclables (due to slight increase in direct service costs compared to previous quarters). These measures, targets and associated actions are under review through the development of the <i>Sustainable Environment Strategy</i> and the <i>Waste and Resource Recovery Strategy</i>.</li> </ul>



	Outcome indicators	Service measures	Areas for focus
<p><b>Direction 4</b> We are growing and keeping our character</p>	<p>3 on track 1 at risk 0 off track</p>	<p>15 on track 2 at risk 0 off track</p>	<ul style="list-style-type: none"> <li>The outcome measure at risk relates to planning. The mid-year result for planning decisions upheld at VCAT (67%) was below annual target (70%) . This is due to a lower proportion of decisions taken to VCAT. This result does not include mediated and withdrawn outcomes. When these are included Council decisions upheld at VCAT is 91.7%.</li> <li>The two service measures at risk relate to animals reclaimed and cost of planning service. The mid-year result for animals reclaimed was below target due to a higher volume of animals collected. The mid-year result for cost of planning service was below annual target. This is partially due to a change to the methodology for calculating the result from when the target was developed. Compared to previous year cost is favourable and target will be reviewed as part of the Council Plan.</li> </ul>
<p><b>Direction 5</b> We thrive by harnessing creativity</p>	<p>4 on track 0 at risk 0 off track</p>	<p>6 on track 3 at risk 0 off track</p>	<ul style="list-style-type: none"> <li>The three service measures at risk relate to our libraries. The mid-year results for library collection usage, active library members and visits to library per capita were below annual target however are similar to the same time in previous years and are expected to reach target by year-end.</li> </ul>
<p><b>Direction 6</b> Our commitment to you</p>	<p>4 on track 0 at risk 0 off track</p>	<p>33 on track 1 at risk 1 off track</p>	<ul style="list-style-type: none"> <li>The service measure at risk relates to financial performance. The latest result for rates compared to adjusted underlying result (58.29 per cent compared to a target of 60 per cent) was slightly below target. This is due to higher level of income than budgeted from sources other than rates and is also influenced by the timing of receipt of income.</li> <li>The service measure off track relates to material legislative breaches. The year to date result is three material legislative breaches compared to a target of zero. Two related to emails sent exposing email addresses of all recipients and one related to two departments that were unknowingly using the same vendor exceeding the \$150,000 vendor threshold.</li> </ul>

# Project delivery update

The Council Plan 2017-27 commits us to a project portfolio worth more than \$53.2 million in 2017/18. This section provides a detailed update on the status of each major initiative identified in the plan and the overall project portfolio for each of the six directions as at the end of January.

**T** indicates this project contributes to the delivery of a transformation.

## Direction 1 - We embrace difference, and people belong

Stage	Status	Comments	Original completion	Forecast completion	2017/18 Budget \$'000	2017/18 Forecast \$'000
<b>Ferrars Street Education and Community Precinct - Community Facilities <b>T</b></b>						
Deliver	✔	Project is on track. South Melbourne Primary School opened on 30 January. Council's multi-purpose rooms and Barring Djinang Kindergarten opened on 31 January, and the maternal child health service opened in February.	Dec 2017	Jan 2018	2,995	2,995
<b>JL Murphy Reserve Pavilion Upgrade</b>						
Plan	⚠	Project timeline is at risk due to the length of time it is taken to resolve a new kitchen floor plan layout that was requested by the clubs in late 2017. Officers, the clubs and the architect finalised on 26 February details of a new floor plan layout for the kitchen which will provide a more functional and accessible space. This change will be funded by the clubs and is supported by officers, however it has resulted in 11 week impact on the timeline.			300	300
<b>South Melbourne Life Saving Club Redevelopment</b>						
Deliver	✔	Project is on track. The building permit application continues to be assessed. Council selected a contractor and works are scheduled to commence in April 2018. Council will conduct early works between February and March. To enable this work the kiosk operator vacated the site on 1 February.	Apr 2020	Apr 2020	200	200
<b>In Our Backyard Strategy Implementation</b>						
Deliver	✔	Project is on track. Completed EOI process design for potential Council property contributions under Policy 1 of the strategy. Continued investigation of a best practice model to protect Council contributions which will inform Councillor consideration in March.	Jun 2018	Jun 2018	80	230
<b>Peanut Farm Reserve Sports Pavilion Upgrade</b>						
Deliver	⚠	Project is at risk due to construction not commencing as planned in January. A contractor was engaged in February to redevelop the pavilion and netball and basketball courts. Construction will commence in April.	Mar 2019	Mar 2019	2,315	1,120

### Overall portfolio status



There are 22 projects contributing to the outcomes in this direction. At the end of January no projects were considered off track.

## Direction 2 - We are connected and it's easy to move around

Stage	Status	Comments	Original completion	Forecast completion	2017/18 Budget \$'000	2017/18 Forecast \$'000
<b>Integrated Transport Strategy Development</b> ⓘ						
Deliver	✔	Project is on track. The Integrated Transport Strategy Position Paper Community Engagement Report was completed and is publicly available. The draft strategy is being finalised.	Jun 2018	Jun 2018	150	325
<b>Walk Plan and Bike Plan Implementation 2017/18</b> ⓘ						
Deliver	✔	Project is on track. <ul style="list-style-type: none"> <li>Engaged a contractor to construct Ingles Street and light rail crossing, Port Melbourne and will commence in March.</li> <li>Consultation undertaken for bike infrastructure upgrades in Inkerman Street, St Kilda.</li> </ul>	Jun 2018	Jun 2018	1,040	1,040
<b>Beach Street Separated Queuing Lane Implementation</b> ⓘ						
Deliver	✔	Project is on track. Construction of the Beach Street queuing lane commenced on 30 May and was successfully completed on schedule in September. Traffic surveys to evaluate the project took place February.	Mar 2017	Feb 2018	519	279
<b>Kerferd Road Safety Improvements</b> ⓘ						
Plan	⚠	Project scope and delivery timeframe are under review.			395	140

### Overall portfolio status



There are 26 projects contributing to the outcomes in this direction. At the end of January no projects were considered off track.

## Direction 3 - We have smart solutions for a sustainable future

Stage	Status	Comments	Original completion	Forecast completion	2017/18 Budget \$'000	2017/18 Forecast \$'000
<b>Stormwater Management Program</b> <span>T</span>						
Deliver	⚠️	Project is at risk due to recruitment delays for stormwater CCTV project. Pit replacement was 85 per cent complete at various locations. Renewal works at Esplanade East and North West Corner Beach and Bay Street, Port Melbourne were completed.			1,300	1,150
<b>Waste Management and Resource Recovery Strategy</b> <span>T</span>						
Deliver	✅	Project is on track. The new <i>Waste and Resource Recovery Strategy</i> will be informed by the finalised <i>Fishermans Bend Waste Strategy</i> regarding targets and short and long term focus.	Jun 2018	Jun 2018	95	95
<b>Energy Efficiency and Solar Program</b>						
Plan	⚠️	Project is at risk due to additional roof maintenance required at Port Melbourne Bowls Club. A contractor was appointed to carry out lighting audits at St Kilda, South Melbourne, Port Melbourne Town Halls and Bubup Nairn.			460	540
<b>Sustainability Strategy Beyond 2020 Review</b>						
Deliver	✅	Project is on track. A draft current state report was received. The Toward Zero Community Reference Group was given an opportunity to feed into the draft strategy in February.	Jun 2018	Jun 2018	150	150
<b>Baseline of Municipal Greenhouse Gas Emissions Development</b>						
Deliver	⚠️	Project is at risk due to timeline pressures. We have commissioned third party validation of the emission figures for the overall municipality.	Jun 2018	Jun 2018	150	150
<b>Albert Park Stormwater Harvesting Development</b> <span>T</span>						
Deliver	✅	Project is on track. Officers met with peer review consultant. The peer review will inform project design assumptions, cost and schedule. The park water use report was received for the 'Connections ready' subproject. The report will be reviewed by officers for consideration in overall context and in conjunction with peer review information as it becomes available.	Apr 2018	Jun 2018	50	138
<b>Alma Park Stormwater Harvesting Development</b> <span>T</span>						
Plan	✅	Project is on track. Consultant was appointed to undertake further detailed feasibility studies (soil testing, flow and water quality) and prepare design documentation.	Jun 2018	Jun 2018	100	100
<b>Water Sensitive Urban Design Program</b> <span>T</span>						
Deliver	✅	Project is on track. Langridge and Park streets, Middle Park raingardens are under construction.	Jun 2018	Jun 2018	300	300

### Overall project status



There are 28 projects contributing to the outcomes in this direction. At the end of January the EcoCentre Service Opportunity was considered off track.

## Direction 4 - We are growing and keeping our character

Stage	Status	Comments	Original completion	Forecast completion	2017/18 Budget \$'000	2017/18 Forecast \$'000
<b>Fishermans Bend Managing Growth Program</b> <span style="color: blue;">T</span>						
Deliver	✓	Program is on track. Additional resources were allocated to undertake precinct planning to more directly influence planning outcomes. Work progressed to prepare Council's submission to the Planning Advisory Panel supporting its written submission to the Victorian Government on the draft Fishermans Bend Framework and Amendment GC81 (proposed planning controls).	Jun 2018	Jun 2018	365	565
<b>Ferrars Street Education and Community Precinct - Construction of Montague Park</b> <span style="color: blue;">T</span>						
Deliver	⚠	Project is at risk due to the level of contamination and potential for significant cost escalation. Roads were closed in early January and hoarding erected. Demolition and construction of the minor road for Surveyors Place commenced. Demolition of the slab is progressing.		Jul 2018	2,290	1,090
<b>Ferrars Street Education and Community Precinct - Streetscape Upgrade</b> <span style="color: blue;">T</span>						
Plan	⚠	Project is at risk due to timeline pressures. The design team has now been appointed and high level design commenced. Line marking works were completed and Railway Place was closed.			2,638	2,638
<b>Gasworks Arts Park Contamination Management Plan</b>						
Deliver	✓	Project is on track. Further field works were undertaken by environmental consultants in late 2017, including installation of vapour pins within selected buildings and soil vapour analysis. Consultation with the Department of Treasury and Finance continues. A draft Contamination Management Action Plan is expected early this year and will be made public. This will guide conversation about any landscape works and usage management (if required).	Jun 2018	Jun 2018	50	50
<b>St Kilda Marina New Lease</b>						
Plan	✓	Project is on track following the presentation to Council on 7 February of a revised approach. Detailed planning has determined a comprehensive methodology that requires increased time and budget. Works are progressing in line with the revised program.			150	150
<b>Public Spaces Strategy Development</b>						
Plan	✓	Project is on track. Background research is continuing, to develop a position paper that will inform development of the strategy and community engagement in early 2018/19. Additional resources were allocated to address earlier delays due to other project priorities and new timeframes have been developed.			50	50

### Overall project status



There are 29 projects contributing to the outcomes in this direction. At the end of January six projects were recorded off track: Fitzroy Street Streetscape Upgrade Stage 2, Maritime Infrastructure Renewal Program, Port Melbourne Waterfront Place Precinct Design Guidelines, Public Space Lighting Renewal and Upgrade Program and Elwood Public Space Wall Replacement.

