# City of Port Phillip Annual Report 2016/17

Our vision for the City of Port Phillip

We are beautiful, liveable, caring, inviting, bold and real. We are Port Phillip.

Who this report is for

This report is designed for a broad audience that reflects the great diversity of our stakeholders, including members of our community, our ratepayers, local businesses, government agencies and departments.

As part of our environmental commitment to reducing paper use, we encourage you to read this report online at the [City of Port Phillip Website](http://www.portphillip.vic.gov.au/). If you prefer a printed version, copies are available for review at our town halls and libraries. Alternatively, please contact Council using the contact details provided below.

Why this report is different

Council is committed to transparent reporting on our performance and activities. In this year’s report we outline our achievements as well as the challenges that have impacted performance during the year. We also provide a summary of key activities in each of our nine neighbourhoods.

This report uses the best available information. While great 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 which is liable to change. The Port Phillip City Council accepts no responsibility and disclaims all liability for any error, loss or other consequence which may arise from you relying on any information contained in this report.

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Council respectfully acknowledges the Yalukut Weelam Clan of the Boon Wurrung.

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

We acknowledge and uphold their continuing relationship to this land.

Our organisational values

* Working together
* courage and integrity
* creative and strategic thinking
* personal growth and performance
* accountability

Chapter 1 - Welcome

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About the City of Port Phillip

Our City

The Yalukut Weelam clan of the Boon Wurrung are the first people of the City of Port Phillip, with a continued strong connection to the land. Yalukut Weelam means ‘river home’ or ‘people of the river’, reflecting the wetlands that once existed between the Yarra River and the foreshore – a landscape that has altered vastly since European settlement.

The City of Port Phillip is located south of Melbourne’s city centre on the northern shore of Port Phillip Bay. Port Phillip is one of the oldest areas of European settlement in Melbourne, known and treasured by many for its urban village feel and artistic expression. It is a city of neighbourhoods, each with its own character, defined by its extensive foreshore, heritage buildings, strip shopping precincts and tree-lined streets.

At only 21 square kilometres Port Phillip is one of the smallest and most densely populated municipalities in Victoria with more than twice the population density of the metropolitan Melbourne average.

Nearly three million visitors are attracted to our City each year, enjoying vibrant villages, beautiful beaches and local festivals, and making it one of the most visited places in metropolitan Melbourne. The foreshore stretches over 11 kilometres, and a network of public open spaces makes the City a desirable place for residents and visitors.

Significant employment areas within Port Phillip include the St Kilda Road district, and the industrial, warehousing and manufacturing districts in South Melbourne, Port Melbourne and Fishermans Bend.

Port Phillip is well served by public transport, with access to St Kilda and Port Melbourne light rail, two railway stations on the Sandringham line, and tram and bus routes. There are 65 kilometres of bike paths and extensive walking paths.

Port Phillip is a sought-after inner city area of Melbourne. The physical environment will change as the City continues to experience significant residential development. Substantial growth is anticipated over the next 40 years in Fishermans Bend on the northern edge of Port Phillip.

A snapshot of our community

Port Phillip has a diverse community. It is estimated that in 2017 more than 110,967 people live in the City. Our population will continue to grow. Fishermans Bend is expected to be home to around 80,000 residents and provide jobs for 60,000 people over the next four decades.

A closer look at the resident population in Port Phillip, using the most recent Census data from 2016, shows that 45 per cent of our population is between 35 and 65 years old, while 7 per cent are over 70 years old. The number of young people (17 years and younger) has increased slightly in recent years, with an average of 1,400 births in Port Phillip each year.

Despite many families living in Port Phillip, the average household size is small with singles and couples making up 68 per cent of our community. The majority of our residents rent their homes and around eight per cent of our population is in social or public housing. There is a large proportion of high income households with 30 per cent of our residents earning $2,500 or more per week.

Getting around by car is the most common method of travel to get to work, while 26 per cent of residents use public transport, seven per cent walk and four per cent ride bikes.

Over 30 per cent of our residents were born overseas, with the three highest representations being from the United Kingdom (six per cent), New Zealand (three per cent) and India (two per cent). A fifth of our residents speak a language other than English at home (20 per cent), and Greek, Russian and Mandarin are among the most common of these languages.

The rich diversity of our community will continue to play a significant role in shaping Port Phillip’s future.

Source: Profile id website <http://profile.id.com.au/port-phillip>

Mayor welcome

The Councillors and I are pleased to present this report of our activities and performance for the 2016/17 financial year.

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

Our year in review

This year we have delivered on the final year of the Council Plan 2013-17 and achieved great outcomes for our local communities. We achieved almost 100 per cent of the actions and 86 per cent of the measures in the final year of the Council Plan 2013-2017.

One of our first priorities as the newly elected Council in October 2016 was to develop our new long term Council Plan2017-27 which sets out our long term vision for the City and the outcomes we want to see over the next ten years. For the first time it clearly links all Council activities and spending with the outcomes we seek for a bold, liveable, beautiful, inviting and caring city.

Working in partnership to deliver improved community assets

In November we officially opened the new Acland Street plaza with a community day, ‘Acland Street Spring Fling’, after the streetscape and tram terminus upgrade works were completed in partnership with Public Transport Victoria and Yarra Trams. The project has truly transformed this area into a more accessible and appealing place for locals and visitors. A 12 month activation program celebrates our local arts and culture scene, and continues to attract new and local visitors to the precinct.

Council completed construction of the St Kilda Life Saving Club in December, allowing the club to operate its vital beach and life saving services for the busy Christmas and New Year period. We celebrated the opening at an official community day in February.

In March we unveiled the refurbished Palais Theatre after addressing critical maintenance works in partnership with the Victorian Government. The new lease with tenant Live Nation commenced in April. An incredible level of energy and coordination went into readying the Palais for its first shows, including the opening event for St Kilda Film Festival in May.

We were also thrilled to complete the Gasworks Theatre upgrade in June, with the makeover delivering instant benefits for both the community and the local arts industry that will endure over the long term.

Advocacy for our City

Announced in March, our bid for St Kilda to be the location for the new Victorian Pride Centre was successful after a competitive selection process. Council’s investment will accelerate the rejuvenation of Fitzroy Street and bring considerable cultural, social and economic benefits to St Kilda and the wider community. The Pride Centre will contribute to the proud and continuing history of Victoria’s LGBTIQ communities.

Council partnered with the Victorian Government to fund integrated community facilities within the South Melbourne Ferrars Street Primary School (interim name) to provide much needed services for the future community of Montague Precinct. Since jointly purchasing land at 2-4 Buckhurst Street with the Victorian Government, Council developed a concept plan for a new park and began demolition of the building on the site ready for future park construction works.

Over the year we worked closely with the Victorian Government and City of Melbourne to advocate for exemplary, innovative, sustainable and well planned urban renewal in Fishermans Bend. Council continues to advocate for early investment in community and transport infrastructure, best practice environmental sustainability, maximised social and affordable housing, and new job creation.

Providing services that matter to our community

We have continued to improve our existing core services and assets for current residents. Highlights include:

* Street and beach cleaning - we invested in new equipment to improve the cleaning of our local shopping strips and beaches
* Waste reduction - we installed more litter bins, initiated a year-long trial of compacting bins on the foreshore, collected over 2 million waste bins and 1.8 million recycling bins and made more than 17,000 hard and green waste collections
* Young people - more than 33,000 young people aged 8-11 accessed Council run or funded programs
* Libraries - we increased the number of items available by about 15,000 to over 223,000 at our five library branches and via our home library service
* Recreation - we inspected over 3,380 playgrounds, installed three new fitness stations, organised 67 free events as part of the Premier’s Active April and installed additional lighting on bike routes
* South Melbourne Market - over five million people visited the South Melbourne Market during its 150th birthday year.

A water sensitive city with lower carbon emissions

This year Council increased stormwater harvesting from Elster Creek to irrigate Elwood Park, established the Elster Creek Forum, and improved water management at the South Melbourne Market and a number of irrigation sites to reduce our use of drinking water.

We continued to invest in reducing emissions including installing one of the Victorian local government’s largest solar panel systems at the St Kilda Town Hall. The system generates enough electricity to reduce greenhouse gas emissions by 300 tonnes each year.

Changes during the year

Some significant changes have occurred this year including the election of new and returning Councillors in October. I’d like to acknowledge all former Councillors for their contribution to making this city a great place.

Council also transitioned to a new electoral structure of three wards each represented by three councillors. We also farewelled our former CEO, Tracey Slatter and appointed our new CEO, Peter Smith who commenced in May.

Our long term focus

I am proud to lead a team of Councillors who are committed to the long-term interests of Port Phillip. Already, it is clear that our diversity is a strength when it comes to making decisions that reflect the needs and desires of our communities.

Our long term Council Plan sets us up to effectively address our future challenges and ensure our services meet the needs and demands of our changing communities. Building partnerships is at the heart of our approach.

We will continue to work hard with our partners in the Victorian Government to ensure Fishermans Bend is a unique, welcoming and liveable part of our City we can be proud of. We will work toward revolutionising the way we manage waste and invest in innovative water harvesting and management. We will also focus on providing more transport choices and manage parking as our city grows.

We still have a lot of work to do and are look forward to updating you on our progress over the next four years.

Signature of the Mayor of the City of Port Phillip

Mayor Cr Bernadene Voss

Councillor Bernadene Voss

Mayor

City of Port Phillip

Message from the CEO

I am proud to lead a professional organisation that is driven by its commitment to put the community at the heart of everything we do.

In 2016/17, we delivered another strong financial result with a cumulative cash surplus balance of $880,000 and low levels of debt.

Within the constraints imposed by the rate cap on all Victorian councils and increasing cost pressures, the organisation focused on delivering services more efficiently and effectively to provide better value to our community.

Overall, we reduced the time it takes people to access our services by 72,258 days and generated $1.324 million of additional operating savings, contributing to permanent ongoing efficiency savings of over $2 million (taking the total to over $7 million over the past three years).

Highlights for 2016/17

* Summer management of public spaces - increased investment and a more coordinated approach to managing high visitation over the peak summer period ensured visitors and residents could enjoy safe and clean public spaces
* Going digital - the community is now able to access a greater number of services online, including rates notices, childcare invoices and planning applications
* Parking management - we introduced on-the-spot permits for people renewing their parking permits
* Interactive online map - we introduced a new online map for smartphones so residents can more easily find Council services and information based on their location.

Council manages over $2.9 billion in assets to support the delivery of a wide range of services. This year we delivered almost $31.9 million worth of capital works to upgrade, rehabilitate and grow our assets so that they are safe, reliable, and meet the needs of our growing communities.

Our newly elected Council have set out an ambitious program in their first year through the adoption of the Council Plan 2017-27. I look forward to working alongside the Council and the community to deliver on this program.

Signature of the Chief Executive Officer of the City of Port Phillip

Mr Peter Smith

Peter Smith

Chief Executive Officer

**Challenges our City faces**

We have identified seven significant, long term challenges for our City.

How we respond to these challenges will impact the liveability of our City and the health of our community, and has shaped the way we plan for the future and provide our services.

Population growth

Port Phillip’s population is expected to grow to more than 167,870 people by 2041, a 51 per cent increase from the 2017 estimate of 110,967 people.

This growth will not be uniform across the City. While much of this growth will occur in Fishermans Bend, some established neighbourhoods are also growing and have been for some time.

Population growth and associated demographic and socio-economic shifts will increase demand for all Council services and amenities. Coupled with the increasing cost of providing services, increasing demand will stretch services and infrastructure.

Urbanisation

Population growth will drive an increase in urban density. As more people use our open spaces, roads, footpaths, and facilities we need to make sure our assets are fit for purpose and can cater for greater demand.

Urbanisation brings with it challenges of rising land prices and providing services in a more compact environment. Housing affordability will continue to be a concern.

Climate change

Port Phillip is already experiencing the impacts of climate change. In the future, we can expect increased flooding of coastal properties and public facilities, storm damage to infrastructure, beach erosion, decreased water quality and security of water supply, reduced summer outdoor activities, and hotter urban spaces.

Rapid technological change

The world is becoming more connected. People, businesses and governments are increasingly moving online to connect, deliver and access services, obtain information and perform day to day activities. These changes will affect how we deliver services and how we manage our assets.

Legislative and policy influence

We operate in a complex legislative and policy environment that directly influences the way we do business. There is an expectation that Council will continue to deliver services, even when state and federal government funding is withdrawn. The Victorian Government imposed cap on rate increases means our ability to control revenue is constrained. Compliance and reporting requirements are increasing.

Traffic and parking

Managing congestion and parking as our City grows will only be possible by making it easier for people to travel by other means. This will require ongoing investment in walking and cycling infrastructure, behaviour change initiatives, and partnerships with the Victorian Government to deliver projects that invest in our public spaces and increase public transport service levels, capacity and accessibility.

Changing economic conditions

Port Phillip’s economy was close to $12 billion in 2015, contributing 4.2 per cent to the greater Melbourne economy. The City’s growing and emerging industries are in professional services, health and education, tourism and construction. Other traditional sectors such as creative and cultural industries will continue to make a valued contribution to Port Phillip’s social and economic dynamic if they can be retained and encouraged to prosper.

The spectrum of people considered vulnerable is widening due to increased costs of living, rental and property costs, social exclusion and health inequity.

# Our 2027 focus

*We are beautiful, liveable, caring, inviting, bold and real. We are Port Phillip*

The Council Plan 2013-17 was focused around four key themes of healthy, engaged, resilient and vibrant. The 2016/17 financial year was the last year of the Council Plan and developing a new Council Plan was a key focus following the Council election.

The Council Plan 2017-27 sets out our long-term vision for the City of Port Phillip, the outcomes we will work toward over the next ten years and how we will support the current and future health and wellbeing of our City.

The longer term focus helps ensure Council can respond to opportunities and challenges we face in a way that enhances Port Phillip as a place to live, work and visit as our City changes.

The Council Plan 2017-27 delivers five important documents in a single integrated format that combines our Council Plan, Municipal Public Health and Wellbeing Plan, Strategic Resource Plan, Ten Year Financial Outlook, and Annual Budget. The plan is supported by the Port Phillip Planning Scheme.

We will deliver our vision through six directions:

* We embrace difference, and people belong
* We are connected and it’s easy to move around
* We have smart solutions for a sustainable future
* We are growing and keeping our character
* We thrive by harnessing creativity
* Our commitment to you

The plan focuses on creating an integrated transport network that offers real travel choice, revolutionising the way we manage waste, particularly green and organic waste, and delivering innovative water management projects.

The plan also focuses on Port Phillip being a welcoming place that supports a diverse and healthy community and a thriving local economy, with a strong emphasis on arts and culture.

It commits Council to working closely with our partners to ensure Fishermans Bend is a unique, liveable community we can be proud of. Finally, the plan has a strong focus on Council achieving its sustainability goals. This year we have commenced detailed planning and analysis to help us achieve these goals and deliver our vision.

More information on Council Plan and Budget is available on our [website](http://www.portphillip.vic.gov.au/index.htm)

Delivering our 2027 vision

We are committed to a continuous cycle of planning, implementing, reporting and review to ensure we deliver the best outcomes for the community. We regularly report on our progress towards achieving the outcomes of the Council Plan, our financial performance and project delivery.