## Direction 5 - We thrive by harnessing creativity

Stage	Status	Comments	Original completion	Forecast completion	2017/18 Budget \$'000	2017/18 Forecast \$'000
<b>Creative and Prosperous City Strategy Development</b>						
Deliver	✔	Project is on track. A report to Council to endorse the draft strategy for community consultation is scheduled for April.	Jun 2018	Jun 2018	50	50
<b>Linden Gallery</b>						
Deliver	✔	Project is on track. Slate roof restoration and verandah decking and structural rebuild progressed. The north side facade was cleaned and is ready for painting.	Jun 2018	Jun 2018	1,675	1,675

### Overall Project Portfolio Status



There are 18 projects contributing to the outcomes in this direction. At the end of January the South Melbourne Market Building Compliance Assessment project was considered off track.

## Direction 6 - Our commitment to you

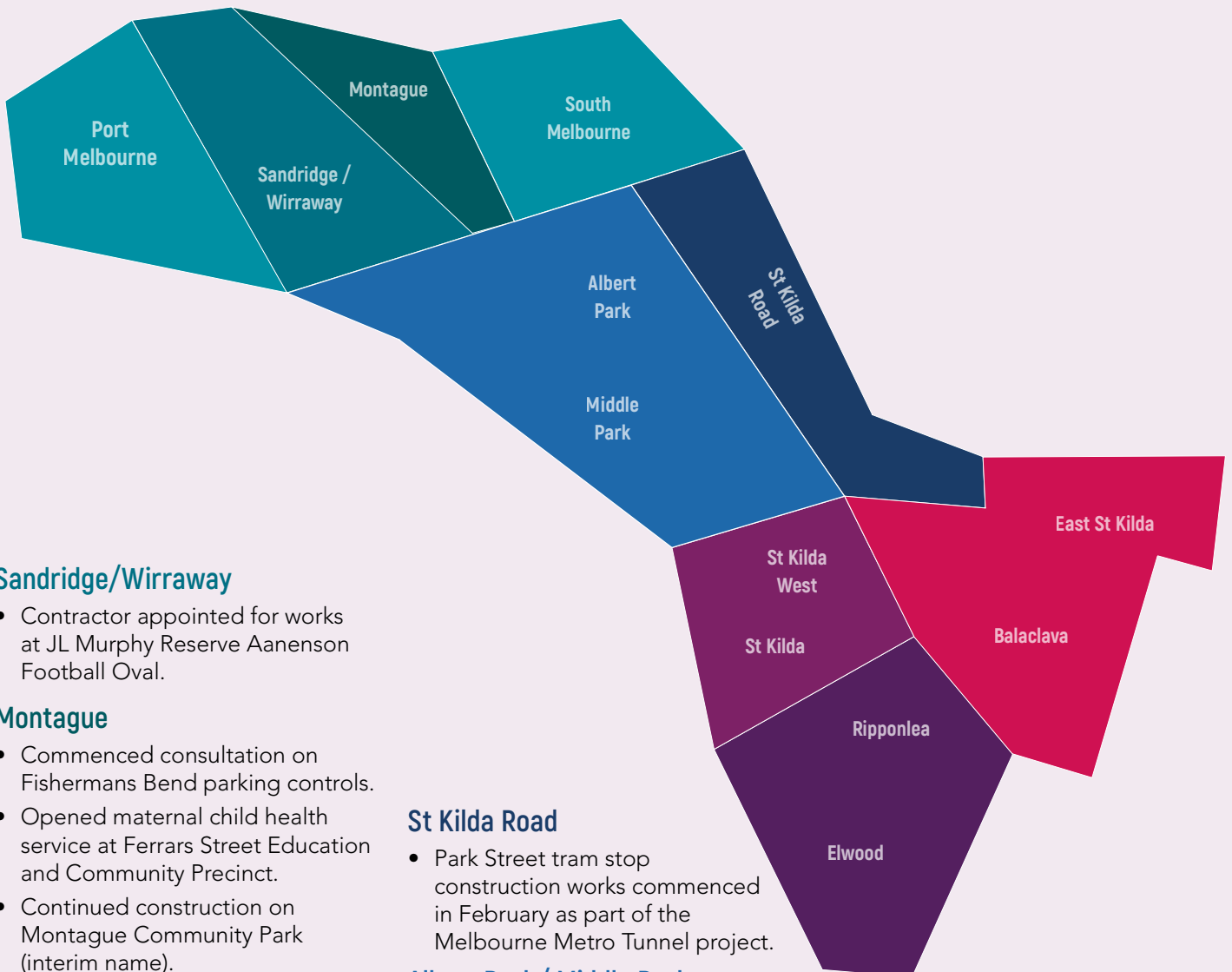
Stage	Status	Comments	Original completion	Forecast completion	2017/18 Budget \$'000	2017/18 Forecast \$'000
<b>Building Renewal Program 2017/18</b>						
Deliver	✔	<p>Program on track.</p> <ul style="list-style-type: none"> <li>Engaged consultant to prepare concept design for mechanical system and alternate design for the existing roof at Sails on the Bay.</li> <li>Preventative and minor reactive capital works progressed with identified works being resourced and delivered.</li> <li>Completed roof and gutter maintenance at North St Kilda children's centre.</li> <li>Completed change tables and manual handling upgrades at Bubup Nairn, Clark Street, Coventry and North St Kilda Children's Centres.</li> </ul>	Jun 2018	Jun 2018	2,330	2,380
<b>Customer Experience and Business Transformation Program 2017/18 (previously Core Application Renewal and Upgrade Program)</b>						
Plan	⚠	<p>Program is at risk due to the likelihood of an underspend this year, however the program is likely to be achieved. The underspend will be confirmed in the business case will be used to part fund future year implementation costs. Key focus is on preparation of program business case and operating model review of customer and technology functions. At the same time improvements continue in finance, human resources and assets in preparation for system procurement likely to commence mid-year subject to business case approval.</p>			2,500	2,500
<b>Core IT Infrastructure Renewal and Upgrade Program</b>						
Deliver	✔	<p>Program is on track. Projects under this program are delivering to schedule. The GIS upgrade project was closed in January and the disaster recovery systems replacement project was closed in February on schedule. The desktop and SOE renewal and telephony projects continue to resolve delivery challenges and meet deployment milestones as planned.</p>	May 2018	Jun 2018	1,792	2,422

### Overall project status



There are 17 projects contributing to the outcomes in this direction. At the end of January three projects were considered off track: Learning Management System and eLearning, Building Safety and Accessibility Program and Health and Safety Improvement.

# What's happened in our local neighbourhoods?



## Sandridge/Wirraway

- Contractor appointed for works at JL Murphy Reserve Aanenson Football Oval.

## Montague

- Commenced consultation on Fishermans Bend parking controls.
- Opened maternal child health service at Ferrars Street Education and Community Precinct.
- Continued construction on Montague Community Park (interim name).

## South Melbourne

- Installed two new carshare bays.
- Completed road surface improvements at Cecil and Coventry streets and Balantyne Street.
- Commenced installation of new drainage pits at Park Street.

## Port Melbourne

- Installed four new carshare bays.
- Commenced repair of Beacon Cove foreshore promenade.
- Commenced upgrade to existing lighting infrastructure on Williamstown Road.
- Painted light poles on Beach Street.

## St Kilda Road

- Park Street tram stop construction works commenced in February as part of the Melbourne Metro Tunnel project.

## Albert Park/ Middle Park

- Installed three new carshare bays.
- Commenced construction to improve drainage on Victoria Avenue.
- Commenced early works at South Melbourne Life Saving Club to prepare the site for construction works in April.

## St Kilda / St Kilda West

- Installed seven new carshare bays.
- Hundreds of thousands attended the 38th annual St Kilda Festival.
- Repaired concrete footpaths at the foreshore.
- Commenced works to improve drainage at Acland and Carlisle streets.

## Elwood / Ripponlea

- Installed two carshare bays.
- Completed construction of raised zebra crossing at the Broadway/ Milton Street roundabout, as part of the Blackspot Safety Improvement Initiative.

## Balaclava / St Kilda East

- Installed two new carshare bays.
- Contractor appointed for outdoor fitness station at Alma Park.
- Completed upgrade to street furniture on Carlisle Street.



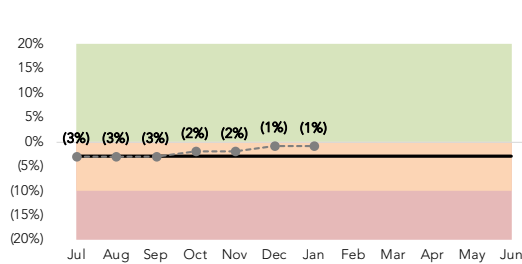
# Financial performance

Council's decision making is reflected by the principles of sound financial management, to ensure our financial position is sustainable. We assess our financial performance using the Victorian Auditor General Office (VAGO) financial sustainability indicators.

- As highlighted by the six VAGO financial indicators below, the full year forecast in December indicates an overall low risk financial sustainability rating for Council.
- Council expects to achieve a modest cumulative cash surplus for 2017/18 as budgeted.

## Financial sustainability indicators

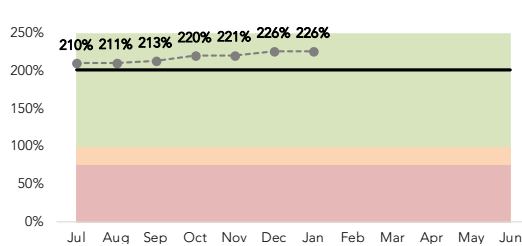
### 1.1 Net Result % (Net Surplus over Total Income)



**Target:** Greater than 0%      **Year-end forecast:** (0.9%)      **Status:**

**Comments:** This financial indicator assesses Council's ability to generate sufficient funds for asset renewals. A small deficit is budgeted for 2017/18 due to the inclusion of one-off expenditures including the Pride Centre, Ferrars Street Community and Education precinct works and relinquishing the Pickles Street property on crown land. Council is currently on track to deliver a small deficit, 0.9% of total income, an improvement to the budget.

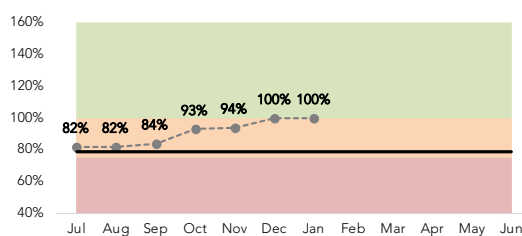
### 1.2 Working Capital % (Current Assets over Current Liabilities)



**Target:** Greater than 100%      **Year-end forecast:** 226%      **Status:**

**Comments:** This financial indicator assesses Council's ability to pay short term liabilities as they fall due. The Budget 2017/18 forecast working capital ratio of 202%. The actual financial position for 2016/17 compared favourably to the forecast position for 2016/17 when the 2017/18 budget was prepared. This will continue for the rest of the 2017/18 which is reflected in the current full year forecast in January of 226%. Council has no issues in paying suppliers and employees when payments fall due.

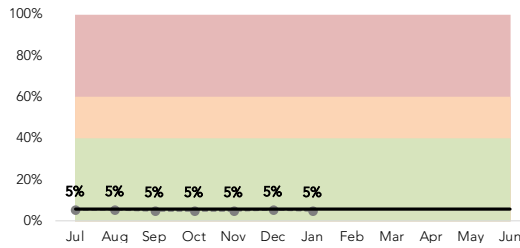
### 1.3 Internal Financing % (Net Operational Cashflows compared to Net Cash Capital Outlay)



**Target:** Greater than 100%      **Year-end forecast:** 100%      **Status:**

**Comments:** This financial indicator assesses Council's ability to generate sufficient cash from operations to fund new assets. The Budget 2017/18 includes one-off large expenditure payments for the Pride Centre and Ferrars Street Community and Education precinct works which are partly funded from cash reserves set aside in prior years. The full year forecast in January indicates Council is on track to be favourable compared to budget.

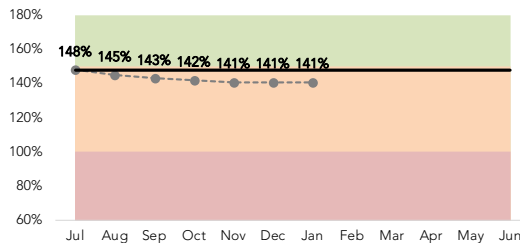
**1.4 Indebtedness % (Own Sourced Revenue compared to Non Current Liabilities)**



Target: Less than 40%      Year-end forecast: 5%      Status: ✔

Comments: This financial indicator assesses Council’s ability to repay its non-current debt from its own source revenue. This indicator shows a low risk for Council as the ratio of 5.0% for Budget 2017/18 is significantly lower than the 40% target. The full year forecast in January shows Council is on track to achieve budget.

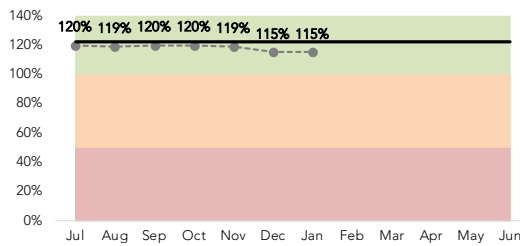
**1.5 Capital Replacement % (Total cash capital outlay / Depreciation)**



Target: Greater than 150%      Year-end forecast: 141%      Status: ⚠

Comments: This financial indicator assesses whether Council’s spend overall in renewing, growing and improving its asset base is sufficient. The Budget 2017/18 ratio of 148% is very close to the 150% low risk target. The full year forecast in January shows a ratio of 141% mainly due to the forecast project deferrals to 2018/19 of \$2.87 million.

**1.6 Infrastructure Renewal Gap % (Renewal & Upgrade Capital Expenditure compared to Depreciation)**



Target: Greater than 100%      Year-end forecast: 115%      Status: ✔

Comments: This financial indicator assesses Council’s spend on its asset base is keeping up with the rate of asset depletion. The Budget 2017/18 ratio of 122% indicates sufficient provision in the capital program for asset renewal and upgrade. The full year forecast in January shows a ratio of 115% mainly due to forecast project deferrals to 2018/19 of \$2.87 million. This ratio is still significantly above the 100% required for a low risk rating.

**Key**  
 Budget 2017/18       Year end forecast

## Comprehensive Income Statement Converted to Cash January 2018

We use the Comprehensive Income Statement Converted to Cash to ensure prudent financial management by maintaining a modest cumulative cash surplus. Council expects to achieve a modest cumulative cash surplus for 2017/18 as budgeted.

	Year to date		YTD Variance		Full Year		Variance		Notes
	Actual	Forecast	Actual to Forecast		Forecast	Budget	Forecast to Budget		
	(\$'000)	(\$'000)	(\$'000)	%	(\$'000)	(\$'000)	(\$'000)	%	
<b>Income</b>									
Rates and Charges	70,989	70,950	39	0%	120,834	120,769	65	0%	
Statutory Fees and Fines	13,199	13,307	(109)	(1%)	22,718	22,710	8	0%	
User Fees	21,780	20,975	805	4%	34,642	34,317	325	1%	
Grants - Operating	6,277	6,136	140	2%	10,000	9,421	578	6%	
Grants - Capital	235	220	15	7%	5,509	4,460	1,049	24%	
Contributions - Monetary	4,761	4,550	211	5%	8,110	7,830	280	4%	
Contributions - Non Monetary	0	0	0	0%	0	0	0	0%	
Other Income	9,538	9,346	192	2%	15,430	13,406	2,024	15%	
<b>Total Income</b>	<b>126,778</b>	<b>125,485</b>	<b>1,294</b>	<b>1%</b>	<b>217,243</b>	<b>212,913</b>	<b>4,329</b>	<b>2%</b>	1
<b>Expenses</b>									
Employee Costs	52,891	53,250	359	1%	88,940	88,637	(303)	(0%)	
Materials and Services	32,700	34,246	1,547	5%	66,982	67,581	599	1%	
Professional Services	3,109	4,188	1,079	26%	10,274	9,493	(781)	(8%)	
Bad and Doubtful Debts	2,550	2,209	(341)	(15%)	3,478	3,478	0	0%	
Depreciation	14,166	14,166	(0)	(0%)	24,430	24,430	0	0%	
Borrowing Costs	207	239	32	13%	460	460	0	0%	
Other Expenses	13,214	13,281	68	1%	16,794	17,442	648	4%	
Net (Profit) or Loss on Disposal of Assets	(84)	0	84	0%	7,736	7,736	0	0%	
JV Equity Accounting	0	0	0	0%	0	0	0	0%	
<b>Total Expenses</b>	<b>118,751</b>	<b>121,579</b>	<b>2,828</b>	<b>2%</b>	<b>219,093</b>	<b>219,256</b>	<b>163</b>	<b>0%</b>	2
<b>Operating Surplus / (Deficit)</b>	<b>8,027</b>	<b>3,905</b>	<b>4,121</b>	<b>106%</b>	<b>(1,850)</b>	<b>(6,342)</b>	<b>4,492</b>	<b>(71%)</b>	
<b>Income Statement Converted to Cash</b>									
<b>Adjustments for non-cash operating items:</b>									
• Add back depreciation	14,166	14,166	0	0%	24,430	24,430	0	0%	
• Add back written-down value of infrastructure assets disposals	0	0	0	0%	8,736	8,736	0	0%	
• Add back written-down value of fleet asset disposals	120	298	(177)	(60%)	510	510	0	0%	
• Add back balance sheet work in progress reallocated to operating	1	0	1	0%	1,200	1,200	0	0%	
• Add back Joint Venture Equity Accounting	0	0	0	0%	0	0	0	0%	
• Less Contributed Assets	0	0	0	0%	0	0	0	0%	
	<b>14,287</b>	<b>14,463</b>	<b>(176)</b>	<b>(1%)</b>	<b>34,876</b>	<b>34,876</b>	<b>0</b>	<b>0%</b>	
<b>Adjustments for investing items:</b>									
• Less capital expenditure - Infrastructure	(8,613)	(8,783)	170	(2%)	(27,207)	(31,631)	4,424	(14%)	
• Less capital expenditure - IT, Plant and Equipment	(3,135)	(3,385)	250	(7%)	(7,161)	(4,642)	(2,519)	54%	
	<b>(11,748)</b>	<b>(12,168)</b>	<b>420</b>	<b>(3%)</b>	<b>(34,368)</b>	<b>(36,273)</b>	<b>1,905</b>	<b>(5%)</b>	3
<b>Adjustments for financing items:</b>									
• Add New Borrowings	0	0	0	0%	0	0	0	0%	
• Less Loan Repayments	(312)	(408)	96	(23%)	(700)	(700)	0	0%	
	<b>(312)</b>	<b>(408)</b>	<b>96</b>	<b>(23%)</b>	<b>(700)</b>	<b>(700)</b>	<b>0</b>	<b>0%</b>	
<b>Adjustments for reserve movements:</b>									
• Discretionary Reserve Drawdown/ (Replenish)	4,656	4,657	(1)	(0%)	5,725	10,069	(4,344)	(43%)	
• Statutory Reserve Drawdown/ (Replenish)	(4,211)	(4,000)	(211)	5%	(3,654)	(2,155)	(1,499)	70%	
	<b>445</b>	<b>657</b>	<b>(212)</b>	<b>(32%)</b>	<b>2,071</b>	<b>7,914</b>	<b>(5,843)</b>	<b>(74%)</b>	4
<b>Current Year Surplus/(Deficit)</b>	<b>10,698</b>	<b>6,449</b>	<b>4,249</b>	<b>66%</b>	<b>29</b>	<b>(525)</b>	<b>555</b>	<b>(106%)</b>	
Opening balance carry forward surplus	880	880	0	0%	880	890	(10)	(1%)	
<b>Accumulated Cash Surplus</b>	<b>11,578</b>	<b>7,329</b>	<b>4,249</b>	<b>58%</b>	<b>909</b>	<b>365</b>	<b>545</b>	<b>149%</b>	

## Notes to the Comprehensive Income Statement Converted to Cash

The following adjustments have been identified and are reflected in the Comprehensive Income Statement Converted to Cash (see previous page).