More information on Performance Reporting is available on our [website](http://www.portphillip.vic.gov.au/index.htm)

Integrated Council Plan – ten year vision and strategic direction for the health and wellbeing of our people and places

* Core Strategies
  + City Plan – integrated spatial strategy and municipal strategic statement
  + Health and Wellbeing Implementation Strategy
* Implementation plans
  + Neighbourhood and place-based plans
  + Service plans

Engaging and reporting on the Council Plan 2017-27

* Community engagement
  + Annual council plan engagement
  + Community satisfaction surveys
  + Have your say [Have Your Say Webpage - City of Port Phillip](http://haveyoursay.portphillip.vic.gov.au/)
* Integrated Council Plan
  + Over ten years
    - Strategic directions and outcomes
    - Financial plan and project portfolio
    - Outcome indicators
  + Over four years
    - Priority initiatives
    - Service performance measures
    - Resources
  + Yearly
    - Budget
    - Neighbourhood profiles
* Reporting and monitoring
  + Annual report
  + Monthly CEO Report
  + Local Government Performance Reporting Framework
  + Enterprise Reporting

# Chapter 2 - A snapshot of our year

* The year in review
* Our performance at a glance
* What happened in your local neighbourhood?
* What you got for $100
* Financial performance summary
* Toward Zero progress snapshot

The year in review

July 2016

**NAIDOC week**

* Celebrated NAIDOC week with flag raising and smoking ceremony at the St Kilda Town Hall

**Car share policy**

* Adopted Car Share Policy 2016-2021 to address the escalating transport problem in the City

**Open House Melbourne**

* Ten local buildings opened their doors to the public for the fifth annual Open House Melbourne to connect people with good design and architecture in the City

August 2016

## Fitzroy Street CCTV

* Commenced installing CCTV cameras on Fitzroy Street to help keep residents, visitors and businesses safe

**Live N Local**

* Celebrated local music with 50 music acts performing at 45 gigs and two artist development days as part of the free Live N Local Festival

**Centenary Reserve Park**

* Completed construction of Centenary Reserve park upgrade, with an official community day to open the club in September

September 2016

## Planning applications online

* Digitised planning applications so people can apply for and view planning applications online

**Caretaker period**

* Commenced the caretaker period following Council’s final meeting on 13 September

October 2016

## Local election

* Worked with the Victorian Electoral Commission to run the local election on 22 October
* **Mental Health Week**
* Acknowledged Mental Health Week with the annual Community Ball at the South Melbourne Town Hall featuring dinner and dancing for 200 residents

**Seniors Festival**

* Hosted our annual Seniors Festival with 39 events taking place across the city, engaging approximately 2,300 seniors

**CEO resignation**

* Former CEO Tracey Slatter announced her resignation to take effect at the end of December 2016

November 2016

## New Council

* New Council of nine Councillors representing three wards sworn in and Councillor Bernadene Voss elected Mayor

**Acland Street Spring Fling**

* Officially opened the new Acland Street plaza with a community day, ‘Acland Street Spring Fling’, after the streetscape and tram terminus upgrade works were completed in partnership with Public Transport Victoria and Yarra Trams

**Ride2Work Day**

* Led local Ride2Work Day celebrations including preparing a free community breakfast for over 100 bike riders at South Melbourne Market

**New community facilities**

* Commenced construction of school and community facilities at Ferrars Street Education and Community Precinct

December 2016

## Council meetings change

* Council meeting schedule changed to the first and third Wednesday of each month

**St Kilda Life Saving Club**

* Completed construction of the St Kilda Life Saving Club allowing the club to operate its vital beach and life saving services for the busy Christmas and New Year period. An official community day opened the club on 11 February

**New Port Melbourne light poles**

* Installed new light poles along the Port Melbourne light rail corridor to improve safety for pedestrians, cyclists and tram commuters

**Addressing illegal graffiti**

* Installed the second of three new street art murals on the corner of Fitzroy and Jackson streets, St Kilda to address tagging and illegal graffiti

January 2017

## Increased street cleaning

* Increased street cleaning services in Fitzroy Street and other commercial areas in response to community and trader feedback

**Twilight markets**

* Entertained market goers with a range of stalls, food, bars and bands at the South Melbourne Market’s ten week Twilight market

**New Citizens welcomed**

* Welcomed 100 new citizens from 35 countries to Port Phillip as part of our annual Australia Day celebrations

**Pride March**

* Raised the Rainbow Flag at all three town halls to celebrate the iconic Pride March and opening of the Midsumma Festival

February 2017

## Council Plan engagement

* Engaged with our community on the development of the Council Plan 2017-27 with special focus groups workshops, targeted focus groups, surveys and pop-up conversations

**St Kilda Festival**

* Free Indigenous arts and music kicked off the St Kilda Festival, with Festival Sunday attracting over 400,000 people

**New fitness equipment**

* Installed new fitness equipment at Cook Reserve, Port Melbourne with an open day held in April

March 2017

## Victoria’s Pride Centre

* Fitzroy Street announced as the home of Victoria’s Pride Centre, the first of its kind in Australia

**Palais Threatre unveiled**

* Unveiled the refurbished Palais Theatre after addressing critical maintenance works in partnership with the Victorian Government

**Ride2School Day**

* Supported 3,000 students across 14 local schools to participate in Ride2School Day

**William Street Reserve**

* Upgraded William Street Reserve, Balaclava to protect significant trees and address soil contamination issues

April 2017

## Premier’s Active April

* Organised 67 free events as part of the Premier’s Active April for people of all fitness levels to take part in and enjoy

**Supported Zoos Victoria**

* Pledged our support for Zoos Victoria’s campaign to reduce the use of balloons outdoors

**New community park**

* Resolved to seek a planning scheme amendment to close roads surrounding the proposed new community park in Montague

May 2017

## New CEO

* Peter Smith commenced as CEO of the City of Port Phillip

**Reconciliation Plan**

* Adopted Council’s second Reconciliation Action Plan 2017-19

**Live streaming**

* Commenced live streaming of Council meetings so those unable to attend can access Council decision making

**South Melbourne Market**

* Officially celebrated the South Melbourne Market 150th anniversary with a free community barbeque street party, exhibition and guided historical tours

**St Kilda Film Festival**

* Showcased Australian short films at the St Kilda Film Festival with almost 3,000 people attending the opening night at the newly refurbished Palais Theatre

June 2017

## New Council Plan endorsed

* Endorsed the new Council Plan 2017-27 showcasing our ten year vision for our community

**St Kilda’s Winder Garden**

* Supported the St Kilda’s Winter Garden event, presented by Map 57, which transformed the St Kilda Triangle into a glittering winter garden, with a pop up ice rink, comedy, theatre, music, carnival rides and more

**Gasworks Arts Park Theatre**

* The completion of upgrade work at the Gasworks Theatre building delivered benefits for both the community and local arts industry

**Annual Homeless Memorial**

* Supported the Annual Homeless Memorial, which was attended by over 250 people

Our performance at a glance

Overall performance

* 98 per cent of Council Plan actions were on track (87 out of 89 actions)
* 88 per cent of Council Plan measures achieved target (30 out of 34 measures)

Actions not on track

* The implementation of a project designed to improve local walking and bike riding was slightly delayed
* Works to progress the next steps for the St Kilda Triangle were delayed

Targets not achieved

* Kerbside waste diversion (33.1 per cent compared to a target of 35 per cent)
* Use of potable water (238ML compared to a target of 211.5ML)
* Stormwater quality (44.1 tonnes of pollutant removed compared to a target of 47.2 tonnes)
* Number of traffic collisions has increased compared to the previous year (74 in 2015/16 compared to 62 in 2014/15)

Performance highlights

More detail on Council’s performance for the year is provided in Chapter 4 Our Performance.

Engaged – a well governed City

* Used innovative community engagement program to inform the development of the Council Plan 2017-27
* Commenced live streaming of Council Meetings
* Reduced the time it took to access Council services by the equivalent of 72,258 days and generated $1.324 million of operating savings
* Exceeded annual targets for community satisfaction in the areas of consultation and engagement, Council’s integrity, lobbying on behalf of the community and overall performance

Healthy – A healthy, creative and inclusive City

* Transformed Acland Street, St Kilda into an accessible and appealing plaza
* Completed redevelopment of the St Kilda Life Saving Club
* Prepared a successful bid for Fitzroy Street, St Kilda to be the home of Victoria’s Pride Centre
* Progressed establishment of a community and private housing development on the Marlborough Street, Balaclava car park site
* Upgraded the Gasworks Theatre building at Gasworks Arts Park, Albert Park

Resilient – A strong, innovative and adaptive City

* Installed solar panels on the St Kilda Town Hall
* Addressed the escalating transport problem in the municipality by increasing car share spaces
* Jointly awarded the LGPro Award for Excellence - Sustainability
* Improved water management to reduce Council’s use of potable (drinking quality) water

Vibrant - A liveable and connected City

* Started development of new park and community facilities in the Montague Precinct
* Worked to ensure Council’s objectives for Fishermans Bend are realised
* Worked in partnership with the Victorian Government to refurbish the Palais Theatre
* Received award for Vibrant Villages Program

What happened in your local neighbourhood?

| Neighbourhood | Activity |
| --- | --- |
| **Port Melbourne** – Encompassing most of the suburb of Port Melbourne, this neighbourhood is a gateway to Melbourne via Station Pier. The Waterfront precinct brings a large number of visitors to the neighbourhood and beyond, attracted to the foreshore and beaches as well as the retail and commercial strip along Bay Street. | * Upgraded Centenary Reserve * Installed additional street lighting along the Port Melbourne Light Rail * Installed new signage at Station Pier to direct passengers from the Spirit of Tasmania to nearby shopping precincts * Repaired Beacon Cove Foreshore Promenade * Renewed the play space at Clark Street Children’s Centre * Installed all abilities fitness equipment at Cook Reserve * Supported Family Picnic Day in Garden City Reserve hosted by the Port Melbourne Village Partnership Group in April * Constructed netball courts at RF Julier Reserve * Completed civil works at Ross Street between Bridge and Raglan streets * Commenced works to establish a separate queueing lane for Station Pier passengers |
| **Sandridge / Wirraway** – This neighbourhood will transform over the next 30 years as the Fishermans Bend renewal area develops. It is bound by the West Gate Freeway to the north, Williamstown Road to the south, Todd Road to the west and Johnson Street to the east. | * Sought community feedback and ideas to shape a concept design for a new play space at JL Murphy Reserve * Prepared a concept design for JL Murphy pavilion upgrade with input from the resident sports clubs * Completed a lighting upgrade project at Woodruff Oval, JL Murphy Reserve * Implemented the recommendations of the Fishermans Bend Heritage Study, including applying individual heritage overlays to specific properties in the renewal area through Amendment C117 |
| **Montague** – Montague is an emerging neighbourhood in Fishermans Bend. It is bound by the West Gate Freeway to the north, the St Kilda Light Rail Line (Route 96) to the east, City Road to the south, and Boundary Street to the west. | * Consulted on proposed planning scheme amendment and prepared a site for demolition to create a new park * Commenced construction work on community facilities as part of the new school development at Ferrars Street |
| **South Melbourne** – Encompassing most of the suburb of South Melbourne and part of Albert Park, the neighbourhood is one of Melbourne’s original suburbs. Clarendon Street and the South Melbourne Market attracts local and regional visitors. | * Improved the streetscape and reconstructed the kerb and channel at Stead Street * Reconstructed bluestone pitcher pavement and stormwater drains and pits in right of ways adjacent to Palmerston Crescent * Installed pedestrian improvements at the intersection of Ferrars and Bank streets * Renamed a reserve, forecourt and two lanes in Emerald Hill to honour local community leaders and a Federal Minister * Completed civil works on Albert Road between Cecil and Clarendon streets * Delivered upgrades and safety improvements to the bike lane on Cecil Street * Upgraded 54 street litter bins along Clarendon Street |
| **Albert Park / Middle Park** – Encompassing the suburb of Middle Park, part of the suburb of Albert Park and part of St Kilda West, this neighbourhood is one of the oldest parts of the City, with significant heritage areas featuring houses from the Victorian and Edwardian eras. | * Upgraded the Gasworks Theatre building * Improved lighting and safety at the intersection of Richardson and Wright streets and bike connections at Armstrong Street and Canterbury Road * Improved streetscape on Smith Street between St Vincent and Greig streets * Obtained coastal consent for redevelopment of South Melbourne Life Saving Club * Completed a parking review in Albert Park and Middle Park * Replaced furniture at Albert Park library |
| **St Kilda Road** – Encompassing parts of the suburbs of Melbourne and Windsor, and parts of Albert Park and South Melbourne, this neighbourhood is unique in the City because of its mix of offices and high rise residential development. | * Reduced speed limits from 50 km per hour to 40 km per hour in local streets to improve safety for all road users * Undertook traffic modelling and worked with VicRoads on options regarding proposed protected bike lanes on St Kilda Road * Installed all abilities fitness equipment at Kings Way (Bowen Crescent) Reserve |
| **St Kilda / St Kilda West** – Encompassing the suburbs of St Kilda West (east of Cowderoy Street), most of St Kilda and a small part of Elwood, the neighbourhood is attractive to residents and visitors for its iconic retail strips, significant open spaces and the foreshore. | * Created a pedestrian plaza in Acland Street * Planted trees and improved Wellington Street to make it safer for all users * Renewed the playground at Rotary Park * Refreshed beach showers at West Beach * Installed new access paths and seating along with minor landscaping works at Marina Reserve. * Completed construction of the St Kilda Life Saving Club * Refreshed the footbridge on the Upper Esplanade to create a bright and welcoming entrance * Implemented sustainable and accessible streetscape works at Dickens Street * Completed kerb extensions at Marlton Crescent and Robertson Avenue |
| **St Kilda East / Balaclava** –Encompassing the suburb of Balaclava and part of East St Kilda and St Kilda, this neighbourhood has diverse housing types and population. Primarily a residential neighbourhood, the Carlisle Street activity centre, Balaclava Station and Alma Park are key features. | * Renewed Alma Park West pathway * Supported a well-known street artist to paint walls and fences along the Charles Street laneway * Completed park upgrade and soil remediation works at William Street Reserve * Refreshed the children’s space at the St Kilda Library |
| **Elwood / Ripponlea** – Encompassing the suburb of Ripponlea and most of Elwood, the neighbourhood is known for its leafy streets and suburban character. Ripponlea Station offers good access to central Melbourne. | * Renewed the public toilets at Point Ormond * Upgraded fitness equipment, seating and landscaping at Moran Reserve * Installed shade shelter at Elwood Neighbourhood House * Installed additional light poles along the bay trail in Elwood * Implemented sustainable and accessible streetscape works at Quat Quatta Avenue, Ripponlea * Refreshed beach showers at Elwood beach * Improved building safety for Elwood Life Saving Club and the Sails on the Bay restaurant * Completed civil works at Kendal Street between Brighton Road and Tennyson Street |

# What you got for $100

We delivered a broad range of services to our diverse community of residents, traders, business owners and visitors. This list show how rates revenue was spent across these services for every $100 spent in 2016/17.

Read more about each of Council’s services in Chapter 4 Our Performance.

Transport and parking $20.76

Public space maintenance $9.84

Amenity $9.02

Arts, culture and heritage $7.13

Governance $5.62

Children $5.51

Community programs and facilities $4.91

Waste reduction $4.85

Public space planning and delivery $4.43

Libraries $3.78

Customer service and engagement $3.08

Recreation $2.81

Ageing and accessibility $2.68

City planning and urban design $2.63

Organisational support $2.52

Festivals and markets $2.33

Sustainability $1.97

Families and young people $1.47

Municipal emergency management $1.27

Economic development and tourism $0.94

Local laws and animal management $0.87

Health services $0.65

Development compliance $0.49

Affordable housing and homelessness $0.44

Public space permitting $0.00

Public space permitting was funded through fees and charges and contributions from parking revenue, not rates

Financial Report Overview

In 2016/17, Council has maintained services and infrastructure in addition to delivering priority projects and service improvements valued by our community. In doing so it has continued our commitment to continuous improvement and efficiency and keeping rates affordable.

Financial Sustainability Indicators

We have delivered another strong financial result and met our strategic financial objectives through the achievement of an overall low financial sustainability risk rating when measured against the Victorian Auditor General’s financial sustainability indicators.

| **Indicator** | **Target** | **2012/13** | **2013/14** | **2014/15** | **2015/16** | **2016/17** |
| --- | --- | --- | --- | --- | --- | --- |
| Net Result | Greater than 0% | 8.8% | 17.5% | 2.1% | 4.9% | 14.6% |
| Working Capital | Working Capital Ratio >100% | 171% | 159% | 221% | 243% | 232% |
| Internal Financing | Net cashflow from operations to net capital expenditure >100% | 82% | 57% | 134% | 115% | 155% |
| Indebtedness | Indebtedness ratio <40% | 1.5% | 2.5% | 6.6% | 6.3% | 5.9% |
| Capital Replacement | Capital to depreciation >150% | 237% | 140% | 125% | 148% | 142% |
| Infrastructure Renewal Gap | Renewal & upgrade to depreciation >100% | 56% | 101% | 89% | 91% | 115% |
| **Overall Financial Sustainable Risk Rating** | **Blank** | **Low** | **Low** | **Low** | **Low** | **Low** |

Key financial highlights:

* Delivering a cumulative cash surplus balance of $880,000
* Positive underlying result of $2.5 million (1.25 percent of total revenue)
* An investment portfolio of $74.6 million
* Low levels of debt (7.5 percent of rates revenue)
* A healthy working capital ratio of 232 percent
* Permanent ongoing efficiency savings of over $2 million (taking the total to over $7 million over the past three years).

Against a backdrop of increasing cost pressures and rising expectation of service delivery, Council has performed well in delivering on our financial strategy. Nevertheless we are not complacent and understand the increasing expectation our community has that we are prudent in our management of their funds and stewardship of the municipality assets.

Cash Surplus

As part of our financial strategy, the principal financial report used by Council to monitor its financial performance is the Income Statement Converted to Cash. The cash surplus of $0.88 million is in line with the previously reported forecast.

| Operating Surplus / (Deficit) | 2017 Actual |
| --- | --- |
|  | **$'000** |
|  | **33,644** |
| Depreciation | 22,527 |
| Written down value of disposed of property, infrastructure, plant and equipment | 6,358 |
| Expenses reclassified as operating from Capital Working in Progress from prior year) | 1,705 |
| Non-monetary contributed assets | (20,601) |
| Share of net loss of associates an joint ventures | 24 |
| Capital expenditure | (31,872) |
| Loan repayments | (643) |
| Net transfers from/ (to) reserves | (12,884) |
| Brought forward surplus | 2,622 |
| **Cumulative cash surplus** | **880** |

Net Operating Result

Achieving an operating surplus is a key component of Council’s long term financial strategy. It provides the capacity to renew our $2.9 billion worth of community assets, meet debt repayment obligations, and manage the impact of financial risks as they arise.