### Note 1: Operating income forecast increased by \$0.13 million:

- \$0.17m Additional grants expected for the Melbourne Metro Tunnel Project Support to be offset by additional expenditure.

### Note 2: Operating expenditure forecast increased by \$0.07 million:

- (\$0.17m) Additional employee expected for the Melbourne Metro Tunnel Project Support to be offset by additional Victorian Government funding.

### Note 3: Capital expenditure decreased by \$0.15 million:

- (\$0.11m) South Melbourne Market Solar Panel; extended time was required to complete the investigation work in project planning phase. This amount will cover the remaining design work and pay for part of the construction cost. Project remains on schedule to complete in August 2019.

### Note 4: Net drawdown on reserves increased by \$0.11 million:

- \$0.11m South Melbourne Market Solar Panel project partially deferred to 2018/19.

## Changes to the portfolio

The City of Port Phillip has a project portfolio consisting of over 130 programs and projects with a total budget of over \$53.2 million.

The table below outlines changes to the project portfolio during January 2018.

Project	Change
Albert Park Stormwater Harvesting Development	Revised scope, schedule and funding have been approved. Scope has been revised to include the development of a strategic business case. Project completion has been revised to June 2019 reflecting a more realistic timeline for completion of detailed design and additional scope. Project is planning to complete further feasibility studies and strategic business case in 2018/19.
Youth Places Feasibility Study	\$64,000 initiative has been approved to undertake planning and development of a Youth Service Plan to outline service model and partnership arrangements. Project is due to complete in June 2018.
South Melbourne Market Strategic Business Case	Additional funding of \$100,000 in 2018/19 has been approved to fund the development of a Strategic Business Case to assist Council decision making regarding the future of South Melbourne Market. Project completion has been extended by 10 months and due to complete in April 2019.
Core Application Renewal and Upgrade Program	Program has been renamed to Customer Experience and Business Transformation Program and revised program schedule has been approved to align with broader program scope and intent.
South Melbourne Market Solar	\$113,000 has been approved to be deferred to 2018/19. Additional time was required to complete the investigation work in project planning phase. The deferral amount will cover the remaining design work and pay for part of the construction cost.
Melbourne Metro Rail Project	Additional funding of \$172,000 has been approved to be funded by Melbourne Metro Rail Authority. The current total project cost is \$672,000.
St Kilda Marina New Lease	Council approved project revised scope, schedule and funding on 7 February. Scope has been revised to include comprehensive investigative works and early community engagement to identify site opportunities. Additional funding of \$725,000 was approved bringing the total project cost to \$1.075m over four years. Project completion has been extended by eleven months to May 2021.

## Organisational scorecard

We monitor our performance under Direction 6 - Our commitment to you to ensure Council is a financially sustainable, high performing, well-governed organisation that puts the community first.

### Improving customer experience and technology and being more innovative

	Latest Result	
Community satisfaction with Council's performance greater than 65	67	✓
80% community requests responded to on time	95%	✓
80% calls answered within 30 seconds	84%	✓

### Improving community engagement, advocacy, transparency and governance

	Latest Result	
90% risk and audit actions completed on time	79%	✓
90% councillor attendance at council meetings	100%	✓
90% council decisions made in public	95%	✓
0 material legislative breaches	3	✗
Average community satisfaction rating for community consultation, advocacy and decision making above 60	58	⚠

### Inspiring leadership, a capable workforce and culture of high performance and safety

	Latest Result	
100% performance plans complete	90%	⚠
Total recordable injuries below 28	10	✓
Unplanned Leave (days/EFT) below 0.9	0.9	✓
Staff turnover below 0.9%	0.8%	✓

### Ensuring sustainable financial and asset management and effective project delivery

	Latest Result	
Financial sustainability rating of low	Low	✓
Operating savings	\$530k \$257k to be banked	✓
80% of project delivery is on track	91%	✓

## Legislative update

### Legislative changes

Below are the legislative for December 2017 that may affect the City of Port Phillip.

Legislation	Assent date	Impact
Fines Reform Amendment Act 2017 (Authorised by the <i>Fines Reform Act 2014</i> )	6 December 2017	To amend the Fines Reform Act 2014 to establish a scheme to assist victims of family violence who come into contact with the infringement system, to further provide for work and development permits and to make other minor and technical amendments.  To amend the Infringements Act 2006 as required.
Privacy and Data Protection Act 2014	6 December 2017	To amend wording in Principle 2—Use and Disclosure to reference the use or disclosure of an organisation is necessary to lessen or prevent a serious and imminent threat to an individual's life, health, safety or welfare.
Domestic Animals Amendment (Puppy Farms and Pet Shops) Act 2017 (Authorised by the <i>Domestic Animals Act 1994</i> )	21 December 2017	Updates Domestic Animals Act 1994 for the regulation of matters relating to the breeding and sale of dogs and cats and the registration of foster carers for certain purposes.
Building Amendment (Enforcement and Other Measures) Act 2017 (Authorised by the <i>Building Act 1993</i> )	19 December 2017	To amend the Building Act 1993 to improve the enforcement of that Act, provide for the further regulation of building practitioners, to reform the building permit process, to amend the Domestic Building Contracts Act 1995 to further regulate entry into domestic building contracts, and to make consequential and other miscellaneous amendments to other Acts.
Building Amendment (Powers of Entry and Other Matters) Regulations 2017 - Statutory Rule (Authorised by the <i>Building Act 1993</i> )	19 December 2017	To amend the Building Interim Regulations 2017 to prescribe matters relating to inspections of building work, to prescribe information to be kept on registers of powers of entry, to prescribe further information to be included in emergency orders, building notices and building orders, and to make other miscellaneous amendments.
Fines Reform Regulations 2017 (Authorised by the <i>Fines Reform Act 2014</i> )	31 December 2017	To prescribe details that must be included in a range of documents relating to the enforcement of infringement fines and court fines under the Fines Reform Act 2014, and other matters required or permitted to be prescribed under that Act.

### Material legislative breaches

No breaches were recorded in January 2018.

Year to date three breaches have been recorded. Two related to emails sent exposing email addresses of all recipients and one related to two departments were unknowingly using the same vendor exceeding the \$150,000 threshold.



# Direction 1

We embrace difference,  
and people belong

- 1.1 A safe and active community with strong social connections
- 1.2 An increase in affordable housing
- 1.3 Access to services that support the health and wellbeing of our growing community
- 1.4 Community diversity is valued and celebrated

## Outcome measures

Measure	2014/15	2015/16	2016/17	2017/18	Target 2017/18
Residents that agree Port Phillip is a welcoming and supportive community for everyone	96%	93%	94%	NA	>95%
Social housing as a percentage of housing stock	7.2%	7.2%	NA	NA	7.2%
Wellbeing index	-	77.5		NA	>77.5

### Explanation

No updated data is available. Satisfaction measure results will be sourced from the Community Satisfaction Survey conducted in February.

Social housing data is being sourced from the Victorian Government and will be published in the annual report.

Wellbeing index data is available every four years and will be published in 2019/20.



## Four year priority progress

Priority	Not started	In progress	Complete
<b>1.1 A safe and active community with strong social connections</b>			
Plan and deliver a long-term program of sports field and pavilion upgrades to enhance capacity and broaden community participation in sport and recreation.			
Redevelop the South Melbourne Life Saving Club to provide contemporary clubhouse facilities and public amenities.			
Invest in a long-term program of community facility upgrades to ensure they are fit for purpose and meet current and future community needs.			
Establish outdoor gyms and fitness stations in open space and continue to upgrade recreation reserves and skate parks to facilitate an active, healthy community.			
Deliver community strengthening programs that harness community knowledge and expertise to support leadership, learning and volunteering, improve safety and foster positive social and health outcomes.			
Implement a whole of Council and community approach to preventing and responding to family violence.			
Collaborate with partners to understand and minimise the harms associated with alcohol and drug use.			
Provide funding to groups and organisations that support local networks, encourage community participation and support access and inclusion.			
<b>1.2 An increase in affordable housing</b>			
Implement <i>In Our Backyard – Growing Affordable Housing in Port Phillip 2015-2025</i> to increase the supply and diversity of affordable housing aligned to priority local needs; low income families, older people, key workers, and singles at greatest risk of homelessness.			
Continue to implement the <i>Homelessness Action Strategy 2015-2020</i> and provide support to help people experiencing homelessness access suitable housing.			
Use Council property assets (land and air space contributions) and supporting cash contributions to facilitate delivery of new community housing units by local housing organisations, including progressing development of 46-58 Marlborough Street, Balaclava.			
Work with the Victorian Government and local community housing organisations to optimise benefits from existing social housing sites, through increased yield, quality and housing type aligned to local needs.			
Facilitate partnerships between the community housing, private and philanthropic sectors that fund and deliver new housing projects, including in Fishermans Bend.			

Priority

Not started In progress Complete

### 1.3 Access to services that support the health and wellbeing of our growing community

Deliver new community spaces as part of the integrated Ferrars Street Education and Community Precinct at Fishermans Bend.	
Implement outcomes from reviewing Council's role in aged care and disability support services, in the context of national sector reforms and with the aim of facilitating continued access to relevant, quality services.	
Complete the review of children's services to determine Council's future role in early childhood education and care.	
Explore new models of providing services and advocate to ensure the right mix and level of services, to improve access and health equity for our communities.	
Implement improvements to maternal and child health services and family support services that respond to growing and changing demands.	
Investigate the feasibility of a dedicated youth space, including through potential partnership arrangements.	
Collaborate with partners and service providers to undertake neighbourhood based planning and delivery of community infrastructure, services, programs and outreach that promote health and social inclusion and are aligned to community needs.	
Provide funding to community organisations and service providers to ensure access to relevant services and programs.	

### 1.4 Community diversity is valued and celebrated

Establish the Pride Centre in St Kilda.	
Work with the Port Phillip Health and Wellbeing Alliance, Youth Advisory Committee, Older Persons Consultative Committee, Access Network, Multicultural Forum and Multifaith Network to develop policy, services and infrastructure that best meet diverse community needs.	
Ongoing delivery of programs and events that celebrate our diverse communities, including multicultural and multifaith events, seniors events, and the Pride March.	
Review the Port Phillip Social Justice Charter.	
Retain Council's Access and Ageing Department Rainbow Tick accreditation to ensure LGBTIQ inclusive service delivery.	
Develop and implement our second <i>Reconciliation Action Plan 2017-2019</i> , including the Aboriginal and Torres Strait Islander employment policy, and update the Aboriginal and Torres Strait Islander Arts Plan.	

## Mid-year achievements

- South Melbourne Primary school opened on 30 January including Council's multi-purpose rooms and Barring Dijnang Kindergarten, with the maternal child health service opening in February.
- Engaged contractor to redevelop the Peanut Farm Pavilion and netball-basketball courts in St Kilda.
- Access and Ageing department obtained the Rainbow Tick ensuring LGBTIQ inclusive service delivery.
- Completed community engagement on concept design for JL Murphy Reserve Pavilion upgrade and commenced detailed design.

## Services that contribute to this direction

### Affordable housing and homelessness

Support people at risk of or experiencing homelessness through direct services and facilitating an increasing supply of affordable housing through research and advocacy, contributing property and funding for community housing projects, and facilitating affordable housing developments by the public, private and community sectors.

#### Service measures

Measure	2014/15	2015/16	2016/17	2017/18	Target 2020/21
Number of new social housing units facilitated	-	4,114 (total)	NA	NA	4,482

**Explanation** - No updated data is available. Social housing results are being sourced from the Victorian Government and will be published in the annual report.

### Ageing and accessibility

Facilitate independence and promote social connectedness for older people and those living with a disability by providing in-home support services, social inclusion programs, funding for community groups and service providers, assessing clients to determine their needs, and consulting with community committees and networks. Note: this service may change over the next four years in response to national sector reforms.

#### Service measures

Measure	2014/15	2015/16	2016/17	2017/18	Target 2017/18
Resident satisfaction with services that support older people and people living with disabilities	94%	93%	94%	NA	>94%

**Explanation** - No updated data is available. Satisfaction measure results will be sourced from the Community Satisfaction Survey conducted in February.

## Children

Help families achieve their full potential by providing, funding and advocating for high quality, affordable early childhood education and care, maternal and child health services, playgroups and toy libraries.

Note: this service may change over the next four years to reflect changing demand and service models.

### Service measures

Measure	2014/15	2015/16	2016/17	2017/18	Target 2017/18
Proportion of state regulated family, youth and children's services that meet or exceed national quality and accreditation standards	100%	100%	100%	100%	100%
Resident satisfaction with services that support families, youth and children	95%	97%	94%	NA	>95%

**Explanation** - Satisfaction measure result will be sourced from the Community Satisfaction Survey conducted in February.

### Maternal child health (MCH) performance measures

Measure	2014/15	2015/16	2016/17	Q2 2017/18	Target 2017/18
<b>Satisfaction</b>					
Participation in first MCH home visits	104.38%	103.89%	103.25%	115.67%	100%
<b>Service standard</b>					
Infant enrolments in the MCH service	99.84%	99.78%	100.00%	100.00%	100%
<b>Service cost</b>					
Cost of MCH service per hour	No data	\$73.37	\$71.80	\$76.17	<\$75.00
<b>Participation</b>					
Participation in the MCH service	83.55%	84.22%	82.89%	71.69%	>85%
Participation in the MCH service by Aboriginal children	69.05%	87.23%	84.84%	61.90%	>85%

**Explanation** - Latest results for participation failed to meet annual target; this is attributed to the phasing of visits and is expected to improve as the year progresses.

Service cost was slightly above annual target due to less hours worked by nurses compared to previous reporting periods.

## Community programs and facilities

Support inclusion for all people in our diverse community regardless of age, ethnicity, gender identity, sexuality, faith or socio-economic status, by working with community organisations, multicultural and multifaith networks, and through planning, programs, grants and facilities.

### Service measures

Measure	2014/15	2015/16	2016/17	2017/18	Target 2017/18
Resident perception regarding whether City of Port Phillip services contribute to the overall health and wellbeing of the community	No data	66%	64%	NA	67%
Visits per capita to community facilities	1.9	1.7	NA	NA	>1.9

**Explanation** - No updated data is available. Satisfaction measure results will be sourced from the Community Satisfaction Survey conducted in February.

Community facilities data is available on an annual basis and will be published in the annual report.

## Families and young people

Support for families and young people through case management services for vulnerable families, middle years services and programs for young people aged 8 to 11 years and programs and projects for young people aged 12 to 25 years who live, work, study or recreate in Port Phillip.

## Recreation

Support our community to remain active and healthy through programs, support and funding for local sports and recreation clubs and providers, providing quality sports facilities, and partnering with other organisations to facilitate health and wellbeing outcomes.

### Service measures

Measure	2014/15	2015/16	2016/17	2017/18	Target 2017/18
Community rating of Council's recreational facility performance (index)	-	76	73	NA	>75
Participation per capita in sport and recreation across formal and informal activities		Establish baseline	19%	NA	1% increase on baseline

**Explanation** - No updated data is available. Satisfaction measure results will be sourced from the Community Satisfaction Survey conducted in February.

Sport and recreation participation data is an annual measure and will be published in the annual report.



# Direction 2

We are connected and it's easy to move around

- 2.1 An integrated transport network that connects people and places
- 2.2 Demand for parking and car travel is moderated as our City grows
- 2.3 Our streets and places are designed for people

## Outcome measures

Measure	2014/15	2015/16	2016/17	2017/18	Target 2017/18
Residents reporting choosing sustainable transport options to travel to work	57%	57%	64%	NA	58%
Number of fatal and serious traffic collisions involving all road users	93	97	78	NA	<127
Number of schools participating in Ride 2 School Day and Walk to School Month	8	10	11	10	12

**Explanation** - Satisfaction measure results will be sourced from the Community Satisfaction Survey conducted in February.

Results for the number of fatal and serious traffic collisions is provided a year in arrears and will be published in the 2018/19 annual report.

Data is only available for the number of schools participating in Walk to School Month. Ride2School Day will be held on 23 March 2018 and Council will support local schools, participation in the national initiative to ensure the target of 12 is achieved.

## Four year priority progress

Priority	Not started	In progress	Complete
<b>2.1 An integrated transport network that connects people and places</b>			
Develop and deliver an Integrated Transport Strategy, including network plans for all modes and intermodal connections.	█	█	
Implement walking projects that create safe, high amenity walking routes and reduce barriers to people walking across arterial roads.	█	█	
Improve attractiveness of bike riding as part of delivering Council’s bike network.	█	█	
Deliver the Beach Street separated queuing lane to reduce traffic delays associated with cruise ship arrivals.	█	█	█
Plan for and deliver Kerferd Road safety and streetscape improvements to enhance walking and bike riding.	█	█	
Work with Public Transport Victoria on Balaclava Station interchange and Carlisle Street tram stop interchange.	█	█	
Ongoing program of renewals and improvements to laneways roads, footpaths and street signage.	█	█	
<b>2.2 Demand for parking and car travel is moderated as our City grows</b>			
Develop a Parking Management Plan as part of the Integrated Transport Strategy, and develop new policies for paid parking, on-street permits and parking provision rates for new developments.	█	█	
Investigate Council’s car parks for future development opportunities that deliver increased community benefit.	█	█	
Implement clever parking initiatives that help manage parking supply and turnover, and improve customer experience.	█	█	
Expand the on-street network of carshare vehicles , and encourage provision in new developments.	█	█	
Improve local community travel choices, especially by schools, by investing in infrastructure and behaviour change programs.	█	█	
Integrate land use and transport planning through a review of the Municipal Strategic Statement.	█	█	

Priority

Not started

In progress

Complete

## 2.3 Our streets and places are designed for people

Implement blackspot safety improvements at high collision locations.



Work with partners on the St Kilda Junction safety upgrade and St Kilda Road safety improvement study to facilitate walking, bike riding and use of public transport.



Work with Public Transport Victoria to deliver a pipeline of place and movement projects, with fully integrated urban design and increased public transport service benefits for our communities.



Complete the streetscape and intersection upgrade of Wellington Street to improve safety and amenity.



Review and implement the City of Port Phillip Access Plan to support universal access, and implement accessibility improvements to council buildings, streets and public spaces, including the beach.



Work with partners on the design and implementation of the Domain Station and precinct



Progressively review and upgrade disabled parking spaces in commercial areas to meet updated Australian Standards.





## Mid-year achievements

- Delivered Beach Street Queuing lane upgrade to reduce traffic delays associated with cruise ship arrivals.
- Completed phase one of community engagement for the Integrated Transport Strategy and commenced preparation of draft strategy.
- Completed safety improvements and signalisation works to improve road safety for all users in South Melbourne and Port Melbourne.
- Undertook consultation for bike infrastructure upgrades on Inkerman Street, St Kilda.

## Services that contribute to this direction

### Transport and parking management

Provide and maintain a safe transport network, develop transport and road safety strategy and policy, measure the impact of education programs, improve the range of travel modes, and manage parking policy, on-street parking controls and enforcement.

#### Service measures

Measure	2014/15	2015/16	2016/17	2017/18	Target 2017/18
Resident satisfaction with transport planning policy, safety and design	-	91%	87%	NA	>90%
Resident satisfaction with parking management	77%	79%	81%	NA	80%
Resident satisfaction with resident parking permits	-	74%	80%	NA	75%

**Explanation** - No updated data is available. Results will be sourced from the Community Satisfaction Survey conducted in February.

#### Road performance measures

Measure	2014/15	2015/16	2016/17	Q2 2017/18	Target 2017/18
<b>Satisfaction</b>					
Sealed local road requests per 100 km of sealed local roads	59	52	65	69	>60
Satisfaction with sealed local roads	73	70	70	NA	>70
<b>Service cost</b>					
Cost of sealed local road reconstruction (per m <sup>2</sup> )	\$170.70	\$156.51	\$190.87	\$184.87	<\$160.00
Cost of sealed local road resealing (per m <sup>2</sup> )	\$40.27	\$43.03	\$49.90	\$55.56	<\$50.00
<b>Condition</b>					
Sealed local roads below the intervention level	97%	97%	97%	97%	97%

**Explanation** - Results for sealed local road requests (due to an increase in the volume of requests) and cost of sealed roads did not meet annual target (due to the target being based on m<sup>2</sup> where as our cost is calculated based on per m<sup>3</sup>) and are being monitored closely. Results will be sourced from Community Satisfaction Survey conducted in February.