Council’s 2017 operating surplus of $33.6 million represents a $24.0 million increase on the 2016 result. Total operating income increased by $35.2 million (18.0%) mainly due to:

* $20.6 million of non-cash contributions from Victorian Government for the Palais theatre redevelopment and the leaseholder contribution (in excess of the insurance pay out) for the rebuild of the Council owned Stokehouse Restaurant
* $2.3 million of revenue growth from development contributions which will be used to fund future infrastructure investments in response to population growth.

Total operating expenditure has increased by $11.2 million (6.0%) primarily due to large one-off projects including:

* Montague Community Park (interim name) – demolition and remediation costs to convert the site to open space
* Ferrars Street Education and Community Centre (Interim Name – South Melbourne Primary School) – Council contribution to the build of new facilities to deliver key services to the area
* Acland Street upgrade– Council contribution to tram works and post upgrade activation and community events

The volatile trends over the years, as shown in the graph, are largely due to one off non-cash accounting adjustments. These include a $42 million non-cash transfer of Beacon Cove assets from the Victorian Government (2014). Council will maintain its focus on efficiency as rates capping is expected to result in a reduction in the net operating result in the medium to long term.

Underlying Results

Council’s underlying operating result in 2017 is a surplus of $2.49 million which is a slight increase from the prior year result of $1.5 million.

Net Assets

Council has approximately $2.9 billion in net assets. The main driver for changes in the value of Council’s assets is the impact of asset revaluations which take place over a rolling three year cycle except for land which is currently revalued annually due to ongoing significant increases in value.

The main driver for the increase in 2017 was an increase in Council’s land asset values of $314 million, an increase in Council building asset values of $2.6 million and an increase in the value of Council’s drainage assets of $1.9 million.

Total Capital Spend

The significant increase in total capital spend in 2017 of $38.5 million highlights the completion of building works for the Palais Theatre (Council contribution of $5.5 million), the new St Kilda Life Saving Club ($2.7 million) and Gasworks Art Park ($2.2 million). It also includes the land acquired for the new park in Montague ($6.3 million), which was paid for in the prior 2015/16 financial year and treated as a prepayment.

Investments

The Council has grown its investment portfolio to approximately $74 million from $61 million. This is mainly due to significant development contributions of $9.1 million.

The investments fund general reserves ($30.9 million) employee leave provisions ($15.9 million), statutory reserves ($14.1 million), trust funds ($4.8 million), and the $0.8 million carry forward cash surplus.

While Council has as reported $30.9 million in general reserves, a large portion of this relates to contractually committed expenses (such as tied grants), deferred or planned future capital projects, and accumulated savings to repay debt when it falls due.

In the main, Council’s investment portfolio comprises term deposits with financial institutions rated not lower than BBB+.

Total Debt

Through tight fiscal management and prudent use of reserves, Council has been able to maintain relatively low levels of debt while increasing its level of capital investment over the past three years. Debt has reduced to around 8% of rates revenue. The spike in debt in 2013 was related to the Vision Super defined benefits shortfall, which was settled in July 2013. In 2014, the Council raised $7.5 million through the Local Government Funding Vehicle for funding capital works. Debt is expected to remain relatively steady in 2018 with no current plans to increase debt levels over the next ten years.

The year ahead

For 2017/18 we have prepared a balanced budget (with a modest risk buffer) that delivers on a wide range of services and ongoing investment in our strategic priorities, and within a rates increase of 2.0 per cent.

This includes a fully funded project portfolio of $51.4 million. This will be used to renew, improve, and grow our community infrastructure (including green assets), make improvements to service delivery and asset management, and develop plans for the future.

We have been able to invest in projects that matter and stay within the rates increase cap through continuation and refinement of our disciplined financial strategy including:

* maximising efficiency and making savings including better project planning and delivery
* ensuring we recover costs through fair and appropriate user charges
* careful management and prioritisation of expenditure to ensure alignment with strategic priorities and best value
* sensible use of borrowings and reserves where appropriate to invest in new or improved assets.

A key priority in 2017/18 will be to deliver the first year initiatives of the new Council Plan whilst ensuring financial sustainability in an environment of population growth, climate change, increasing compliance costs, cost shifting and rates capping.

Dennis O’Keefe

Chief Financial Officer

**Toward Zero progress snapshot**

Toward Zero is the City of Port Phillip’s sustainable environment strategy to 2020, with nine challenges covering: greenhouse gas emissions, potable water use, waste, contamination and pollution, sustainable transport, sustainable urban design and development, net loss of natural heritage, sustainable purchasing and procurement, and climate change. Each challenge has targets to achieve by 2020.

More detail is provided in Chapter 5 Achieving Toward Zero.

Highlights for 2016/17

Greenhouse gas emissions in council buildings and services have reduced by 60 per cent since 1997

* Installed a solar panel system at St Kilda Town Hall. This is one of the largest local government installations in Victoria and generates enough electricity to reduce greenhouse gas emissions by 300 tonnes each year
* Installed a new heating and cooling system at St Kilda Library, which is expected to save 50 tonnes of greenhouse gas emissions each year

Since 2000, Council’s potable water usage has reduced by 54 per cent.

* Increased stormwater harvesting from Elster Creek to irrigate Elwood Park
* Commissioned leak detection and repairs of irrigation assets
* Commenced submetering at South Melbourne Market to better understand where water is being used
* Continued working with partners to plan for a major stormwater harvesting scheme at Albert Park Lake which, if feasible, will be a significant contributor to Council achieving its 2020 target for potable water use

The City of Port Phillip is committed to maintaining and enhancing its natural heritage values, significant sites, and regional biodiversity and habitats.

* Planted over 1,110 trees in streets and parks
* Replanted 61,000 plants at Moran Reserve and Elwood Park
* Increased Indigenous vegetated areas by 2,500m3 and planted indigenous trees on Turner Reserve, Port Melbourne, Elwood Canal and Head Street Reserve, Elwood

Challenges

Council does not have access to data to track the community’s progress on key Toward Zero targets. A data collection project in 2017/18 will address this and enable Council to develop a new Community Action Plan. This will deliver a range of initiatives to support the community to reduce their waste, water and energy use.

There are challenges in tracking the procurement of goods and services that have a positive environmental impact. Council will review its approach to procurement and gather more robust and accurate data in 2017/18.

Balancing the community’s desire for high quality open space with Council’s target for reducing potable water use is a challenge. Council will continue investigating opportunities to harvest stormwater, however, this is constrained by available space and water quality.

Chapter 3 Governing our City

* Role of local government
* Good governance at City of Port Phillip
* Port Phillip City Council
* Our Councillors
* Council meetings
* Councillor allowances and expenses
* Supporting Council’s decision making
* Working in partnership
* Community engagement
* Accountability
* Risk management

Role of local government

Australia has three levels of government: federal, state and local. Local government (council), is responsible for planning and delivering a wide range of services for residents, businesses, neighbourhoods and the local community. All councils have the power to make and enforce local laws, and collect revenue to fund their activities.

Every Victorian council varies according to its community. However, all must operate in accordance with the *Local Government Act 1989*.

We collaborate with our neighbouring councils, which are the cities of Melbourne, Bayside, Glen Eira and Stonnington.

In Victoria, the role of a council is to:

* provide leadership for the good governance of the municipal district and the local community
* act as representative government, taking into account the diverse needs of the local community in decision making
* provide leadership by establishing strategic objectives and monitoring achievements
* maintain the viability of the Council by ensuring resources are managed in a responsible and accountable manner
* advocate for the interests of its local community to other communities and governments
* act as a responsible partner in government by taking into account the needs of other communities
* foster community cohesion and encourage active participation in civic life.

The functions of councils include:

* advocating and promoting proposals in the best interests of the local community
* planning for and providing services and facilities for the local community
* providing and maintaining community infrastructure in the municipal district
* undertaking strategic and land use planning for the municipal district
* raising revenue to enable the council to perform its functions
* making and enforcing local laws
* exercising, performing and discharging the duties, functions and powers of councils under the *Local* *Government Act 1989* and other Acts
* any other functions relating to the peace, order and good governance of the municipal district.

Good governance at the City of Port Phillip

An open and engaging Council

Council operates in an open and transparent manner when making decisions.

We engage our community on key issues of significance by actively seeking input through community reference groups, from broad cross-sections of the community and through community engagement practices that include the use of face-to-face and online mediums.

We encourage community participation and offer opportunities to speak at Council meetings. Confidential reports are kept to a minimum, with every effort made to ensure the majority of decisions are considered in open Council meetings, including tenders and legal matters where possible. We have maintained our commitment to involving people in the process and ensuring decisions are made in the best interests of the whole community.

Council commenced live streaming of Council meetings in May 2017. The live stream can be accessed via Council’s website and recordings of past meetings are also available to view.

Dates and venues for Ordinary Council meetings are advertised in local newspapers and on our website. Community members can opt in to receive an email notification of upcoming Council meetings. If urgent special meetings must be called, we publicise these meetings to our community.

Councillor Code of Conduct

Council revised its Councillor Code of Conduct at a Special Meeting of Council on 15 February 2017. The Code of Conduct is designed to facilitate the effective functioning of Council and sets out the principles of good conduct for Councillors.

The Code of Conduct requires Councillors to agree to respect and be committed to the stewardship of the City of Port Phillip, and to lead in good governance practice.

It also requires Councillors to embed best practice through a constructive team culture to meet legislative responsibilities. It calls for Councillors to develop and maintain good working relationships with each other and with the organisation so they can deliver positive outcomes and value to the community.

The Code of Conduct requires Councillors to agree to abide by the *Local Government Act 1989*, Section 3C ‘Objectives of a Council’, which states that the primary objective of a council is to endeavour to achieve the best outcomes for the local community having regard to the long term and cumulative effects of decisions.

Finally, the Code of Conduct outlines the role of the Mayor, Councillors and the Chief Executive Officer, legislative obligations of Councillors and an internal issue resolution procedure to deal with potential contraventions of the code.

The Councillor Code of Conduct is available on our website at [City of Port Phillip - Councillors Code of Conduct](http://www.portphillip.vic.gov.au/councillors_code_conduct.htm)

# **Port Phillip City Council**

Council sets the strategic direction for the municipality, develops policy, identifies service standards and monitors performance.

Until 22 October 2016 the City of Port Phillip was divided into seven wards with one Councillor representing each.

As a result of an electoral representation review conducted by the Victorian Government, the structure of the Port Phillip City Council was changed to three wards with three Councillors per ward. The three wards are:

* Canal Ward
* Gateway Ward
* Lake Ward.

Council’s most recent general election was held on Saturday 22 October 2016 under the new ward structure and voters elected nine Councillors in total with three Councillors for each ward. The elected Councillors were sworn in for a four-year term on Monday 7 November 2016. The term of office for each Councillor ends at 6 am on Saturday 24 October 2020.

On Thursday 10 November 2016, at a Special Meeting of Council, Councillor Bernadene Voss was elected Mayor and Councillor Katherine Copsey was elected Deputy Mayor.

The role of the Mayor is to provide guidance to Councillors about what is expected of a Councillor, including observing the Councillor Code of Conduct. The Mayor’s role includes supporting good working relations between Councillors. The Mayor also acts as the Council’s principal spokesperson and is responsible for carrying out the civic and ceremonial duties of the Mayoral office.

Our Councillors

**Councillor Bernadene Voss, Mayor, Gateway Ward**

| **Topic** | **Details** |
| --- | --- |
| First elected | 2012 |
| Email | [Bernadene.Voss@portphillip.vic.gov.au](mailto:Bernadene.Voss@portphillip.vic.gov.au) |
| Telephone | 0413 246 704 |
| Committee membership | Audit and Risk Committee, Cultural Heritage Reference Committee, Fishermans Bend Community Forum, Board of Bubup Womindjeka Family and Children’s Centre, Health and Wellbeing Alliance Committee (reserve), Inner South Melbourne Metropolitan Mayors Forum, Victorian Local Governance Association (reserve), Council Neighbourhood Programs Committee, South Melbourne Market Management Committee and Inner Melbourne Action Plan (IMAP) Committee. |

**Councillor Marcus Pearl, Gateway Ward**

| **Topic** | **Details** |
| --- | --- |
| First elected | 2016 |
| Email | [Marcus.Pearl@portphillip.vic.gov.au](mailto:Marcus.Pearl@portphillip.vic.gov.au) |
| Telephone | 0466 448 272 |
| Committee membership | Community Grants Assessment Panel. |

**Councillor Ogy Simic, Gateway Ward**

| **Topic** | **Details** |
| --- | --- |
| First elected | 2016 |
| Email | [Ogy.Simic@portphillip.vic.gov.au](mailto:Ogy.Simic@portphillip.vic.gov.au) |
| Telephone | 0466 517 360 |
| Committee membership | Fishermans Bend Community Forum, Multicultural Forum, Port Phillip Housing Association Ltd. Board of Directors and South Melbourne Market Management Committee. |

**Councillor Katherine Copsey, Deputy Mayor, Lake Ward**

| **Topic** | **Details** |
| --- | --- |
| First elected | 2016 |
| Email | [Katherine.Copsey@portphillip.vic.gov.au](mailto:Katherine.Copsey@portphillip.vic.gov.au) |
| Telephone | 0466 478 949 |
| Committee membership | Cultural Development Fund Reference Committee, Health and Wellbeing Alliance Committee and Metropolitan Transport Forum. |

**Councillor Andrew Bond, Lake Ward**

| **Details** | **Topic** |
| --- | --- |
| First elected | 2012 |
| Email | [Andrew.Bond@portphillip.vic.gov.au](mailto:Andrew.Bond@portphillip.vic.gov.au) |
| Telephone | 0481 034 028 |
| Committee membership | Esplanade Market Advisory Committee, St Kilda Tourism and Events, Statutory Planning Committee and South Melbourne Market Management Committee. |

**Councillor David Brand, Lake Ward**

| **Topic** | **Details** |
| --- | --- |
| First elected | 1999-2004, re-elected 2016 |
| Email | [David.Brand@portphillip.vic.gov.au](mailto:David.Brand@portphillip.vic.gov.au) |
| Telephone | 0466 445 807 |
| Committee membership | Art Acquisition Reference Committee, Esplanade Market Advisory Committee, Fishermans Bend Community Forum, Rupert Bunny Foundation Visual Art Fellowship Reference Committee, Linden Board of Management. and Metropolitan Transport Forum. |

**Councillor Tim Baxter, Canal Ward**

| **Topic** | **Details** |
| --- | --- |
| First elected | 2016 |
| Email | [Tim.Baxter@portphillip.vic.gov.au](mailto:Tim.Baxter@portphillip.vic.gov.au) |
| Telephone | 0466 495 250 |
| Committee membership | Friends of Suai/Covalima Community Reference Committee, Association of Bayside Municipalities, Municipal Association of Victoria (Reserve), Port Phillip Multifaith Network Steering Committee and Victorian Local Governance Association. |

**Councillor Louise Crawford, Canal Ward**

| **Topic** | **Details** |
| --- | --- |
| First elected | 2016 |
| Email | [Louise.Crawford@portphillip.vic.gov.au](mailto:Louise.Crawford@portphillip.vic.gov.au) |
| Telephone | 0466 514 643 |
| Committee membership | Community Grants Assessment Panel, Gasworks Arts Inc. Board of Management, and Council Neighbourhood Programs Committee. |

**Councillor Dick Gross, Canal Ward**

| **Topic** | **Details** |
| --- | --- |
| First elected | 1996-2008, re-elected 2016 |
| Email | [Dick.Gross@portphillip.vic.gov.au](mailto:Dick.Gross@portphillip.vic.gov.au) |
| Telephone | 0466 355 640 |
| Committee membership | Audit and Risk Committee, Older Persons Consultative Committee, Association of Bayside Municipalities (reserve), Metropolitan Waste and Resource Recovery Group and Municipal Association of Victoria. |

Outgoing Councillors

The following Councillors served in the 2016/17 financial year until the election was held in October 2016.

Councillor Amanda Stevens - Albert Park Ward

Councillor Vanessa Huxley - Carlisle Ward

Councillor Serge Thomann (Deputy Mayor) - Catani Ward

Councillor Anita Horvath - Emerald Hill Ward

Councillor Jane Touzeau - Point Ormond Ward

Councillor Bernadene Voss (Sandridge Ward) and Councillor Andrew Bond (Junction Ward) were re-elected to Council under the new ward structure.

The City of Port Phillip extends its appreciation and thanks to the outgoing Councillors for their service to the community.