# Direction 3

We have smart solutions for a sustainable future

3.1 A greener, cooler and more liveable City

3.2 A City with lower carbon emissions

3.3 A City that is adapting and resilient to climate change

3.4 A water sensitive City

3.5 A sustained reduction in waste

## Outcome measures

Measure	2014/15	2015/16	2016/17	2017/18	Target 2017/18
Total canopy cover	No data	19%	19%	19%	20%
Council's greenhouse gas emissions	43% reduction	60% reduction	60% reduction	NA	71% reduction
Council's potable water use (ML)	209	258	238	112	155
Municipal-wide greenhouse gas emissions	No data	No data	No data	NA	Baseline to be established

**Explanation** - Total reduction of greenhouse gas emissions will be published in the annual report. The year to date result is 2,418 tCO<sub>2</sub>e.

Municipal-wide greenhouse gas emissions data has been sourced from providers and a result will be published in the annual report

## Four year priority progress

Priority	Not started	In progress	Complete
<b>3.1 A greener, cooler and more liveable City</b>			
Promote green buildings by applying environmentally sustainable design planning policy and guidelines.			
Develop a heat management plan to help cool the City and reduce the impact on health.			
Implement and review progress on the <i>Greening Port Phillip Plan – An Urban Forest Approach</i> , including implementing the street tree planting program 2017-2022 and ongoing investment in street and park trees and streetscape improvements, including in Fishermans Bend.			
Investigate opportunities to protect vegetation and increase canopy cover on private property.			
Complete an Ecological Biodiversity Study, in partnership with the EcoCentre and local experts.			
<b>3.2 A City with lower carbon emissions</b>			
Develop a sustainability strategy for beyond 2020, including considering United Nations sustainability goals and targets and baselining municipal-wide greenhouse gas emissions.			
Invest in renewable energy and energy efficiency measures in Council buildings and in the Melbourne Renewable Energy Project, a group purchasing model to drive investment in renewable energy.			
Develop and implement a Sustainable City Community Action Plan and deliver behaviour change and education programs for the community and business.			
Contribute to the EcoCentre redevelopment and continue to invest in EcoCentre programs that support an environmentally aware community.			
Develop guidelines that enable an increased uptake of environmentally sustainable design features, including roof top solar, in heritage areas.			
Examine the effectiveness of establishing a Port Phillip energy foundation, or partnering with an existing foundation, to undertake advocacy, research, advisory and community engagement initiatives.			
Embed sustainability into Council's procurement, fleet and investment policies and practices and investigate opportunities to install electric car charging stations.			

Priority

Not started

In progress

Complete

### 3.3 A City that is adapting to climate change

Develop tools to help the community understand how they can adapt to the impacts of climate change.



Work with partners to develop a bay-wide coastal hazard assessment and advocate for a planning scheme tool to identify and manage coastal inundation.



Work with partners to develop a long-term action plan for the Elster Creek catchment to mitigate flooding.



Develop and implement a framework to increase Council asset resilience to the impacts of climate change.



### 3.4 A water sensitive City

Undertake integrated water management planning, including partnering with Melbourne Water and others to review and implement relevant plans.



Plan and deliver water sensitive urban design interventions to reduce contaminants in water entering Port Phillip Bay.



Investigate and implement (subject to viability) stormwater harvesting and flood mitigation works at key locations.



Implement irrigation upgrades at key sports fields and parks to optimise water use.



Increase the permeability of ground surfaces across public streets and spaces, and work with the community to achieve greater permeability on private property.



Collaborate with the Cooperative Research Centre for Water Sensitive Cities.



Develop a Stormwater Asset Management Plan and continue to invest in drainage improvements.



Develop a Stormwater Management Policy and Guidelines to require onsite stormwater detention for new developments.



### 3.5 A sustained reduction in waste

Develop and implement a new municipal Waste Management and Resource Recovery Strategy including an implementation plan to divert organic waste from landfill.



Increase investment in street cleaning, litter bins and equipment to improve amenity and responsiveness and investigate opportunities for further improvements to service delivery.



Work with the Melbourne Metro Waste Group to develop a business case to establish an inner metropolitan organic waste management service.



Pursue waste innovations in Fishermans Bend.



Update waste management guidelines for apartment developments and implement education programs.



## Mid-year achievements

- Commenced community engagement on waste management strategy and sustainability strategy.
- Received community emission estimates for municipal greenhouse gas emission development.
- Completed construction of raingarden at Derham Street, Port Melbourne.
- Commenced installation of safe roof access and solar PV in South Melbourne.
- Received water use 'connections ready' sub project of Albert Park stormwater harvesting development.
- Appointed consultant for Alma Park stormwater harvesting project to undertake detailed feasibility studies (soil testing, flow and water quality).

## Services that contribute to this direction

### Amenity

Manage waste collection, clean streets, beaches, foreshore, roads, footpaths, medians, trade commercial areas, public toilets and barbecues, maintain Council buildings and assets, respond to graffiti complaints and remove graffiti.

### Service measures

Measure	2014/15	2015/16	2016/17	2017/18	Target 2017/18
Resident satisfaction with street cleaning	89%	89%	88%	NA	>90%
Street cleaning audit compliance	85%	95%	94%	95%	>95%

**Explanation** - Results will be sourced from Community Satisfaction Survey conducted in February. The latest result for street cleaning was 95 per cent.

## Sustainability

Reduce Council and community impact on the environment and coordinate long-term approaches to climate adaptation through policy and tools to achieve environmental sustainability outcomes, behaviour change programs, community outreach, advice and support, partnership programs, advocacy, and by embedding sustainability into Council operations and projects.

### Service measures

Measure	2014/15	2015/16	2016/17	2017/18	Target 2017/18
New trees planted per year	1,305	1,466	1,117	824	1,055
Resident satisfaction with making Port Phillip more environmentally sustainable	91%	91%	91%	NA	>90%
Eligible applications that addressed sustainable design issues and received a planning permit	78%	78%	75%	NA	87%
Megalitres of water use from alternative sources	No data	1.68	10.51	6.18	15
Total suspended solids removed from stormwater (tonnes)	No data	38.9	44.1	NA	47.3
Investments in fossil free institutions	28%	49%	86%	73%	60-80%

**Explanation** - Results will be sourced from the Community Satisfaction Survey conducted in February. We are reviewing the way we measure sustainable design assessments - a result will be published in the annual report.

The latest result for alternative water usage is 7.94 megalitres. Total suspended solids data is an annual measure and will be published in the annual report.

The latest result for investments in fossil free institutions is 63 per cent.

Some of this data is being reviewed and will inform actions as part of the development of the *Sustainable Environment Strategy*.

## Waste reduction

Reduce waste going to landfill through kerbside and public place recycling, hard waste and green waste collection, operating the Resource Recovery Centre, waste and environment education, and support for the EcoCentre.

### Service measures

Measure	2014/15	2015/16	2016/17	2017/18	Target 2017/18
Council waste production	62.2T	53.4T	50.4T	NA	50T
Resident satisfaction with waste and recycling collections	95%	92%	93%	NA	90%

**Explanation** - Council waste production is an annual measure and will be published in the annual report.

Results will be sourced from Community Satisfaction Survey conducted in February.

### Waste performance measures

Measure	2014/15	2015/16	2016/17	Q2 2017/18	Target 2017/18
<b>Satisfaction</b>					
Kerbside bin collection requests per 1,000 households	48.64	33.57	29.29	26.18	<35
<b>Service standard</b>					
Kerbside collection bins missed per 10,000 bin lifts	5.55	2.67	1.73	2.07	<2.5
<b>Service cost</b>					
Cost of kerbside garbage bin collection service per bin	\$65.35	\$63.68	\$69.65	\$71.23	<\$80.00
Cost of kerbside recyclables collection	\$32.00	\$33.93	\$36.07	\$39.25	<\$36.00
<b>Waste diversion</b>					
Kerbside collection waste diverted from landfill	34.50%	34.11%	32.94%	31.89%	35.00%

**Explanation** - The latest result for cost of kerbside recyclables collection is above target. This is due to higher direct costs compared to the same period in previous year. This is being monitored closely. The latest result for kerbside collection waste diverted from landfill is 33 per cent.



## Direction 4

We are growing and keeping our character

4.1 Liveability in a high density City

4.2 A City of diverse and distinctive neighbourhoods and places

### Outcome measures

Measure	2014/15	2015/16	2016/17	2017/18	Target 2017/18
Residents who feel a sense of safety and security in Port Phillip	85%	85%	85%	NA	>87%
Residents who are proud of, connected to and enjoy living in their neighbourhood	97%	96%	97%	NA	>95%
Residents who agree the local area is vibrant, accessible and engaging	97%	96%	97%	NA	>95%

**Explanation** - No updated data is available. Results will be sourced from the Community Satisfaction Survey conducted in February.



## Four year priority progress

Priority	Not started	In progress	Complete
<h3>4.1 Liveability in a high density City</h3>			
<p>Partner with the Victorian Government to ensure the Fishermans Bend Framework and precinct plans maximise outcomes for current and future Port Phillip residents, including employment, housing choice, quality public space and community facilities, and early delivery of fast, frequent public transport.</p>			
<p>Deliver open space remediation and streetscape works in Fishermans Bend, particularly in the Montague Precinct and at the Ferrars Street Education and Community Precinct.</p>			
<p>Work with the Victorian Government to effectively manage soil contamination and remediation on open space sites, including at Gasworks Arts Park.</p>			
<p>Review and update the Port Phillip Planning Scheme, and Municipal Strategic Statement, to ensure an effective framework of local policy and controls to manage growth and support healthy communities.</p>			
<p>Implement planning scheme amendments that strengthen design and development controls in areas undergoing significant change.</p>			
<p>Invest in improving parks, playgrounds and street and public space lighting.</p>			
<p>Develop a new public space strategy.</p>			
<p>Review Council's design and technical standards for streets and public spaces.</p>			
<p>Deliver the Design and Development Awards, to showcase and promote design excellence in Port Phillip.</p>			
<p>Continue to improve community safety by evaluating CCTV, undertaking community safety audits and implementing crime prevention through environmental design guidelines.</p>			
<p>Continue to maintain a high standard of amenity, ensure compliance with planning requirements and local laws, and support public health and safety through service improvements and mobile technology.</p>			
<p>Review Council's local law to manage and improve community amenity.</p>			
<p>Review Council's Domestic Animal Management Plan, which promotes animal welfare and responsible pet ownership.</p>			

Priority

Not started

In progress

Complete

## 4.2 A City of diverse and distinctive neighbourhoods and places

Effectively manage the St Kilda Marina lease process, including developing design guidelines through stakeholder and community engagement.



Advocate for and partner to develop a vision and plan for St Kilda Junction.



Develop an urban design framework for the St Kilda Road North - Domain Station precinct and surrounds.



Continued delivery of place-based planning and coordinated development and advocacy using a precinct management approach in Balaclava, Domain, Port Melbourne Waterfront and Fitzroy Street, St Kilda.



Develop design guidelines for key foreshore destinations including the St Kilda Triangle and Port Melbourne Waterfront.



Implement a program to strengthen heritage controls including; assessing sites of cultural and social significance and implement the review of Heritage Overlay 6 (East St Kilda) through the planning scheme.



Review the Housing Strategy to ensure new residential development is well located and respects the character and heritage of established neighbourhoods.



Review the Heritage Policy in the Port Phillip Planning Scheme to improve guidance on the retention and adaptive reuse of the City's heritage fabric.



Reflect and interpret the City's history through the installation of plaques, memorials and monuments.



Upgrade the foreshore including vegetation projects and maritime infrastructure renewals.



## Mid-year achievements

- Completed and endorsed local law review to manage and improve community amenity.
- Completed and endorsed Domestic Animal Management Plan promoting animal welfare and responsible pet ownership.
- Lodged our submission on the draft Fishermans Bend Framework to the Victorian Government.
- Commenced construction of Montague Park (interim name).
- Endorsed the closure of Railway Place, South Melbourne for streetscape works at Ferrars Street Community and Education Precinct.

## Services that contribute to this direction

### City planning and urban design

Direct and manage changes in land use, the built environment and the public realm to maximise community benefit through place-based urban strategy and projects, land-use policies, reviewing and amending the Port Phillip Planning Scheme and Municipal Strategic Statement, precinct management to coordinate development in key areas, working to enhance the public realm and protect buildings of architectural, cultural or historical interest through urban design and heritage advice, and contributing to state planning policy and regulation.

### Development approvals and compliance

Regulate how land is developed, used and occupied safely by providing advice and education, processing planning applications and supporting community participation in the planning process, issuing and enforcing permits for activity in and around building sites, investigating and enforcing land use and development issues, protecting our assets, roads and footpaths, carrying out building and site inspections and assessments.

### Service measures

Measure	2014/15	2015/16	2016/17	2017/18	Target 2017/18
Resident satisfaction with Council's planning services	77%	79%	78%	NA	>80%

**Explanation** - No updated data is available. Satisfaction measure results will be sourced from the Community Satisfaction Survey conducted in February.

### Planning performance measures

Measure	2014/15	2015/16	2016/17	Q2 2017/18	Target 2017/18
<b>Timeliness</b>					
Time taken to decide planning applications	67	75	78	76	<75
<b>Service standard</b>					
Planning applications decided within required timeframes	61%	58%	60%	63%	>60%
<b>Service cost</b>					
Cost of statutory planning service per planning application	\$1,367.34	\$2,104.35	\$2,554.87	\$2,308.10	<\$2,200.00
<b>Decision making</b>					
Council planning decisions upheld at VCAT	73%	71%	70%	67%	>70%

**Explanation** - Latest result for cost of statutory planning service was slightly over target due to the lower volume of new planning applications received.

Planning decisions upheld at VCAT is slightly below target this is due to a slightly lower volume of applications taken to VCAT.

## Health services

Support public health by monitoring registered food premises, accommodation properties, registered hairdressers, tattooists, beauty parlours, and water quality in public swimming pools and spas, providing for immunisation and syringe disposal, and investigating public health nuisance complaints.

### Service measures

Measure	2014/15	2015/16	2016/17	2017/18	Target 2017/18
Children fully vaccinated in municipality	95%	98%	NA	NA	99%

**Explanation** - No updated data is available at time of publication.

## Food safety performance measures

Measure	2014/15	2015/16	2016/17	Q2 2017/18	Target 2017/18
<b>Timeliness</b>					
Time taken to action food complaints	1.77 days	1.76 days	1.67 days	1.58 days	<2 days
<b>Service standard</b>					
Percentage of required food safety assessments undertaken	100%	100%	100%	100%	100%
<b>Service cost</b>					
Cost of food safety service per premises	\$550.32	\$547.92	\$521.41	\$430.49	<\$562
<b>Health and safety</b>					
All critical and most major non-compliance notifications about food premises followed up on the due date	96%	99%	99%	100%	95%

## Municipal emergency management

Ensure our community is safe in the event of an emergency, and supported to recover from such events.

## Local laws and animal management

Ensure community safety by enforcing local laws (use, occupation and behaviour on Council land, commercial activities, illegal advertising, dumped rubbish and illegal camping), monitoring building site activity and protecting Council assets, responding to complaints about breaches of the *Domestic Animals Act 1995*, and encouraging responsible pet ownership through education and registration.

### Animal management performance measures

Measure	2014/15	2015/16	2016/17	Q2 2017/18	Target 2017/18
<b>Timeliness</b>					
Time taken to action animal complaints	1 day	1 day	1 day	1 day	<2 days
<b>Service standard</b>					
Percentage of animals reclaimed	55%	59%	48%	44%	>55%
<b>Service cost</b>					
Cost of animal management service	\$74.30	\$75.10	\$61.36	\$71.02	<\$76.00
<b>Health and safety</b>					
Successful animal management prosecutions	4	5	2	4	<10

**Explanation** - Percentage of animals reclaimed is below annual target due to a significant increase in the number of animals collected. This is being monitored carefully.

The latest result for successful animal management prosecutions is annualised, the year to date result is two prosecutions.

## Public space

Improve our network of accessible parks and open spaces including foreshore, playgrounds, gardens, reserves, sports fields and streetscapes by planning and delivering improvements, ongoing maintenance and management, and activation through permitted recreation, cultural and community activities and events.

### Service measures

Measure	2014/15	2015/16	2016/17	2017/18	Target 2017/18
Resident satisfaction with parks and open space	96%	94%	96%	NA	>90%
Resident satisfaction with beach cleaning	94%	92%	95%	NA	>90%
Contract delivered to standard for parks and open space	99%	95%	99%	98%	95%
Public space community requests resolved on time	76%	86%	NA	NA	85%

**Explanation** - Results will be sourced from the Community Satisfaction Survey conducted in February.



# Direction 5

We thrive by harnessing creativity

- 5.1 A City of dynamic and distinctive retail precincts
- 5.2 A prosperous City that connects and grows business
- 5.3 A City where arts, culture and creative expression is part of everyday life

## Outcome measures

Measure	2014/15	2015/16	2016/17	2017/18	Target 2017/18
People employed in the top five industries as a proportion of total employment in the municipality	54%	-	NA	NA	>54%
Visitors to the City of Port Phillip	1.6 million	1.7 million	NA	NA	1.8 million
Residents who agree they have the opportunity to participate in affordable local community events and activities	92%	90%	95%	NA	>95%
Residents who agree Port Phillip has a culture of creativity	95%	90%	94%	NA	>95%

Explanation - No updated data is available. Satisfaction measure results will be sourced from the Community Satisfaction Survey conducted in February

## Four year priority progress

Priority	Not started	In progress	Complete
<b>5.1 A City of dynamic and distinctive retail precincts</b>			
Adopt a place-based precinct management approach to coordinate development, activation and advocacy.			
Pursue improvements to the Carlisle Street retail precinct, including planning for redevelopment of the supermarket precinct to enhance the retail offer and surrounding street spaces.			
Develop a strategic plan for the St Kilda precinct, including a strategy to revitalise Fitzroy Street.			
Review footpath trading policies to promote street activity and accessibility.			
Continue to collect special rates to support traders and fund the promotion, marketing and development of retail precincts.			
Develop a strategic business case for the South Melbourne Market to shape the future direction and investment, and plan for and deliver renewal works.			
Work with inner Melbourne councils to develop approaches to better manage licenced premises and entertainment precincts.			
<b>5.2 A prosperous City that connects and grows business</b>			
Develop a creative and prosperous city strategy that features all elements of our City's economy.			
Facilitate networking events and training and development programs for local businesses.			
Deliver a Business Awards program to recognise and promote exemplary local businesses.			
Ongoing support for local industry associations including visitor and volunteer groups like the Port Melbourne Waterfront Welcomers.			
Work with inner Melbourne councils on strategies to protect, promote and grow inner Melbourne's creative and knowledge economy and boost local employment.			

Priority

Not started

In progress

Complete

### 5.3 A City where arts, culture and creative expression are part of everyday life

Invest in our key arts and culture venues including continuing to fund the operation of Gasworks Arts Park and Linden Gallery.



Implement the Events Strategy through event attraction and communications.



Support early stage entrepreneurs in the creative industries by reinventing a library space and working with partners to identify and unlock creative spaces.



Deliver improvements to library branches and the library collection, including planning for redeveloping the St Kilda Library.



Improve and expand the City collection by acquiring artworks.



Deliver and facilitate a program of festivals that celebrate local culture and talent.



Provide grants, funding and spaces for arts and cultural organisations and service providers to ensure access for everyone to relevant services and programs.





## Mid-year achievements

- Commenced community engagement of Creative and Prosperous City Strategy.
- Recorded our highest attendance at South Melbourne Market with over 530,000 visitors.
- Launched the online Port Phillip City Collection platform enabling people to view and search pieces in the collection.
- Commenced works on Linden Gallery upgrade.

## Services that contribute to this direction

### Arts, culture and heritage

Promote community participation and engagement in arts, culture and heritage and foster development of the City's creative people and culture through programs, services, spaces and funding for artists and arts organisations.