# **Council meetings**

Council meetings are rotated between the St Kilda, South Melbourne and Port Melbourne Town Halls. Five Special Meetings of Council, five Statutory Planning Committee Meetings, seven Planning Forums and 19 Ordinary Meetings of Council were held in 2016/17.

Until December 2016 the City of Port Phillip had a meeting cycle of two Ordinary Council meetings and one Statutory Planning Committee meeting each month held on a Tuesday commencing at 6 pm.

From February 2017 the meeting cycle was altered to consist of two Ordinary Council meetings each month held on the first and third Wednesday commencing at 6.30 pm and a Planning Forum held at 10.15 am on the day of the Council meeting if Council is discussing statutory or strategic planning items.

The Planning Forum is open to the public and hears community views on the statutory planning permit applications and planning scheme amendments that are being considered by Council that night.

Councillor meeting attendance

**1 July 2016 – 22 October 2016**

**Councillor Tim Baxter**

Ordinary Council meetings - 13

Statutory Planning Committee meetings - 1

Special Council meetings - 5

Attendance - 100%

**Councillor Andrew Bond**

Ordinary Council meetings - 19

Statutory Planning Committee meetings - 5

Special Council meetings - 5

Attendance - 100%

**Councillor David Brand**

Ordinary Council meetings - 13

Statutory Planning Committee meetings - 1

Special Council meetings - 5

Attendance - 100%

**Councillor Katherine Copsey**

Ordinary Council meetings - 13

Statutory Planning Committee meetings - 1

Special Council meetings - 5

Attendance - 100%

**Councillor Louise Crawford**

Ordinary Council meetings - 11

Statutory Planning Committee meetings - 1

Special Council meetings - 5

Attendance - 89%

**Councillor Dick Gross**

Ordinary Council meetings - 11

Statutory Planning Committee meetings - 1

Special Council meetings - 5

Attendance - 89%

**Councillor Anita Horvath**

Ordinary Council meetings - 5

Statutory Planning Committee meetings - 3

Special Council meetings - 0

Attendance - 80%

**Councillor Vanessa Huxley**

Ordinary Council meetings - 4

Statutory Planning Committee meetings - 2

Special Council meetings - 0

Attendance - 60%

**Councillor Marcus Pearl**

Ordinary Council meetings - 13

Statutory Planning Committee meetings - 1

Special Council meetings - 5

Attendance - 100%

**Councillor Ogy Simic**

Ordinary Council meetings - 13

Statutory Planning Committee meetings - 1

Special Council meetings - 5

Attendance - 100%

**Councillor Amanda Stevens**

Ordinary Council meetings - 5

Statutory Planning Committee meetings - 4

Special Council meetings - 0

Attendance - 90%

**Councillor Serge Thomann**

Ordinary Council meetings - 6

Statutory Planning Committee meetings - 3

Special Council meetings - 0

Attendance - 90%

**Councillor Jane Touzeau**

Ordinary Council meetings - 6

Statutory Planning Committee meetings - 4

Special Council meetings - 0

Attendance - 100%

**Councillor Bernadene Voss**

Ordinary Council meetings - 19

Statutory Planning Committee meetings - 5

Special Council meetings - 5

Attendance - 100%

Ordinary meetings of Council

**Date Location**

Tuesday 12 July 2016 Port Melbourne Town Hall

Tuesday 26 July 2016 St Kilda Town Hall

Tuesday 9 August 2016 South Melbourne Town Hall

Tuesday 23 August 2016 St Kilda Town Hall

Tuesday 13 September 2016 St Kilda Town Hall

Tuesday 4 October 2016 Port Melbourne Town Hall

Tuesday 15 November 2016 St Kilda Town Hall

Tuesday 22 November 2016 St Kilda Town Hall

Tuesday 13 December 2016 St Kilda Town Hall

Wednesday 1 February 2017 Port Melbourne Town Hall

Wednesday 15 February 2017 St Kilda Town Hall

Wednesday 1 March 2017 South Melbourne Town Hall

Wednesday 15 March 2017 St Kilda Town Hall

Wednesday 5 April 2017 Port Melbourne Town Hall

Wednesday 19 April 2017 St Kilda Town Hall

Wednesday 3 May 2017 South Melbourne Town Hall

Wednesday 17 May 2017 St Kilda Town Hall

Wednesday 7 June 2017 Port Melbourne Town Hall

Wednesday 21 June 2017 St Kilda Town Hall

Statutory Planning Committee meetings

**Date Location**

Tuesday 19 July 2016 St Kilda Town Hall

Tuesday 16 August 2016 St Kilda Town Hall

Tuesday 20 September 2016 St Kilda Town Hall

Tuesday 18 October 2016 St Kilda Town Hall

Tuesday 6 December 2016 St Kilda Town Hall

Special meetings of Council

**Date Location**

Tuesday 7 November 2016 St Kilda Town Hall

Tuesday 10 November 2016 St Kilda Town Hall

Tuesday 6 December 2016 St Kilda Town Hall

Wednesday 15 February 2017 St Kilda Town Hall

Wednesday 8 March 2017 St Kilda Town Hall

**Councillor allowances**

In accordance with Section 74 of the *Local Government Act* *1989*, elected representatives are entitled to receive an allowance while performing their duty as a councillor.

The following table sets out details of current annual allowances fixed for the Mayor and Councillors as at 30 June 2017. These allowances sit within the limits set by the Victorian Government. The Mayor is entitled to receive a higher allowance.

| **Councillor** | **Allowance** |
| --- | --- |
| Councillor Tim Baxter | $32,445 |
| Councillor Andrew Bond | $32,445 |
| Councillor David Brand | $32,445 |
| Councillor Katherine Copsey (Deputy Mayor) | $32,445 |
| Councillor Louise Crawford | $32,445 |
| Councillor Dick Gross | $32,445 |
| Councillor Marcus Pearl | $32,445 |
| Councillor Ogy Simic | $32,445 |
| Councillor Bernadene Voss (Mayor) | $103,632 |

**Councillor expenses**

The following table sets out a summary of Councillors’ expenses for the 2016/17 year. All expenses are related to Councillors’ roles and have been incurred in the course of their duties as Councillor.

| **Councillor** | **Travel expenses** | **Car mileage expenses** | **Childcare expenses** | **ICT expenses** | **Conference and training expenses** | **Total** |
| --- | --- | --- | --- | --- | --- | --- |
| **Councillor Baxter *(from 7 November 2016)*** | $900.49 |  | $1,668.52 | $1,132.88 | $2,198.62 | **$5,900.51** |
| **Councillor Bond *(from 1 July 2016)*** | $51.81 |  |  | $1,780.03 |  | **$1,831.84** |
| **Councillor Brand *(from 7 November 2016)*** | $226.62 |  |  | $1,192.84 | $168.18 | **$1,587.64** |
| **Councillor Copsey *(from 7 November 2016)*** | $1,140.95 |  |  | $1,137.87 | $4,907.72 | **$7,186.54** |
| **Councillor Crawford *(from 7 November 2016)*** | $51.81 |  |  | $1,133.48 | $4,253.92 | **$5,439.21** |
| **Councillor Gross *(from 7 November 2016)*** | $51.81 | $1,118.70 |  | $1,491.58 | $100.00 | **$2,762.09** |
| **Councillor Horvath *(until 22 October 2016)*** |  |  |  | $435.48 |  | **$435.48** |
| **Councillor Huxley *(until 22 October 2016)*** |  |  |  | $370.72 |  | **$370.72** |
| **Councillor Pearl *(from 7 November 2016)*** | $104.49 |  |  | $1,142.78 | $18.18 | **$1,265.45** |
| **Councillor Simic *(from 7 November 2016)*** | $677.14 |  |  | $1,227.02 | $186.36 | **$2,090.52** |
| **Councillor Stevens *(until 22 October 2016)*** | $33.54 |  | $756.25 | $434.97 |  | **$1,224.76** |
| **Councillor Thomann *(until 22 October 2016)*** | $169.90 |  |  | $437.23 |  | **$607.13** |
| **Councillor Touzeau *(until 22 October 2016)*** | $37.28 |  |  | $451.55 | $601.82 | **$1,090.65** |
| **Councillor Voss  *(Mayor from 1 July 2016)*** | $10,625.35**\*** |  | $11,006.60 | $1,972.21 | $827.27 | **$24,431.43** |

**\***Travel expenses include the provision of a motor vehicle for the Mayor, which is charged out at $9,000 per annum pro rata to cover operating costs.

# **Supporting Council’s decision making**

As part of our commitment to good governance, quality decision making and community participation, we support a range of committees with community and external representation. Our Councillors also represent the interests of Council on a range of external committees.

Community Reference Committees

Community Reference Committees are established by Council to provide opportunities for members of our community to share their expertise on a range of topics. Each committee is governed under specific Terms of Reference.

### Art Acquisition Reference Committee

Councillor Brand (Chair)

The Art Acquisition Reference Committee assists Council by providing advice and expertise in relation to Council’s visual art acquisition program.

### Audit and Risk Committee

Mayor Councillor Voss and Councillor Gross

The Audit and Risk Committee advises Council on the effectiveness of the organisation’s systems, processes and culture for managing risk, and compliance with its legal and financial obligations. More detail on the Audit and Risk Committee is provided later in this chapter.

### Community Grants Assessment Panel

Councillor Crawford and Councillor Pearl

The Community Grants Assessment Panel Reference Committee provides advice and feedback to Council in relation to applications to the annual Community Grants Program.

### Cultural Development Fund Reference Committee

Councillor Copsey (Chair)

The Cultural Development Fund Reference Committee provides advice and recommendations to Council in relation to applications for the Cultural Development Fund according to the published guidelines.

### Cultural Heritage Reference Committee

Mayor Councillor Voss (Chair)

The Cultural Heritage Reference Committee provides advice and feedback to Council in relation to cultural heritage and local history.

### Esplanade Market Advisory Committee

Councillor Bond (Chair) and Councillor Brand

The Esplanade Market Advisory Committee provides advice to Council on the strategic direction of the Esplanade Market.

### Fishermans Bend Community Forum

Mayor Councillor Voss, Councillor Brand and Councillor Simic (alternating chairs)

The Fishermans Bend Community Forum provides for dialogue between the community and Council in regard to projects, initiatives and planning applications in Fishermans Bend.

### Friends of Suai/Covalima Community Reference Committee

Councillor Baxter

The Friends of Suai/Covalima Community Reference Committee promotes and assists with ongoing relationships between the Port Phillip and Suai/Covalima communities.

### Multicultural Forum

Councillor Simic (Chair)

The Multicultural Forum facilitates discussion and advises Council about policies and plans supporting the multicultural community.

### Older Persons Consultative Committee

Councillor Gross

The Older Persons Consultative Committee provides advice to Council about policies, plans, issues and services affecting older people.

### Rupert Bunny Foundation Visual Art Fellowship Reference Committee

Councillor Brand (Chair)

The Rupert Bunny Foundation Visual Art Fellowship Reference Committee provides strategic advice and expertise to Council on awarding the Fellowship.

### Village Partnership Groups – Acland Street, Balaclava (Carlisle Street), Emerald Hill and South Melbourne, Fitzroy Street, Beacon Cove and Garden City

A different Community Member is Chair for each group. Village Partnership Groups bring people together to activate vibrant and enjoyable places in our villages. The groups meet regularly to work together with the community to implement their ideas.

External committees

Individual Councillors are appointed by Council to represent its interests on a number of external committees, associations or boards. As appropriate, Councillors report to Council on the activities of these committees.

### Association of Bayside Municipalities

Councillor Baxter and Councillor Gross (Reserve)

The Association of Bayside Municipalities represents the interests of 10 councils with frontage to Port Phillip Bay, on various coastal and marine issues.

### Board of Bubup Womindjeka Family and Children’s Centre

Mayor Councillor Voss

The Board of Bubup Womindjeka Family and Children’s Centre oversees the provision of a range of services at the centre, such as long day care, sessional kindergarten, occasional care, maternal and child health services, consulting space for allied health professionals, and space for new parent groups, playgroups and other community group uses.

### Gasworks Arts Inc. Board of Management

Councillor Crawford

The Gasworks Arts Inc. Board of Management is elected annually to oversee management of the Gasworks Arts Park.

### Health and Wellbeing Alliance Committee

Councillor Copsey and Mayor Councillor Voss (Reserve)

The Health and Wellbeing Alliance Committee directs the implementation of Council’s Health and Wellbeing Plan. It consists of representatives from local health and welfare organisations, police, the business community and Council.

### Inner South Metropolitan Mayors Forum

Mayor Councillor Voss

The Inner South Metropolitan Mayors Forum is the regional peak body for local government councils covering the cities of Bayside, Boroondara, Glen Eira, Kingston, Melbourne, Port Phillip, Stonnington and Yarra.

### Linden Board of Management Inc.

Councillor Brand

The Linden Board of Management Inc. oversees the day-to-day management of Linden New Art Gallery.

### Metropolitan Transport Forum

Councillor Copsey and Councillor Brand

The Metropolitan Transport Forum is a local government interest group for transport in metropolitan Melbourne, with 17 constituent members, working towards effective, efficient and equitable transport in metropolitan Melbourne. The forum provides for debate, research and policy development, as well as sharing and disseminating information to improve transport choices.

### Metropolitan Waste and Resource Recovery Group

Councillor Gross and Councillor Crawford (Reserve)

The Metropolitan Waste and Resource Recovery Group is a Victorian Government statutory body responsible for coordinating and facilitating municipal solid waste management across metropolitan Melbourne.

### Municipal Association of Victoria

Councillor Gross and Councillor Baxter (Reserve)

The Municipal Association of Victoria (MAV) is a representative and lobbying body for Victorian councils. It advocates for the interests of local government, raises the sector’s profile, and provides policy and strategic advice and insurance services.

### Port Phillip Multifaith Network Steering Committee

Councillor Baxter

The Port Phillip Multifaith Network Steering Committee comprises representatives and leaders from a wide variety of religions and faith groups in the City of Port Phillip. The network meets on a bi-monthly basis and is concerned with discrimination, social inequity, disadvantage and poverty.

### Port Phillip Housing Association Ltd Board of Directors

Councillor Simic

The Port Phillip Housing Association Ltd is an independent, not-for-profit community housing organisation that helps members of the local and wider community find suitable, affordable housing. It advocates on behalf of residents who require assistance to sustain their tenancies.

### St Kilda Tourism and Events

Councillor Bond

As the local St Kilda tourism association, it enables St Kilda businesses to formally link into highly successful initiatives run by Destination Melbourne, Tourism Victoria and Tourism Australia.

### Victorian Local Governance Association

Councillor Baxter and Mayor Councillor Voss (Reserve)

The Victorian Local Governance Association is the peak body for councillors, community leaders and local governments to build and strengthen their capacity to work together for progressive social change.

Special committees

Under Section 86 of the Local Government Act 1989, Council can delegate particular decisions to formally established committees, called ‘Special Committees’.

In 2016/17 there were four Special Committees:

### Statutory Planning Committee (2016 only)

All Councillors (Councillor Bond Chair)

Made decisions on planning applications by exercising all of Council’s powers, duties and functions under the Planning and Environment Act 1987, in accordance with relevant policies and guidelines of the Council, and to do all things necessary or convenient to be done for, or in connection with, the performance of those powers, duties and functions.

The Statutory Planning Committee ceased on 9 December 2016 following the introduction of Planning Forums from February 2017.

### Council Neighbourhood Programs Committee

Mayor Councillor Voss (Chair) and Councillor Crawford

The Council Neighbourhood Programs Committee, subject to an annual Council budget allocation and in accordance with its Terms of Reference, has the discretion to make minor donations and grants to individuals, organisations or community groups.

### South Melbourne Market Management Committee

Mayor Councillor Voss, Councillor Simic and Councillor Bond

The purpose of the South Melbourne Market Management Committee is to oversee the market’s performance and direction, ensuring its financial viability, its pre-eminent position as a community resource and its position as a dynamic retail competitor.

### Inner Melbourne Action Plan (IMAP) Committee

Mayor Councillor Voss

Oversees the implementation of regionally based actions identified in the Inner Melbourne Action Plan. It is the successful collaboration between the cities of Port Phillip, Melbourne, Yarra, Maribyrnong and Stonnington and seeks to foster creativity, liveability, prosperity and sustainability across the inner Melbourne region.

Working in partnership

Council partners with other levels of government, community, not-for-profit and business organisations, service providers and residents to improve outcomes for our people and places.

Valuing contribution of local volunteers

Council values the contribution of volunteers in our municipality. The latest census demonstrated that 20 per cent of Port Phillip residents volunteer in the community (approximately 18,000).

Council provides opportunities for approximately 250 people to volunteer and contribute to our library services, tree planting activities and programs such as Linking Neighbours.

Council also supports volunteers and volunteering organisations through our grants programs, network and community training events.

The Port Phillip Volunteer Coordinators network meets quarterly, providing a platform for local volunteer leaders to come together for peer support, collaboration and resource sharing.

Our training calendar provides much needed free capacity building opportunities for local volunteers and community organisations.

The 2016/17 Community Grants funded the involvement of over 760 volunteers who contributed over 18,528 hours towards the health and wellbeing of the Port Phillip community.

Inner Melbourne Action Plan: Making Melbourne More Liveable

The Inner Melbourne Action Plan (IMAP) is a successful collaborative partnership between the Cities of Port Phillip, Melbourne, Stonnington, Yarra and Maribyrnong. The inner Councils work together to strengthen the liveability, attraction and prosperity of the region.

A new 10 year plan, Inner Melbourne Action Plan 2015-2025, was adopted by the five IMAP Councils in 2016. The plan sets out five goals and 27 strategies to help achieve the vision for Inner Melbourne to “continue to improve its internationally-renowned liveability whilst responding to the challenges of rapid growth”.

Some of the key achievements of IMAP during 2016/17 include:

* development of a three year Implementation Plan based on the new IMAP 2016-26, with priorities including the inner Melbourne cycling network, innovative planning for waste, and developing a regional ‘urban forest’ approach
* creation of a Wayfinding Signage Master Style Guide, with potential for adoption Victoria-wide
* collaboration with Cultural Tourism Victoria to publish Experience Culture Victoria with 70 new inner Melbourne listings, and production of an updated IMAP regional visitor map
* a Regional Active Sport and Recreation Facilities Planning Study
* partnering with University of Melbourne to undertake research and develop policy to protect and grow the emerging economic role of small scale urban manufacturers or ‘makers’.

Community engagement

Engaging with people about what is important now and into the future is a core role of Council. This year we held significant conversations about our City and how we can respond to a future with more residents, higher density housing, impacts from a changing climate, and new ways of working and living in a modern world.

Our community’s input is critical to embracing and managing change to make our City an even better place for people.

Council Plan 2017-27

In early 2017, Council invited people (residents, workers, community groups, business owners and visitors) to let us know what they value most about our City, and what issues they think Council should address in the new Council Plan 2017-27. Our community provided feedback and ideas through surveys, pop-up conversations with Councillors, targeted focus groups, via online discussion forums and special focus workshops.

More than 2,000 pieces of feedback and 125 submissions informed the draft Council Plan – which is double what we have ever previously received.

Ferrars Street Education and Community Precinct and Fishermans Bend Urban Renewal Area

We sought community feedback on the Ferrars Street Education and Community Precinct streetscape design in February and March. We provided detailed information to local residents and businesses in the precinct, and to the Fishermans Bend Community Forum, to show what was proposed and how it might affect them. Following this community engagement, Council endorsed the delivery of streetscape works in April.

JL Murphy Reserve play space and sports pavilion

Community engagement on the JL Murphy Reserve pavilion design continued, with Council regularly consulting the tenant sporting clubs. We finalised the draft concept design in June.

St Kilda motorcycle parking restrictions

In February, Council commenced a trial of motorcycle parking restrictions on the footpath outside the main entrance to Luna Park, outside the Vineyard and in Shakespeare Grove in St Kilda. From December to March, as part of the trial’s evaluation, we asked for feedback on whether Council should make these restrictions permanent. Members of motorcycle groups, local businesses and the broader community were invited to respond and pedestrians were surveyed in Acland and Fitzroy streets.

After reviewing all responses and listening to alternative community suggestions, in May Council resolved to maintain motorcycle parking restrictions on the footpath from outside the main entrance to Luna Park and outside the Vineyard, and remove the trial motorcycle parking restrictions from the car park entrance opposite Chaucer Street to the end of Shakespeare Grove.

Acland Street upgrade

This year saw the completion of many exciting projects across our City – all of which were shaped by significant community input. We delivered the Acland Street streetscape and tram terminus upgrade in partnership with Public Transport Victoria and Yarra Trams. The ‘Acland Street Spring Fling’ community day in November celebrated the finish of the works and the street’s transformation into a more accessible and appealing place.

St Kilda Life Saving Club

We celebrated the completion of St Kilda Life Saving Club redevelopment in February with a community open day at the new facility, which featured lifesaving demonstrations and fun, free family entertainment.

Gasworks Theatre building upgrade

We were thrilled to complete the Gasworks Theatre upgrade works in June 2017 and commence planning for the official launch celebration, in collaboration with Gasworks Arts Inc.

Innovating and improving

Innovation is important, and this year we made use of new tools and emerging practices, such as use of avatar computer-generated personas for the Council Plan engagement and a deliberative approach to engaging with community on some of our biggest dilemmas.

We continuously strive for high quality and effective community engagement. We are updating our Communications and Engagement toolkit for staff, with a checklist to ensure our communication materials are accessible to all, and new ideas to engage with our harder to reach community members on matters that are important to them.

Our diverse community has a rich pool of knowledge, insights and expertise. By working together we can better respond to future challenges, enhance the liveability of our City, and improve the health of our community.

Other initiatives we sought community input on:

* Sustainable City Community Action Plan
* Affordable Housing Strategy
* Events Strategy
* Commercial recreation activities along the foreshore
* Greyhound Hotel heritage assessment
* Elwood play space
* Peanut Farm Reserve sports pavilion
* Port Melbourne Waterfront design guidelines
* RF Julier Reserve Playground
* South Melbourne Life Saving Club
* New outdoor fitness stations
* Safer speed limits for local streets

Accountability

To ensure we are accountable to our stakeholders, including residents, ratepayers, business and government, we must comply with the requirements of the *Local Government* *Act 1989* and other legislation. We are also required to provide the Minister for Local Government with detailed reports, including an annual report, budget, council plan and strategic resource plan.

Audit and Risk Committee

As part of Council’s governance obligations to its community, Council seeks probity advice from its Audit and Risk Committee. This is an independent committee whose primary purpose is to advise Council on the effectiveness of our systems, processes and culture for managing risk and compliance with our legal and financial obligations. The specific objectives of the Audit and Risk Committee are outlined in the Committee’s Charter, which is reviewed annually.

The Audit and Risk Committee comprises three external members, the Mayor and one other Councillor, with the role of the Chair being held by an external member. External members are appointed for a three-year term, renewable for a maximum of one additional term. Retiring members are eligible to reapply for membership. Councillors are appointed to the committee on an annual basis.

The Audit and Risk Committee met on five occasions in 2016/17. Councillors, members and Council officers are required to declare any conflict of interest at the commencement of every meeting. Minutes of Audit and Risk Committee meetings are distributed to all Councillors, while reports on activities are formally presented to Council and made publicly available following each meeting of the Audit and Risk Committee.

Some of the key activities considered by the Committee in 2016/17 included:

* the Financial Reporting Framework and recommending the annual accounts and the performance statement for adoption by Council in principle
* key Council policies including Codes of Conduct
* effectiveness of internal controls in the business technology environment, fraud and corruption and the management of risks encountered by Council
* Business Continuity Framework.

The following internal audit reports were presented to the Committee:

* Risk Management Framework Review
* Depot Operations
* Festivals and Events
* Property and Lease Management
* IT Vulnerability Assessment Review
* South Melbourne Market
* Capital Works Management
* Corporate Governance

The Committee also received reports, verbal updates and discussed the following matters:

* Council’s performance including monthly CEO reports
* Draft Council Plan 2017-27
* Protected Disclosure Procedures
* Annual Vendor Procurement Compliance reports
* Annual Project Portfolio Risk updates
* Management of Occupational Health and Safety
* Customer Service Transformation updates
* Fixed Asset Accounting Policy
* Council Policies Bookcase

Internal and external auditors and other assurance providers support the committee by providing independent and objective assurance on internal corporate governance, risk management, internal controls and compliance.

All Victorian councils are also externally audited on an annual basis by the Victorian Auditor-General.

More information is available on out Advisory Committees webpage.

Audit and Risk Committee membership

External Representatives

Independent members are remunerated in accordance with Council policy.

**Ms Helen Lanyon**

Member (12 December 2011 - current)

Chair (25 February 2014 - current)

Ms Helen Lanyon was reappointed as Chair in December 2016. Ms Lanyon is a Fellow of CPA Australia and over a 40 year career has held numerous senior executive roles, primarily in local government. She has broad experience in the corporate services portfolio across a range of disciplines, including finance, governance, human resource management, marketing, customer service and information technology. Ms Lanyon also has extensive experience on a broad range of advisory committees.

**Ms Kerryn O’Brien**

Member (10 December 2013 - current)

Ms Kerryn O’Brien is a Member of the Institute of Chartered Accountants and a Member of the Institute of Company Directors. Ms O’Brien is an experienced and highly qualified non-executive director, with substantial experience in governance, risk and compliance projects in the private and public sector, and considerable exposure to the not-for-profit sector. She has strong strategic governance and risk management skills, supported by a background in accounting and assurance.

**Mr Brian Densem**

Member (13 December 2010 - current)

Mr Brian Densem is a Certified Practising Accountant, a Professional Fellow of the Institute of Internal Auditors and is General Manager Group Audit at a leading Australian mutual company. He has extensive knowledge of internal audit, risk management and compliance, and exposure to numerous industries, with a primary focus on financial services. Mr Densem is a member of two other local government audit and risk committees, in addition to an audit committee for a water catchment authority.

Mr Densem was appointed through a competitive process to a further three-year term in April 2016.

Internal representatives

**Mayor Councillor Bernadene Voss**

(November 2014 - current)

Councillor Dick Gross

(November 2016 – current)

**Risk Management**

Capability and commitment

Council continues its commitment to proactive risk management with the aim of improving its decision making, performance, transparency and accountability.

Council’s risk management practices contribute to the City’s liveability and sustainability by avoiding, minimising and managing risk that may affect the organisation, community and visitors.

Council manages risk through its Risk Management Policy and Risk Management Framework, and by building a culture of risk accountability across our workforce. All Council department business plans incorporate operational risk profiles which identify priority risks and controls. The budget process also reflects priority risk reduction activities where financial commitment is required.

While risk management is a continuous process, a full operational risk review is conducted prior to commencing the annual business planning process.

Structure and improvement

Our Risk Management Policy provides a common platform for the management of risk across the organisation. The Risk Management Framework provides the structures and processes to facilitate delivery of our corporate objectives, by identifying and managing risks and their potential impacts on projects and services. The framework is based on International Standard ISO 31000:2009 and is reviewed every two years.

The Risk Management Policy and Framework were reviewed in early 2017, with subsequent enhancements endorsed by Council’s Executive Leadership Team, the Audit and Risk Committee and Council in June 2017.

Recommendations from the 2016 Risk Management Internal Audit were also closed out in 2016/17, strengthening risk management reporting and awareness. The only exception was procuring an electronic risk and compliance management solution, however, a budget allocation has been approved for the procurement of such a solution in the 2017/18 financial year. The new system will capture all risks, incidents and compliance findings, which will aid in timely aggregation and analysis and efficient reporting processes.

Risk Registers, treatments and reporting

Council’s risk registers cover both strategic and operational risks, and are reviewed in their entirety at least annually.

Strategic risks, controls and improvement actions are detailed in the Strategic Risk Register which is considered by the Council at the commencement of the annual planning process.

An overview of all risk registers is reviewed by the Audit and Risk Committee as part of development of the annual Internal Audit and Compliance Plan.

The Executive Leadership Team reviews the Strategic Risk Register on a quarterly basis and has visibility of all high and extreme rated operational risks and treatment actions on a monthly basis. Treatment plans are formulated for any high or extreme level risks, to lower the level of risk to a more acceptable medium/low risk target.

Business continuity planning

Council adopted its current Business Continuity Plan (BCP) and associated Sub Plans in 2014, which have been refined and updated on an ongoing basis. As per the three year review cycle, a full review of the BCP commenced in April to ensure they remain fit for purpose. A BCP specialist consultant was engaged to update and test the plans, and provide and develop a practical training program to build a strong business continuity culture, improving the organisation’s level of resilience. Testing is planned to take place in quarter one of the 2017/18 financial year.

We continue to test our Business Technology Disaster Recovery Plan on a regular basis, to ensure we can recover data, restore business critical applications and continue operations following service interruptions. The last successful test was conducted in March 2017.

Reporting on our performance

We are committed to improving our performance and providing value for money to our community. Since March 2014 we have produced a monthly CEO Report, which provides timely and regular information on Council’s performance and activities.

This includes:

* Council Plan delivery progress
* financial performance
* service delivery performance
* legislative updates
* priority project delivery progress
* quarterly insurance and safety performance.

More information on Performance Reporting is available on our website

Chapter 4 Our performance

* Delivering the final year of the Council Plan 2013-17
* Engaged – a well governed City
* Healthy – a healthy, creative and inclusive city
* Resilient – a strong, innovative and adaptive City
* Vibrant – a liveable and connected City
* Asset management performance

Delivering the final year of the Council Plan 2013-17

The Council Plan 2013-17 set out a vision for an engaged, healthy, resilient and vibrant City.

Each of these four themes committed Council to achieving a range of measures and targets and progressing a number of four-year actions. Further detail on Council’s planned activities and performance for 2016/17 was outlined in the Budget 2016/17.

The following outlines Council’s performance under each Council Plan 2013-17 theme, telling the story of our:

* key achievements and challenges
* focus for the next year
* results for the measures of success in the Council Plan
* progress to deliver major initiatives
* services delivered, what they cost and statistics
* results for local government performance reporting measures.

The impact of our performance on the community is primarily measured through two satisfaction surveys: the City of Port Phillip Community Satisfaction Survey, which is undertaken every six months, and the annual Local Government Victoria Community Satisfaction Survey. Performance measures are also collected by internal departments through the use of applications and systems.

Council Plan measures achieved

2013/14 79 per cent (30 out of 38 measures)

2014/15 78 per cent (25 out of 32 measures)

2015/16 85 per cent (29 out of 34 measures)

2016/17 88 per cent (30 out of 34 measures)

Council Plan actions achieved

2013/14 97 per cent (93 out of 96 actions)

2014/15 99 per cent (95 out of 96 actions)

2015/16 100 per cent (90 actions)

2016/17 98 per cent (87 out of 89 actions)

Engaged - A well governed City

Our strategic objectives

1. Provide clear and open communication and engagement that is valued by the community
2. Value transparent processes in Council decision making
3. Build and facilitate a network of active and informed communities
4. Build strategic relations with our partners
5. Achieve a reputation for organisational and service excellence

Performance highlights

Innovative community engagement

**Greater community input into the integrated Council Plan**

Development of the integrated Council Plan 2017-27 commenced in November 2016. Extensive community engagement included special focus workshops, pop-up conversations, targeted focus groups, community surveys, online discussion forums, a findings forum, Avatar tool and social media. The integrated Council Plan sets a ten-year direction for the City, with a four year focus on specific actions Council will prioritise to work towards achieving this direction.

Local election

**Election and new ward structure**

Voting for the 2016 local election closed on 22 October with nine Councillors representing three wards elected. The 2016 election reflected a change to the Port Phillip electoral structure, which was recommended by the Victorian Electoral Commission and approved by the Minister for Local Government. Ensuring the elected Council were supported was a critical priority for the organisation and a comprehensive program was prepared to help them transition into their roles.

Exceeding community satisfaction targets

**High ratings for Council’s integrity, lobbying and overall performance**

Indicators of satisfaction in the areas of Council’s integrity, lobbying and overall

Performance were above target and industry benchmarks.

Transparent decision making

**Live streaming Council meetings**

In a boost to transparency and community engagement, Council meetings were live streamed from 17 May 2017. Live streaming on Council’s website provides greater and more convenient access by allowing the public to watch the meeting in real time or access archived videos.Better services for our community

**Making it easier to use Council services**

We have made a number of our services better for our community including:

* making a new online map available on smartphones so residents can more easily find Council services and information based on their location
* going digital with our rates notices, childcare invoices and planning applications enabling the community to access these services online
* halving the time to make a decision on the health of trees in our municipality from an average of four weeks to two weeks.

Read more in the Best Value Report, in Chapter 7.

Looking forward

The Council Plan 2017-27 sets out a clear commitment to be an organisation that puts the community first and is financially sustainable, high performing and well-governed.

The Council Plan commits Council to investing in technology and innovation to deliver better outcomes in the municipality.

Council will continue seeking input and expertise from our diverse communities through improved and deeper community engagement and catalysing local action.