#### Service measures

Measure	2014/15	2015/16	2016/17	2017/18	Target 2017/18
Resident satisfaction with delivering arts and festivals	95%	97%	96%	NA	90%

**Explanation** - No updated data is available. Satisfaction measure results will be sourced from the Community Satisfaction Survey conducted in February.

### Economic development and tourism

Support our business community to be successful by developing economic strategies, supporting economic activity centres and villages, collaborating with businesses and associations, facilitating training and development for business owners, facilitating special rate schemes for trader groups and attracting investment in growth sectors and urban renewal areas

#### Service measures

Measure	2014/15	2015/16	2016/17	2017/18	Target 2017/18
Residents who agree their local area has a good range of business services and local conveniences	94%	94%	95%	NA	90%
Resident satisfaction with visitor management	-	92%	94%	NA	>90%

**Explanation** - No updated data is available. Satisfaction measure results will be sourced from the Community Satisfaction Survey conducted in February.

### Festivals

Deliver accessible and inclusive festivals that celebrate creativity, provide opportunities for artists, traders and business, and meet the needs and aspirations of the community.

## Libraries

Provide branch-based, online and in-home library and information services, including access to technology, flexible, safe and welcoming community spaces, literacy and life-long learning programs and events.

### Service measures

Measure	2014/15	2015/16	2016/17	2017/18	Target 2017/18
Visits to library per capita	6.5	6.5	6.4	6.3	6.5

### Libraries performance measures

Measure	2014/15	2015/16	2016/17	Q2 2017/18	Target 2017/18
<b>Utilisation</b>					
Number of times a library resource is borrowed	4.80	4.81	4.47	4.54	5.00
<b>Resource standard</b>					
Proportion of library resources less than 5 years old	45.78%	46.65%	50.73%	50.54%	48%
<b>Service cost</b>					
Cost of library service per visit	\$5.76	\$6.13	\$6.17	\$6.56	<\$7.00
<b>Participation</b>					
Active library members in the municipality	20.14%	19.40%	19.12%	14.1%	20%

**Explanation** - Active library members in the municipality is currently below the annual target. This is due to the cumulative phasing of the measure and is anticipated to improve as the year progresses.

## Markets

Operate and promote the South Melbourne and St Kilda Esplanade markets, and support and permit local markets (for example, Gasworks, Veg Out, Hank Marvin).

### Service measures

Measure	2014/15	2015/16	2016/17	2017/18	Target 2017/18
Residents who agree South Melbourne Market is a significant benefit to residents	98%	99%	98%	NA	90%

**Explanation** - No updated data is available. Satisfaction measure results will be sourced from the Community Satisfaction Survey conducted in February.



# Direction 6

## Our commitment to you

- 6.1 A financially sustainable, high performing, well-governed organisation that puts the community first.

### Outcome measures

Measure	2014/15	2015/16	2016/17	2017/18	Target 2017/18
Satisfaction with community consultation and engagement (index)	61	62	59	NA	>60
Proportion of residents who have participated in community engagement activities	No data	No data	No data	No data	Baseline to be established
Satisfaction with the overall performance of Council (index)	68	64	67	NA	>65
Overall financial sustainability risk rating	Low	Low	Low	Low	Low
Efficiency savings as a percentage of operating expense (excluding depreciation)	1.2%	1.8%	1.2%	1.0%	1.0%

**Explanation** No updated data is available. Satisfaction measure results will be sourced from the Community Satisfaction Survey conducted in February.

# Four year priority progress

Priority

Not started In progress Complete

## 6.1 A financially sustainable, high performing, well-governed organisation that puts the community first

Develop and implement a Customer Experience Improvement Plan and Information and Communications Technology Strategy.	
Be the partner of choice for other councils and organisations to work with, to enable improved customer experience, productivity and innovation.	
Be catalysts for greater community action, including by opening up more of our data to the public.	
Develop and implement a Community Engagement Policy and a plan for deeper community participation in Council planning and budgeting activities.	
Develop and implement an advocacy strategy to advance Council and community priorities.	
Improve our enterprise planning, performance, risk and compliance frameworks.	
Deliver the Council Election 2020.	
Improve record-keeping, including digitising historical records.	
Review the organisation's People and Culture Strategy and develop a workforce plan.	
Improve the organisation's health and safety practices.	
Upgrade the organisation's financial and asset management systems, processes and practices.	
Invest in improving the condition, functionality, capacity and sustainability of council assets.	
Continue to build organisational capability and maturity in project management.	
Review our rating strategy, property policy and investment policy.	

## Mid-year achievements

- Developed our Organisational Strategy as a vehicle to deliver strategic direction 6 and all priorities.
- Delivered several projects as part of the building renewal program including flooring upgrades to Betty Day and Alma Road community centres and Elwood Croquet Club and decking access ramp at Elwood St Kilda Neighbourhood Learning Centre.
- Made a commitment to customer experience through the development of the Customer Experience Improvement plan and commenced engagement with the community on how we can create an exceptional experience for our customers.

## Services that contribute to this direction

### Asset management

Ensure effective management of our assets and property.

### Service measures

Measure	2014/15	2015/16	2016/17	2017/18	Target 2017/18
Asset management maturity	883	650	815	NA	>1,000

**Explanation** - This is an annual measure and will be published in the annual report.

### Asset management performance measures

Measure	2014/15	2015/16	2016/17	Q2 2017/18	Target 2017/18
Asset renewal as a percentage of depreciation	73%	72%	92%	79%	78%

## Finance and project management

Maintain financial sustainability by ensuring effective management and control of our financial resources and ensuring Council's projects deliver best value.

### Service measures

Measure	2014/15	2015/16	2016/17	2017/18	Target 2017/18
Return on financial investments	2.86%	2.88%	NA	<b>2.48%</b>	2.28%
Percentage of significant priority projects on track	77%	68%	93%	<b>91%</b>	80%
Project management maturity score	16.8	18.1	19.3	<b>19.8</b>	>21
Rate collection rate	98%	98%	98%	<b>NA</b>	98%

Explanation - Rate collection rate is an annual measure and will be reported in the annual report.

### Finance and project management performance measures

Measure	2014/15	2015/16	2016/17	Q2 2017/18	Target 2017/18
Average residential rate per residential property assessment	\$1,359	\$1,434	\$1,430	<b>\$1,484</b>	\$1,513
Expenditure per property assessment	\$2,623	\$2,620	\$2,799	<b>\$1,419</b>	\$2,952
Working capital	221%	243%	214%	<b>287%</b>	202%
Unrestricted cash	94.9%	104%	134%	<b>126%</b>	95%
Loans and borrowing compared to rate revenue	8.5%	8.0%	7.5%	<b>7.1%</b>	7.4%
Adjusted underlying result	(0.6%)	1.0%	1.3%	<b>3.1%</b>	(9.3%)
Rates concentration	60.2%	61.3%	58.7%	<b>57.9%</b>	60.2%
Rates revenue compared to property values	0.22%	0.23%	0.20%	<b>0.21%</b>	0.19%

## Governance and engagement

Enable good governance by supporting Councillors to make well-informed decisions, managing freedom of information, maintaining records, ensuring robust planning, reporting and risk management, and facilitating inclusive engagement with our community to support decision making.

### Service measures

Measure	2014/15	2015/16	2016/17	2017/18	Target 2017/18
Material legislative breaches	4	9	4	3	0
Audit actions completed on time	73%	93%	92%	81%	>90%
Community satisfaction with advocacy (index)	59	59	57	NA	60
Community satisfaction with Council decisions (index)	60	59	57	NA	60

**Explanation** - To date we have had three legislative breaches. Two related to emails sent exposing email addresses of all recipients and one related to two departments that were unknowingly using the same vendor exceeding the \$150,000 threshold.

Satisfaction measure results will be sourced from the Community Satisfaction Survey conducted in February. The latest audit action result is 79 per cent.

### Governance and engagement performance measures

Measure	2014/15	2015/16	2016/17	Q2 2017/18	Target 2017/18
<b>Transparency</b>					
Council decision made at meetings closed to the public	1.76%	7.31%	7.43%	6.29%	<10%
<b>Satisfaction</b>					
Community satisfaction with community consultation and engagement	61	62	59	NA	>60
Community satisfaction with Council decisions	60	59	57	NA	60
<b>Attendance</b>					
Councillor attendance at Council meetings	92.21%	91.93%	96.06%	93.16%	>90%
<b>Service cost</b>					
Cost of governance service per Councillor	\$55,333.43	\$59,459.75	\$48,688.68	\$43,705.56	<\$60,000.00

**Explanation** - Satisfaction measure results will be sourced from the Community Satisfaction Survey conducted in February.

## People, culture and capability

Ensure our employees are supported to deliver our services, have access to development opportunities, and work in a safe and healthy environment.

### Service measures

Measure	2014/15	2015/16	2016/17	2017/18	Target 2017/18
Staff engagement score	71%	74%	73%	NA	>74%
Staff alignment score	52%	59%	57%	NA	>59%
Total recordable injury frequency rate per million work hours	22.2	19.4	15.7	12.0	14.5

**Explanation** - Results for staff engagement and alignment will be published in the annual report.

### People, culture and capability performance measures

Measure	2014/15	2015/16	2016/17	Q2 2017/18	Target 2017/18
<b>Turnover</b>					
Staff turnover	10%	10.4%	11.4%	6.7%	10%

**Explanation** - Staff turnover is currently over year to date target and is likely to fail to meet target at year end.

## Technology, transformation and customer experience

Enable efficient and effective service delivery to our community through best practice information and communication technologies, clever information management, continuous improvement of the community's experience of Council, and ensuring our community are informed about available services and their queries and requests are responded to.

### Service measures

Measure	2014/15	2015/16	2016/17	2017/18	Target 2017/18
Community time saved (days)	3,685	19,054	72,258	7,769	10,000
Staff time saved (hours)	1,242	3,401	4,430	2,975	5,000
Operating efficiencies	\$2 million	\$3 million	\$1.3 million	\$0.53 million	\$2 million
Community satisfaction with customer service (index)	73	71	72	NA	>70
Calls answered within 30 seconds	75%	78%	83%	86%	>80%
Requests resolved within agree timeframes	89%	91%	94%	95%	>90%
Percentage of residents that agree the website is easy to use and navigate through the sections you want	92%	87%	88%	NA	90%

**Explanation** - Satisfaction measure results will be sourced from the Community Satisfaction Survey conducted in February.