Measures of success

| Measure | 2013/14 result | 2014/15 result | 2015/16 result | 2016/17 result | Target achieved |
| --- | --- | --- | --- | --- | --- |
| Consultation and engagement  Community satisfaction with Council’s consultation and engagement in decision making on key local issues is consistent with industry benchmarks  (Target: At least an index score of 57) | 62 | 61 | 62 | 59 | Yes |
| Integrity  Community satisfaction respondents agree Council is trustworthy, reliable and responsible  (Target: At least 80% respondents give rating of average, good or very good) | 92% | 94% | 91% | 93% | Yes |
| Council decisions  Percentage of Council decisions made in public is consistent with industry benchmarks  (Target: 91% of all Council decisions made in public) | Not available | 98% | 93% | 93% | Yes |
| Neighbourhood connection  Community satisfaction survey respondents agree they feel proud of, connected to and enjoy their neighbourhood  (Target: At least 80% respondents are neutral, agree or strongly agree) | 97% | 97% | 96% | 97% | Yes |
| Advocacy  Community rating of Council's performance in lobbying on behalf of the community consistent with industry benchmarks  (Target: At least an index score of 56) | 59 | 59 | 56 | 57 | Yes |
| Overall Performance  Community satisfaction with the overall performance of council is consistent with industry benchmarks  (Target: At least an index score of 64) | 67 | 68 | 64 | 67 | Yes |
| Property assessment expenditure  Total council expenditure per property assessment is consistent with industry benchmarks  (Target: Less than $2,950 expenditure per property assessment) | NA | $2,591.55 | $2,619.67 | $2,798.66 | Yes |

Services we delivered and what they cost

| **Service** | **Description of services** |  |
| --- | --- | --- |
| **Actual** |
| **Budget** |
| **Variance** |
| Customer service and engagement | Inform our community about the services available to them, provide customer support for community queries and requests, facilitate inclusive engagement with our community to support decision making and produce Divercity magazine | 4,916,151 |
| 4,933,000 |
| 16,849 |
| Governance | Enable good governance by supporting Councillors to make well-informed decisions, managing freedom of information, maintaining records, and ensuring robust planning, reporting and risk management | 10,100,582 |
| 9,420,000 |
| (680,582) |
| Organisational support | This service guides and enables the organisation to deliver better value to our growing community. We do this by supporting a high performing, safe and healthy workforce, supporting the organisation to be efficient and effective, and maintaining healthy financial sustainability in an environment of growth. | 3,865,605 |
| 4,909,000 |
| 1,043,395 |
|  |
| Material variation explanations  **Organisational support**: Delays in several building compliance and building renewal projects including South Melbourne Town Hall Lifts and Safe Roof Access works. Less fleet replacement during the year resulted in an underspend to budget. They are to be completed in 2017/18. | | |

Service performance

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Service / indicator / measure** | **2014/15 result** | **2015/16 result** | **2016/17 result** | **Comment** |
| Governance |  |  |  |  |
| Transparency  Council decisions made at meetings closed to the public  [Number of Council resolutions made at Ordinary or Special meetings of Council or at meetings of a Special Committee consisting only of Councillors closed to the public / Number of Council resolutions] x 100 | 1.76% | 7.31% | 7.43% | Council is committed to transparent and open decision making. In 2016/17, 15 out of 202 Council decisions were made at meetings closed to the public which is consistent with the previous year and below the annual target of less than 12%. |
| Consultation and engagement  Community satisfaction with community consultation and engagement  [Community satisfaction rating out of 100 with how Council has performed on community consultation and engagement] | 61.00 | 62.00 | 59.00 | There was a small decrease in community satisfaction with our consultation and engagement processes however it remains above the state and Melbourne metropolitan averages. Council strongly values community input and will continue to look at ways we can improve levels of satisfaction in this area. |
| Attendance  Councillor attendance at Council meetings  [The sum of the number of councillors who attended each Ordinary and Special Council meeting / (number of Ordinary and Special Council meetings) x (number of councillors elected at the last Council election)] x 100 | 92.21% | 91.93% | 96.08% | Councillors attended a very high proportion of the 23 Ordinary and Special Council meetings held in 2016/17. |
| Service cost  Cost of governance [Direct cost of the governance service / number of councillors elected at the last Council general election] | $55,333.43 | $59,459.75 | $48,688.68 | The cost of governance has reduced due to the increase in councillors from seven to nine. |
| Satisfaction  Community satisfaction with Council decisions  [Community satisfaction rating out of 100 with how Council has performed in making decisions in the interest of the community] | 60.00 | 59.00 | 57.00 | Satisfaction with Council decisions made in the interest of the community has decreased this year and is below the target of 59. It remains on par with the Melbourne metropolitan average of 58 which also experienced a drop this year. We will continue to provide consultation opportunities to ensure Council decisions are informed by our community’s views. |

Service statistics

The following statistics highlight some of the services we provided during 2016/17 compared to previous years.

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Measure** | **2014/15** | **2015/16** | **2016/17** | **Trend** |
| Communications and engagement | | | | |
| Number of projects that we engaged the community on | 30 | 30 | 30 | Stable |
| Number of pieces of feedback on the Council Plan and Budget | 400 | 1,000 | 2,000 | Increase |
| Number of twitter followers | - | 5,450 | 6,979 | Increase |
| ASSIST customer service | | | | |
| Number of customer interactions | 206,802 | 206,465 | 203,579 | Decrease |
| Face to face interactions at Council service centres | 43,967 | 40,217 | 37,622 | Decrease |
| Phone calls answered by ASSIST | 111,561 | 112,913 | 107,163 | Decrease |
| Administration tasks handled by ASSIST | 55,696 | 53,335 | 58,794 | Increase |
| Percentage of ASSIST phone calls answered within 30 seconds | 76.33 | 77.65 | 83.34 | Increase |
| Culture and capability | | | | |
| Staff alignment score | 52% | 59% | 57% | Decrease |
| Staff engagement score | 71% | 74% | 73% | Decrease |
| Total recordable injury frequency rate (injuries per million work hours) | 22.22 | 19.43 | 15.73 | Decrease |
| Service and business improvement | | | | |
| Lean Practitioners | 20 | 40 | 54 | Increase |
| Staff time saved | 1,242 hours | 2,059 hours | 4,430 hours | Increase |
| Community wait days saved | 3,685 days | 19,054 days | 72,258 days | Increase |
| Governance | | | | |
| Legislative breaches | 4 | 9 | 4 | Decrease |

Explanation of significant variations

**Communications and engagement –** Innovations in the way we engaged with local residents on the Council Plan and Budget substantially increased the level of participation this year.

**ASSIST Customer Service** - The proportion of calls answered by ASSIST within 30 seconds substantially increased this year and is above the target of 80 per cent. Administration tasks have seen a large increase due to the use of online enquiries, which has also contributed to the drop in phone calls received by ASSIST.

Healthy - A healthy, creative and inclusive City

Our strategic objectives

1. Ensure our City is a welcoming and safe place for all
2. Support our community to achieve improved health and wellbeing
3. Ensure quality and accessible family, youth and children’s services that meet the needs of our community
4. Foster a community that values lifelong learning, strong connections and participating in the life of our City
5. Promote an improved range of cultural and leisure opportunities that foster a connected and engaged community

Performance highlights

Growing affordable housing

**In Our Backyard implementation**

Council adopted the In Our Backyard- Growing Affordable Housing in Port Phillip 2015-2025 in April 2016.

Key achievements this year included progressing the establishment of a community and private housing development on the Marlborough Street car park site and developing a ‘vacancy chain’ of affordable housing options that can provide temporary accommodation for those in need.

Following the sale of the Gatwick Hotel, Council officers, housing associations and the Victorian Government also worked together to rehouse the all residents in May.

Improved community assets and infrastructure

**New plaza for Acland Street**

We celebrated the delivery of the new look Acland Street with the Spring Fling community day on 12 November. The works feature more pedestrian space and a new plaza. We also commenced a program of events to activate the area.

**New St Kilda Life Saving Club**

On 11 February 2017 the new St Kilda Life Saving Club officially opened with a community open day. We worked with the club to ensure essential lifesaving services were provided to our community and visitors for the busy Christmas and New Year period.

**Gasworks Arts Park Theatre reopens**

Upgrade works to the Gasworks Arts Park Theatre were completed in June 2017. The makeover addressed maintenance and access issues with new universal access paths and ramps, improved public toilets, sound locks allowing multiple events at the same time and segregated dressing rooms.

Supporting the health and wellbeing of our diverse communities

**Making an impact in our community**

Council uses funding deeds, policies and direct service delivery to facilitate social inclusion in our community. Examples of the impact our funding deeds have delivered include:

* The Port Phillip Community Group supported 31 Neighbourhood Ngargees (gatherings) held in local streets across Port Phillip and made 208 visits to Rooming Houses promoting resident social inclusion, food security and self-advocacy
* The Port Phillip EcoCentre engaged residents in designing, building and maintaining communal gardens, worm farms and composts at six social housing residences.

**Reconciliation Action Plan renewed**

Council endorsed its second Reconciliation Action Plan 2017-19 which will facilitate local conversations about the Treaty and Recognition processes, endorse a policy to increase the recruitment, retention and professional development of Aboriginal and Torres Strait Islander peoples, and establish a process for cultural heritage management in Fishermans Bend.

Port Phillip is a great place to live

**Residents rate living in the area highly**

Survey results continue to show that local residents rate living in the area highly. Annual targets were exceeded for resident perceptions of Port Phillip as a welcoming place, with a culture of creative activity where people can participate in local community events.

### Challenges

**Temporary closure of adventure playgrounds**

When contaminants were identified in our two adventure playgrounds in December we temporarily closed them to ensure the safety of attendees and undertake further testing and remediation works. Regular attendees were supported with a program of alternative activities.

**Changes to aged and disability sector**

In response to ongoing Commonwealth Government reforms in the aged and disability sector, Council made some minor structural changes to our service delivery model and can no longer report on home and community care measures. These changes will continue to have an impact on Council’s operations into our immediate future.

**Change in the way people use our library services**

While the proportion of the municipal population actively borrowing library resources is below our annual target of 20 per cent we continue to experience an increase in visitors with almost 700,000 attending our five libraries. This reflects an ongoing trend toward people using our libraries as community spaces.

Looking forward

The Council Plan 2017-27 sets out a bold plan to maintain a city where people belong and our many cultures and differences are welcomed in the context of growth.

Over the next ten years, Council wants to see a safe and active community with strong social connections and access to services that support health and wellbeing. Council is committed to increasing affordable housing and creating a city that is welcoming for all.

A key focus for the next year will be delivering community facilities at the Ferrars Street Education and Community Precinct, continued implementation of the In Your Backyard strategy and upgrades to recreational facilities.

Measures of success

| Measure | 2013/14 result | 2014/15 result | 2015/16 result | 2016/17 result | Target achieved |
| --- | --- | --- | --- | --- | --- |
| Welcoming and supportive community  Community satisfaction survey respondents believe that Port Phillip is a welcoming and supportive community for everyone  (Target: At least 80% respondents are neutral, agree or strongly agree) | 93% | 96% | 93% | 94% | Yes |
| Safety and security  Community satisfaction survey respondents feel a sense of safety and security in Port Phillip  (Target: At least 80% respondents are neutral, agree or strongly agree) | 84% | 86% | 85% | 85% | Yes |
| Local Health and Wellbeing Index  Summary of statistical information about social, health and economic outcomes for the Port Phillip community  (Target: index result above 100) | Data not available | 111 | 111 | 103 | Yes |
| Recreation facilities  Community rating of Council's recreation facility performance is consistent with industry benchmarks  (Target: At least an index score of 73) | 77 | NA | 76 | 73 | Yes |
| Families, youth and children services  Community satisfaction survey respondents are satisfied with the performance of Council around services that support families, youth and children  (Target: At least an index score of 68) | 71 | 69 | 69 | 69 | Yes |
| Family, youth and children’s services accreditation  All assessed state-regulated family, youth and children's services meet or exceed accreditation standard  (Target: 100% of all Council-operated and state-regulated services are accredited) | 100% | 100% | 100% | 100% | Yes |
| Affordable local community events and activities  Community satisfaction survey respondents feel they have opportunities to participate in affordable local community events and activities of their choosing  (Target: At least 80% respondents are neutral, agree or strongly agree) | 92% | 94% | 92% | 95% | Yes |
| Creativity, learning and physical activity  Community satisfaction survey respondents agree Port Phillip has a culture of creativity, learning and physical activity  (Target: At least 80% respondents are neutral, agree or strongly disagree) | 94% | 92% | 95% | 94% | Yes |
| Libraries  Maintained or improved community satisfaction with the service performance of libraries  (Target: At least 90% respondents give rating of average, good or very good) | 96% | 98% | 97% | 99% | Yes |

Progress against major initiatives

Gasworks Arts Park remediation

Actual: $0 Budget: $50,000

The Victorian Government are developing a plan to manage the contaminated soil at Gasworks Arts Park. The Victorian Government have engaged an auditor and commenced further soil and ground water testing which will inform the creation of a contamination action management plan. Once the plan has been drafted Council will engage with the community. Council continues to manage the park in accordance with the interim management plan.

JL Murphy Reserve Pavilion upgrade

Actual: $46,837 Budget: $90,000

The City of Port Phillip is working with the Victorian Government to upgrade the JL Murphy Reserve sports pavilion to increase sport participation by providing accessible change rooms for all genders and abilities. The Victorian Government has allocated $1,238,000 in funding, and Council will contribute $2,182,000, which includes project management costs.

Council has continued to develop a concept design option that includes many of the suggestions from the clubs to improve their user experience and significantly increase the capacity and versatility of the facility. The current concept design meets the parameters agreed by the community in the 2016 engagement period. Further engagement on this project will occur in 2017/18.

Ferrars Street Education and Community Precinct

Actual: $4,716,923 Budget: $5,644,000

The City of Port Phillip is partnering with the Victorian Government to deliver co-located community facilities within Victoria’s first vertical government school in the Montague Precinct. Community facilities within South Melbourne Ferrars Street Primary School (interim name) include a long day care kindergarten, multipurpose rooms, consulting rooms for community services and maternal child health, multipurpose rooms and sports courts. Council will also deliver streetscape works and the new Montague Community Park (interim name) across the road from the school to set a safe and family-friendly tone for the evolving precinct.

Construction of the school building progressed well, led by the Victorian School Building Authority. Council and the Victorian Government partnered to future-proof the underground gas pipeline outside the school and park site in preparation for future works.

Following Council’s endorsement of the streetscape and Montague Community Park concept designs in April, officers worked with the Fishermans Bend Taskforce to finalise funding arrangements and plan for construction. Demolition of the building on the park site at 2-4 Buckhurst Street commenced in June, in readiness for remediation and construction of Montague Community Park, the first stage of which will open during the 2018 school year. Better transport links to the precinct will be delivered in 2017/18, with VicRoads due to complete an upgrade of the Ferrars Street and City Road intersection and Public Transport Victoria upgrading the Route 96 tram stop adjacent to the school.

Community engagement has been a key focus with Council officers participating in community information sessions about South Melbourne Ferrars Street Primary School to share information about the community facilities in the building. The centralised childcare waiting list was opened to families seeking a place for their child at the new Ferrars Street long day care kindergarten in 2018.

Peanut Farm Reserve Pavilion upgrade

Actual: $84,551 Budget: $110,000

The Peanut Farm Reserve Sports Pavilion upgrade, jointly funded with the Victorian Government, is a multi-year project to undertake feasibility, planning, design and delivery of an upgrade to the existing sports pavilion at Peanut Farm Reserve in St Kilda.  The Victorian Government has allocated $1 million in funding to increase women’s participation in sport at Peanut Farm.  A concept design was endorsed by Council in 2016/17. The design includes amendments from community feedback and the upgrade to the netball courts to competition standards, a fixed barbecue, covered walkways between the community room and public toilets and data connections in the community room for audio visual facilities.

South Melbourne Life Saving Club

Actual: $215,715 Budget: $431,000

The South Melbourne Life Saving Club redevelopment is a multi-year project jointly funded by the City of Port Phillip and Victorian Government and includes design of new clubroom that meets Life Saving Victoria’s Clubhouse of the Future guidelines, new public toilets and a new kiosk. This year, the project team progressed detailed design in line with Council direction and continued its engagement with the South Melbourne Life Saving Club and Life Saving Victoria to ensure the design is fit-for-purpose.

The Department of Environment, Land, Water and Planning granted consent for use and development on coastal Crown land for the redevelopment which was a key milestone for the project. We distributed a community update in May to provide the final design in accordance with the coastal consent and provide timelines for the construction. Construction documentation was finalised and the building permit application submitted in May.

An expression of interest process to procure a builder commenced in June. Officers continue to work with the club and Life Saving Victoria to resolve the way lifesaving services will be delivered during the construction phase.

St Kilda Life Saving Club

Actual: $2,850,819 Budget: $1,650,000

The new St Kilda Life Saving Club, jointly funded with the Victorian Government, has delivered a fit-for purpose lifesaving club that meets Life Saving Victoria’s Club House of the Guidelines, including public amenities, such as a Changing Places facility for people with disabilities. Due to inclement weather, there were some delays however Council worked closely with the St Kilda Life Saving Club to ensure beach patrols were not impacted. Construction was completed in December allowing the club to operate its vital beach and lifesaving services from the new building over the busy Christmas and New Year period.

The facility officially opened on 11 February with a community celebration attended by Martin Foley, Minister for Housing, Disability and Ageing; Nigel Taylor, CEO Life Saving Victoria; Andrew Foran, GM Life Saving Club Development, Life Saving Victoria; Jeanette Lambert, St Kilda Life Saving Club president; Eddie Chapman, CEO Association for Children with Disability; Frank and Sharon Van Haandel, Stokehouse; Jack Mulholland, Changing Places Australia Founder and City of Port Phillip Councillors.

Services we delivered and what they cost

| Service | Description of services |  |
| --- | --- | --- |
| Actual |
| Budget |
| Variance |
| Ageing and accessibility | Facilitate independence for older people and those living with a disability by providing in-home support services, social inclusion programs, accessible arts and sports programs and consultation with Council’s Older Persons Consultative Committee | 10,615,672 |
| 11,398,000 |
| 782,328 |
| Children | Fund and directly provide early childhood education and care, and maternal and child health services | 21,258,675 |
| 21,503,000 |
| 244,325 |
| Families and young people | Support families and young people through programs, facilities and case management services for vulnerable families | 4,525,265 |
| 5,807,000 |
| 1,281,735 |
| Affordable housing and homelessness | Support people at risk of, or experiencing, homelessness, and support an adequate supply of affordable housing | 672,217 |
| 1,316,000 |
| 643,783 |
| 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 and through planning, programs, grants and facilities | 8,030,516 |
| 9,322,000 |
| 1,291,484 |
| Libraries | Provide branch and in-home library services including technology, literacy and lifelong learning programs | 6,681,460  6,449,000  (232,460) |
| Recreation | Support our community to remain active and healthy through programs and support for local sports clubs and sports facilities | 5,911,766  4,811,000  (1,100,766) |
| Amenity | Manage rubbish collection and cleaning of public toilets, barbecues, roads, footpaths and medians | 14,354,919  14,021,000  (333,919) |
| Health Services | Monitor public swimming pools, registered food premises, accommodation properties, registered hairdressers, tattooists and beauty parlours, and provide an immunisation program and syringe disposal service | 2,007,071  1,958,000  (49,071) |
| Local Laws and animal management | Ensure community safety by enforcing local laws, responding to nuisance and illegal activity complaints, and encouraging responsible pet ownership through education and registration | 2,262,774  2,377,000  114,226 |
| Municipal emergency management | Ensure our community is safe in the event of, and supported to recover from, an emergency | 2,085,415 |
| 2,123,000 |
| 37,585 |
| Material variation explanations  **Families and young people**: Lower expenditure than budgeted due to the fact that the Child Care Infrastructure Levy was not utilised in 2016/17 and has been quarantined in reserves for future child care facility structural works.  **Community programs and facilities**: Lower than budgeted expenditure mainly due to delays with the Ferrars Street Precinct works. The funds have been carried over to 2017/18.  **Recreation**: Higher than budgeted expenditure due to the 2015/16 funded upgrade works for St Kilda Lifesaving Club being completed in 2016/17. | | |

Service performance

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Service / indicator / measure | 2014/15 result | 2015/16 result | 2016/17 result | Comment |
| Maternal and child health (MCH) |  |  |  |  |
| Satisfaction  Participation in first MCH home visit  [Number of first MCH home visits / Number of birth notifications received] x 100 | 104.38% | 103.89% | 103.25% | The greater than 100 per cent result was due to more visits than birth notifications because around 40 babies were born late last financial year and received a visit this financial year. In 2016/17, 1,302 parents participated in first MCH home visits and the majority of our first visits occurred within month of birth. |
| Service standard  Infant enrolments in the MCH service  [Number of infants enrolled in the MCH service (from birth notifications received) / Number of birth notifications received] x 100 | 99.84% | 99.78% | 100.00% | Council received 1,261 birth notifications and enrolled all infants in our MCH service at the first home visit in 2016/17. |
| Service cost  Cost of the MCH  [Cost of the MCH service / Hours worked by MCH nurses] | - | $73.37 | $71.80 | A small increase in the hours of service provided by our MCH nurses has slightly reduced the unit cost this year. |
| Participation  Participation in the MCH service  [Number of children who attend the MCH service at least once (in the year) / Number of children enrolled in the MCH service] x 100 | 83.55% | 84.22% | 82.89% | Our participation rate in key ages and stages visits has exceeded our annual target of 70 per cent. Families can participate through our MCH centres every weekday as well as two Saturday mornings per month. We also provide an outreach service in homes, childcare centres and kindergartens. |
| Participation in MCH service by Aboriginal children  [Number of ATSI children who attend the MCH service at least once (in the year) / Number of ATSI children enrolled in the MCH service] x 100 | 69.05% | 87.23% | 84.48% | Participation of Aboriginal children slightly decreased compared to the previous year however we experienced an increase in the number of Aboriginal children who received a MCH service (up four from previous year). This result meets our annual target of 60 per cent. |
| Libraries |  |  |  |  |
| Utilisation  Number of times a library resource is borrowed  [Number of library collection item loans / Number of library collection items] | 4.80 | 4.81 | 4.47 | Community members access printed material and digital material at our five library branches and via our home library service. During the year we made almost one million loans however, library collection usage has decreased compared to last year. This can be attributed to an increase in library collection items. |
| Resource standard  Proportion of library resources less than 5 years old  [Number of library collection items purchased in the last five years / Number of library collection items] x 100 | 45.78% | 46.65% | 50.73% | We have increased the number of items available by about 15,000 to over 223,000 at our five library branches and via our home library service. |
| Service cost  Cost of library service per visit  [Direct cost of library service / Number of visits] | $5.76 | $6.13 | $6.17 | Increased visits to the library have maintained our unit cost at a consistent level. |
| Participation  Active library members in municipality  (Percentage of the municipal population who are active library users)  [Number of active library members / Municipal population] x 100 | 20.14% | 19.40% | 19.21% | While the proportion of the municipal population actively borrowing library items has not changed and is below our annual target of 20 per cent we have experienced a three per cent increase in visitors to our libraries with 687,565 people attending the libraries. |
| Animal management |  |  |  |  |
| Timeliness  Time taken to action animal management request  [Number of days between receipt and first response action for all animal management requests / Number of animal management requests] | 1.00 day | 1.00 day | 1.00 day | Council responded quickly to animal management requests. All had a first response within one day which is below the annual target of less than ten. |
| Service standard  Animals reclaimed  [Number of animals reclaimed / Number of animals collected] x 100 | 55.02% | 58.72% | 47.67% | This result shows the proportion of registered animals collected by their owners. If we included animals that were registered upon release our reclaimed rate increases to 69 per cent. Compared with the previous year, Council collected a lower number of animals however there was an increase in the number of feral animals (55) collected. |
| Service cost  Cost of animal management service per registered animal  [Direct cost of the animal management service / Number of registered animals] | $72.65 | $75.07 | $61.36 | Compared with the previous year, the service cost has decreased due to operational efficiencies and an increase in the number of registered animals.  The City of Port Phillip provides an extra 24 hour on-call service, which many other councils do not offer. We also manage additional animals on beaches belonging to visitors. Currently we do not have the appropriate space to manage an onsite pound and therefore contract this service out to the Lost Dogs’ Home. |
| Health and safety  Animal management prosecutions  [Number of successful animal management prosecutions] | 4.00 | 5.00 | 2.00 | Successful animal management prosecutions have decreased compared with the previous two years indicating an improvement in the effectiveness of our animal management service. |
| Food safety |  |  |  |  |
| Timeliness  Time taken to action food complaints  [Number of days between receipt and first response action for all food complaints / Number of food complaints] | 1.77 days | 1.76 days | 1.67 days | Council endeavours to investigate food complaints on the same day they were received. The result is below the target of less than ten. |
| Service standard  Percentage of required food safety assessments undertaken  [Number of registered Class 1 food premises and Class 2 food premises that receive an annual food safety assessment in accordance with the *Food Act 1984* / Number of registered Class 1 food premises and Class 2 food premises that require an annual food safety assessment in accordance with the *Food Act 1984*] x 100 | 100.00% | 100.00% | 100.00% | All of our registered Class 1 and Class 2 food premises received an annual food safety assessment in accordance with the *Food Act 1984*. |
| Service cost  Cost of food safety service per premises  [Direct costs of the food safety service / Number of food premises registered or notified in accordance with the *Food Act 1984*] | $550.32 | $547.92 | $521.41 | This result shows the average cost of our food safety service.  This result shows the average cost of our food safety service. This year we had an increase in the number of food premises registered or notified in accordance with the Food Act 1984 which has contributed to the lower result. |
| Health and safety  Percentage of critical and major non-compliance outcome notifications followed up by Council  [Number of critical non-compliance notifications and major non-compliance notifications about a food premises followed up / Number of critical non-compliance notifications and major non-compliance notifications about food premises] x 100 | 95.55% | 99.11% | 99.28% | Over the last three years we have seen an improvement in the number of critical and major non-compliance notifications followed up on time. During 2016, all critical non-compliance notifications were followed up on time and the three major non-compliance notifications not completed have now been rectified. |

Service statistics

We provide a range of important services to support the needs of our diverse and changing community, and provide for a healthy, creative and inclusive City.

The following statistics highlight some of the services we provided during 2016/17 compared to previous years.

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Measure | 2014/15 | 2015/16 | 2016/17 | Trend |
| Maternal and child health services |  |  |  |  |
| Birth notifications received | 1,255 | 1,362 | 1,344 | Decrease |
| Community immunisation sessions held | 79 | 80 | 78 | Stable |
| Infants and children attending immunisation sessions | 2,784 | 2,952 | 2,801 | Decrease |
| Childcare |  |  |  |  |
| Total places across the City | 1,530 | 1,620 | 1,728 | Increase |
| Council managed places | 318 | 318 | 318 | Stable |
| * Bubup Nairm Family and Children’s Centre | 116 | 116 | 116 | Stable |
| * Clark Street Children’s Centre | 65 | 65 | 65 | Stable |
| * Coventry Children’s Centre | 60 | 60 | 60 | Stable |
| * North St Kilda Children’s Centre | 77 | 77 | 77 | Stable |
| Community managed places | 446 | 483 | 568 | Increase |
| Commercial managed places | 766 | 819 | 842 | Increase |
| Family support |  |  |  |  |
| Received in government grants | $238,372 | $250,208 | $253,000 | Increase |
| Target hours provided | 2,565 | 2,729 | 2,327 | Decrease |
| Young people |  |  |  |  |
| Young people (8-11 years old) accessing programs that are run or funded by Council | NA | 21,187 | 33,369 | Increase |
| Young people (12-25 years old) accessing programs that are run or funded by Council | 8,178 | 26,359 | 21,946 | Decrease |
| Aged and disability services |  |  |  |  |
| Home care |  |  |  |  |
| Active home care clients | 1,991 | 1,973 | 1,710 | Decrease |
| Hours of general home care | 26,758 | 27,902 | 19,865 | Decrease |
| Hours of meal preparation | 432 | 284 | 219 | Decrease |
| Hours of personal care | 6,788 | 6,556 | 6,239 | Decrease |
| Hours of home maintenance service | 4,003 | 3,413 | 2,450 | Decrease |
| Hours of respite care | 8,647 | 7,356 | 6,435 | Decrease |
| Hours of shopping services | 9,051 | 8,373 | 8,137 | Decrease |
| Hours of core social support | 7,958 | 9,204 | 9,919 | Increase |
| Hours of high priority social support | 10,270 | 9,183 | 8,564 | Decrease |
| Community meals |  |  |  |  |
| Meals delivered | 33,321 | 31,321 | 27,688 | Decrease |
| Meals provided at centres | 4,467 | 3,798 | 2,949 | Decrease |
| Meals subsidised | 80,679 | 80,037 | 82,848 | Increase |
| Community transport |  |  |  |  |
| Community bus trips | 3,380 | 1,352 | 1,981 | Increase |
| Passengers who used the service | 32,845 | 33,150 | 33,048 | Decrease |
| Volunteers |  |  |  |  |
| Community access volunteers | 23 | 15 | 15 | Stable |
| Libraries |  |  |  |  |
| Loans made at our five library branches | 795,928 | 748,524 | 716,561 | Decrease |
| Inter-library loans | 5,526 | 4,082 | 4,976 | Increase |
| Total library visits | 677,194 | 670,179 | 687,565 | Increase |
| Programs run | 530 | 442 | 478 | Increase |
| Attendees at our programs | 43,769 | 35,619 | 33,922 | Decrease |
| New books added to the collection | 19,732 | 19,866 | 21,462 | Increase |
| Arts and Festivals |  |  |  |  |
| Filming permits issued | 252 | 290 | 228 | Decrease |
| Attendance at St Kilda Festival | 420,000 | 450,000 | 400,000 | Decrease |
| Sports facilities |  |  |  |  |
| Bookings across 15 sporting reserves | 4,487 | 3,871 | 4,387 | Increase |
| Community centres |  |  |  |  |
| Community centres | 12 | 12 | 12 | Stable |
| Visits | 194,295 | 172,590 | 184,140 | Increase |
| Bookings | 11,721 | 11,506 | 12,276 | Increase |
| Casual hires | 1,232 | 1,071 | 1,131 | Increase |
| Events |  |  |  |  |
| Weddings held in our parks and open spaces | 103 | 88 | 79 | Decrease |
| Community events held in our parks and open spaces | 38 | 20 | 29 | Increase |
| Community events in Council halls | 48 | 69 | 81 | Increase |
| Food safety |  |  |  |  |
| Inspections of registered premises | 2,822 | 2,734 | 2,680 | Decrease |
| Food premises complaints | 185 | 217 | 185 | Decrease |
| Food samples analysed | 268 | 218 | 265 | Increase |
| Health services |  |  |  |  |
| Prescribed accommodation inspections conducted | 97 | 91 | 134 | Increase |
| Hairdresser, tattooist and beauty parlour inspections conducted | 268 | 132 | 106 | Decrease |
| Syringes collected and discarded through syringe disposal containers and the Community Clean-up program | 19,584 | 22,021 | 20,749 | Decrease |
| Public health nuisances reviewed | 239 | 275 | 234 | Decrease |
| Animal management |  |  |  |  |
| Animal registrations | 8,072 | 8,279 | 9,678 | Increase |
| Dogs impounded | 129 | 142 | 129 | Decrease |
| Cats impounded | 120 | 132 | 150 | Increase |
| Reported cases of stray cats (feral or trespassing) | 111 | 97 | 106 | Increase |
| Reported cases of stray dogs (wandering at large) | 88 | 73 | 78 | Increase |
| Reported cases of dog attacks | 72 | 99 | 86 | Decrease |
| Reported cases of barking dogs | 285 | 278 | 332 | Increase |
| Local laws |  |  |  |  |
| Litter investigation requests | 867 | 550 | 588 | Increase |
| Unsightly property complaints | 152 | 122 | 149 | Increase |
| Local law infringement notices issued | 389 | 487 | 484 | Decrease |

Explanation of significant variations

**Childcare services** - Total long day care places across the City have increased with additional places at both community managed and commercial managed centres. This includes the provision of 30 additional places at Bubup Wominjeka Family and Children’s Centre and the inclusion of long day care kindergarten places at Poets Grove.

**Sporting facilities** - Bookings at our sporting facilities have increased however the methodology for obtaining this information has changed, limiting comparisons.

**Aged and disability services** - The overall decrease in the aged and disability services statistics is due to changes in the sector. Clients are accessing services through new types of packages and new providers in the area, and the number of residents over 65 has declined.

**Animal management** – The volume of cat and dog registrations has increased due to greater awareness of the option to register animals online.

**Young people** – Compared to the previous year, Council has seen an overall increase in the young people accessing programs or services. This year has also seen a shift in in the ages who are using our services. The substantial increase in middle years (8-11) can be attributed to changes to programming changes, provision of a staff member to target this group and greater awareness of programs and services. The decrease in the older group can be attributed to reduced programs provided during the year.

Resilient - A strong, innovative and adaptive City

### Our strategic objectives

1. Build resilience through our actions and leadership
2. Support and increase community action for a resilient City

Performance Highlights

Reducing greenhouse gas emissions

**Installing and upgrading infrastructure**

A 172kW solar photovoltaic system was installed on the roof of the St Kilda Town Hall in September. This will provide financial savings while avoiding 300 tonnes of greenhouse gas emissions each year. Solar systems were also installed at Elwood Tennis Club and Elwood Park Pavilion. An upgrade of air conditioning and heating at the St Kilda Library is expected to avoid 50 tonnes of emissions each year.

Addressing transport issues

**Car Sharing**

The adoption of the Car Share Policy on 26 July will help ease the escalating transport problem in the City. The policy sets ambitious target for member numbers (from 4,000 to 12,000) and car share bays (from 79 to 330) by 2021. This year the installation of additional car share bays brings the total in the municipality to 130.

Awarded for partnership with other councils

**LGPro Award for Excellence**

On 23 February 2017 the City of Port Phillip – along with the cities of Banyule, Moreland, Stonnington and Yarra was awarded the 2017 LGPRO Award for Excellence – Sustainability Initiative. Each of the councils received the award for jointly incorporating environmentally sustainable development into their planning schemes in 2015.

Challenges

**Meeting ambitious Toward Zero targets**

Council adopted the Toward Zero Sustainable Environment Strategy in 2007. The strategy was ambitious, setting out clear commitments for both Council and community. Each year Council has reported publicly on its progress to share success and learn from any setbacks.

This year Council undertook an independent review of its capacity to achieve the ambitious targets. The review determined that, while progress had been made, substantial investment would be required to meet all the 2020 targets. The outcomes of the review will feed into a new sustainable environment strategy, which will be a key focus for the next year.

More information on our annual progress to achieve these targets is available in Chapter 5.

**Reducing waste to landfill**

The proportion of our kerbside waste diverted from landfill has slightly decreased compared to previous years and remains below the target of 35 per cent.

This result has been impacted by a shift in community behaviour away from the purchase and disposal of newspapers which previously formed a higher proportion of the waste being diverted to recycling.

During the year Council distributed a new information kit to over 100 multi-unit developments to increase recycling levels, installed 17 new bins across the municipality and initiated a year-long trial of compacting bins on the foreshore. Over the next year Council will develop a waste strategy to prepare for the significant growth in the municipality and identify how we can transform waste management in this context.

Looking forward

The Council Plan 2017-27 has a strong focus on responding to sustainability challenges and ensuring we have smart solutions for a sustainable future. Over the next four years Council will work towards revolutionising the way we manage waste to reduce waste to landfill, and invest in innovative water harvesting to reduce our potable water use.

We will work with our community to reduce community greenhouse gas emissions and adapt to the impacts of a changing climate, including the risk of flooding.

Key commitments in the plan include developing a Sustainable City Community Action Plan, a Sustainable Environment Strategy Beyond 2020 and a Waste and Resource Recovery Strategy, along with investing in stormwater harvesting, solar energy and the Port Phillip EcoCentre.

Measures of success

| Measure | **2013/14 result** | **2014/15 result** | **2015/16 result** | **2016/17 result** | **Target achieved** |
| --- | --- | --- | --- | --- | --- |
| Waste diversion  Kerbside waste diversion from landfill rate is consistent with like councils  (Target: 35% of all waste diverted to recycling) | Data not available | 34.5% | 34.1% | 33.1% | No |
| Making the City more environmentally sustainable  At least 80% of community satisfaction survey respondents are satisfied with the performance of Council to make the City of Port Phillip more environmentally sustainable  (Target: At least 80% respondents are neutral, agree or strongly agree) | Data not available | Data not available | 91% | 91% | Yes |
| Greenhouse gas emissions  Reduction in Council's total greenhouse gas emissions per annum  (Target: 6,464 tonnes CO2e) | 9,730 tCO2e | 9,283 tCO2e | 6,464 tCO2e | 6,464 tCO2e | Yes |
| Potable water consumption  Achievement of Council's total potable water consumption target for the year  (Target at year end: Less than 211 megalitres (ML) by 30 June 2017) | 209ML | 209ML | 258ML | 238ML | No |
| Alternative water use  Progress towards Council's use of alternative water source targets  (Target: >5 megalitres (ML)) | 35ML | Data not available | 1.68ML | 10.51ML | Yes |
| Stormwater quality  Progress towards stormwater quality targets  (Target: 47.2 tonnes (T) pollutant load) | 35.0T | 35.4T | 38.9T | 44.1T | No |
| Participants taking action  Percentage of participants in Council environment programs who report taking action as a result of their involvement | Data not available | Data not available | 79% | 76% | Yes |

Progress against major initiatives

Toward Zero Community Action Plan

Actual: $8,794 Budget: $40,000

The Toward Zero Community Action Plan will deliver a range of initiatives to support the community to reduce their waste, water and energy use. Community consultation to inform the plan has commenced, including the delivery of targeted focus groups and launch of a community survey. The project is on track for completion in November 2017.

Toward Zero Waste Management and Resource Recovery Strategy

Actual: $29,262 Budget: $25,000

This is a multi-year project to develop a new strategy to manage waste in Port Phillip. Officers have been collaborating with City of Melbourne and the Metro Waste and Resource Recovery Group to develop the strategy, which includes innovative recycling outcomes for high rise buildings, single dwellings and unit blocks. This is on track for completion in June 2018.

Towards Zero Energy Efficiency and Solar PV in Council Buildings

Actual: $360,090 Budget: $562,000

Solar photovoltaic systems were installed at Elwood Tennis Club and Elwood Park Pavilion. Other works included installation of sub-meters at St Kilda Library, Bubup Nairm and Port Melbourne Town Hall, and modifications to the lighting control system at St Kilda Town Hall. We experienced slight delays in installing the solar photovoltaic systems at Bubup Nairm, Emerald Hill Library and Albert Park Library, and these were completed in August 2017.

Environmental Building Retrofits – Solar at St Kilda Town Hall

Actual: $338,959 Budget: $264,000

This project involved installation of a solar photovoltaic system and installation of safe roof equipment on the auditorium and annexe roof of the St Kilda Town Hall. Installation was completed in October 2016.

Albert Park Lake Stormwater Harvesting

Actual: $0 Budget: $0

Albert Park Lake Stormwater Harvesting is a multi-stakeholder, multi-year project led by Parks Victoria, in partnership with the City of Port Phillip and the City of Melbourne. The objective of this project is to investigate, design and cost changes to Port Phillip irrigation assets, with the aim of connecting to a future stormwater harvesting system within Albert Park Lake. A Technical Proving report was delivered in June 2017. Project partners are reviewing the feasibility of the project.

Services we delivered and what they cost

|  |  |  |
| --- | --- | --- |
| Service | Description of services |  |
| Actual |
| Budget |
| Variance |
| Sustainability | Reduce Council and community impact on the environment through policy, capital delivery, behaviour change programs and advocacy | 3,076,498 |
| 3,131,000 |
| 54,502 |
| Transport and parking | Provide and maintain a safe transport network, improve the range of travel choices and manage parking policy and enforcement | 33,934,723 |
| 34,493,000 |
| 558,277 |
| Waste reduction | Reduce waste going to landfill through kerbside recycling, hard waste collection, e-waste collection, and the regional resource recovery centre, and support for the EcoCentre | 8,209,949 |
| 8,196,000 |
| (13,949) |
| **Material variation explanations**  There have been no material variations (over $1 million) in these services between their respective budgets and actuals. | | |

Service statistics

We provide a range of important services to support the needs of our diverse and changing community.

The following statistics highlight some of the services we provided during 2016/17 compared to previous years.

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Measure | 2014/15 | 2015/16 | 2016/17 | Trend |
| Waste reduction | | | | |
| Waste bins collected each week | 38,582 | 38,749 | 38,909 | Increase |
| Recycling bins collected each week | 34,355 | 34,626 | 34,962 | Increase |
| Hard and green waste collections | 15,102 | 15,682 | 17,217 | Increase |
| Sustainability | | | | |
| Participants in Council-run sustainability programs | 7,573 | 8,274 | 8,308 | Increase |

There have been no significant changes in these services.

### **Service Performance**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Service / indicator / measure** | **2014/15 result** | **2015/16 result** | **2016/17 result** | **Comment** |
| **Waste collection** |  |  |  |  |
| Satisfaction  Kerbside bin collection requests per 1,000 households  [Number of kerbside garbage and recycling bin collection requests / Number of kerbside collection households] x 1,000 | 48.64 | 33.57 | 29.26 | Careful performance monitoring of the kerbside bin collection contract has contributed to a lower number of requests this year. |
| Service standard  Kerbside collection bins missed per 10,000 bin lifts  [Number of kerbside garbage and recycling collection bins missed / Number of scheduled kerbside garbage and recycling collection bins lifts] x 10,000 | 5.55 | 2.67 | 1.73 | Careful performance monitoring of the kerbside bin collection contract has resulted in a low number of missed kerbside collection bins. |
| Service cost  Cost of kerbside garbage bin collection service per bin  [Direct cost of the kerbside garbage bin collection service / Number of kerbside garbage collection bins] | $65.35 | $63.68 | $69.65 | Previously published results in 2014/15 and 2015/16 have been restated because an audit of this measure has identified that previous reporting included the cost of hard waste disposal. |
| Cost of kerbside recyclables collection service per bin  [Direct cost of the kerbside recyclables bin collection service / Number of kerbside recyclables collection bins] | $32.00 | $33.93 | $36.07 | The cost of our kerbside recyclables collection service per bin per year includes weekly collection. |
| Waste diversion  Kerbside collection waste diverted from landfill  [Number of recyclables and green organics collected from kerbside bins / Weight of garbage, recyclables and green organics collected from kerbside bins] x 100 | 34.50% | 34.11% | 32.94% | This result measures the proportion of recyclables collected from kerbside that is diverted from landfill. Council did not meet its annual target of 35 per cent diversion. |

Vibrant - A liveable and connected City

Our strategic objectives

1. Encourage viable, vibrant villages
2. Ensure growth is well planned and managed for the future
3. Improve and manage local amenity and assets for now and the future
4. Ensure people can travel with ease using a range of convenient, safe, accessible and sustainable travel choices

Performance highlights

Vibrant Village program awarded

**Economic Development Australia Awards**

Council’s Vibrant Villages Program was announced as the winner of the Community in Economic Development Award at the Economic Development Australia Awards on 6 October 2016. This award recognises Council’s efforts to create vibrancy within communities by harnessing the diverse interests of our local traders, community groups, motivated residents and Council to deliver community-led action within our City. This three-year program was completed this year with a number of community-led partnership groups continuing.

Palais Theatre refurbished

**Securing the future of Palais Theatre**

After delivering a large program jointly funded by the Victorian Government and Council to address critical maintenance and refurbishment issues, Major Projects Victoria completed the works and handed the Palais Theatre back to the City of Port Phillip and Live Nation, the new operator of the theatre.

Managing increased summer visitation impact

**High resident satisfaction with visitor impact management**

Maintaining safe and clean public spaces over summer is an ongoing challenge. To ensure the amenity of public spaces over the Christmas and New Year period, planning begins in October with multiple Council service units and nine external agencies and contractors involved. At the end of this year’s season almost 80 per cent of community survey respondents rated our performance as good or very good in this area, which is an increase of almost five per cent compared with previous results.

New open space and facilities in growth areas

**Ferrars Street Education and Community Precinct**

Council together with the Victorian Government is delivering Victoria’s first vertical government school with integrated community facilities and a new Montague Community Park (interim name) to provide much needed services and open space for the future community of Fishermans Bend. This year, construction of the school facilities progressed well and Council endorsed the streetscape and park designs with demolition at the park site commencing in June 2017. The school building will open in Term 1, 2018.

**Advocating for great outcomes in Fishermans Bend**

Over the year Council has worked closely with Department of Premier and Cabinet, Department of Treasury and Finance, the Fishermans Bend Taskforce and City of Melbourne to ensure Council’s objectives for Fishermans Bend are realised.

Local markets highly regarded

**South Melbourne Market celebrates 150th birthday**

This year we celebrated the market’s 150th birthday with numerous events including a free community street party and barbecue, exhibition and guided historical tours. For the first time attendance at the market exceeded five million, up 5.9 per cent on the previous year.

**St Kilda Esplanade Market**

The St Kilda Esplanade Market continues to be a successful tourism attraction for visitors to St Kilda with the market now featuring food vans and buskers. The flow on effect of the market ensures economic benefit is distributed throughout the St Kilda precinct, in particular Acland Street.

Making it easier and safer to get around the City

**Additional bus services**

Council successfully secured several additional peak hour bus services to and from Fishermans Bend on the 235 and 237 bus routes as part of the Victorian Government’s State Budget.

**Reduced speeds in local streets**

All local streets (excluding Fishermans Bend) are signposted as 40 km per hour. This has been achieved three years earlier than planned.

Local amenities rated highly

**High satisfaction for local amenities**

Council exceeded annual targets for resident perceptions of local retail areas, the South Melbourne Market, parks and open space, beach cleaning and street cleaning.

Challenges

Delays to Walk and Bike Plan implementation

While four out of five projects within the walk and bike plan were completed, the signal upgrade at the Swallow Street Light Rail was delayed and will be completed in 2017/18. This has impacted the delivery of the Council Plan action to implement integrated infrastructure and innovations to support local walking and bike riding.

Progressing the St Kilda Triangle site

After the Minister for Planning declined Council’s request for an extension of Amendment C106 officers commenced work with the new Councillors to plan the next steps for St Kilda Triangle. This has impacted the delivery of the Council Plan action to Implement St Kilda Triangle 2012, continuing to work towards securing a sustainable future for the St Kilda Triangle.

Addressing concerns in commercial precincts

To address amenity concerns in key commercial areas such as Fitzroy Street, Council implemented a precinct management approach that included a campaign to encourage local residents to shop locally, install CCTV and increase street cleaning.

Reducing serious traffic collisions

The most recent results for 2015/16 have shown an increase in the number of pedestrians, bicycle riders and motorcyclists involved in serious traffic collisions compared to the previous year. This result is comparable to 2012/13 where 74 traffic collisions occurred. In 2016/17 Council continued to progress initiatives to enhance the quality and safety for bike riding and walking, including engaging with VicRoads to improve the St Kilda Road corridor and reducing speed limits on local roads.

Looking forward

The Council Plan 2017-27 sets out bold ambitions to ensure we are connected and it is easy to move around; we are growing and keeping our character; and we thrive by harnessing creativity.

Council will focus on developing an integrated transport strategy to achieve real travel choices, an improved framework for managing our limited parking supply and streets that are designed for people.

Council will continue working in partnership with the Victorian Government to develop robust planning frameworks and precinct plans for Fishermans Bend, to ensure a world class renewal area.

We will also invest in retail precincts to ensure they are a focal point for local communities, grow our creative industries cluster and transform our libraries as creative and learning spaces.

Measures of success

| Measure | **2013/14 result** | **2014/15 result** | **2015/16 result** | **2016/17 result** | **Target achieved** |
| --- | --- | --- | --- | --- | --- |
| Local retail area satisfaction  Community satisfaction survey respondents agree their local retail area is vibrant, accessible, engaging, full of energy and life, and somewhere they want to be  (Target: At least 80% respondents are neutral, agree or strongly agree) | Data not available | 96% | 96% | 97% | Yes |
| South Melbourne Market  Community satisfaction survey respondents believe South Melbourne Market is a significant benefit to residents  (Target: At least 80% respondents are neutral, agree or strongly agree) | 97% | 98% | 99% | 99% | Yes |
| Sustainable design  Increased number of planning permit applicants participating in the Sustainable Design Assessment in the Planning Process (SDAPP) program within Port Phillip  (Target at end of year: 70% by 30 June 2017)  Note: Methodology changed during 2014/15 | 71% | 78% | 78% | 75% | Yes |
| Parks and open space  Community satisfaction survey respondents are satisfied with quality of parks and open space  (Target: At least 80% respondents are neutral, agree or strongly agree) | 90% | 96% | 94% | 96% | Yes |
| Beach cleaning  Community satisfaction survey respondents are satisfied with quality of beach cleaning  (Target: At least 80% respondents are neutral, agree or strongly agree) | 83% | 94% | 92% | 95% | Yes |
| Street cleaning  Community satisfaction survey respondents are satisfied with quality of street cleaning  (Target: At least 80% respondents are neutral, agree or strongly agree) | 80% | 89% | 89% | 88% | Yes |
| Capital works delivery  The proportion of the capital works program that is delivered on budget  (Target: At least 80% expenditure compared to budget) | 70% | 75% | 84% | 82% | Yes |
| Renewal gap ratio  Renewal gap ratio - difference between rate of spending on assets and asset depreciation  (Target: At least 90% renewal gap ratio) | 80% | 73% | 72% | 92% | Yes |
| Sustainable transport  Increase in reported community use of sustainable options as their main mode of transport  (Target: At least 50% respondents use sustainable transport as their main mode of transport to work) | 58% | 59% | 57% | 64% | Yes |
| Parking management  Community satisfaction with parking management is consistent with industry benchmarks  (Target: At least an index score of 53) | 48 | 52 | 50 | 53 | Yes |
| Serious traffic collisions  Reduction in the number of serious traffic collisions involving pedestrians, cyclists and motorcyclists\*  \* Data is one year in arrears | 79 | 62 | 74 | NA | No |

Progress against major initiatives

Fishermans Bend

Actual: $84,483 Budget: $100,000

Following public consultation, the Fishermans Bend Vision was finalised and released in early October. The Fishermans Bend Taskforce conducted a series of targeted consultation sessions providing opportunities for the community to participate in discussions around public space and community services needs in Fishermans Bend. The Fishermans Bend Taskforce sought the advice of the Ministerial Advisory Committee regarding the draft Framework Plan and will continue to seek community feedback throughout 2017 for input into the final Framework Plan.

Developing a clear funding strategy for the delivery of Fishermans Bend has been a key focus this year, and Councillors and officers have been working closely with Department of Premier and Cabinet, Department of Treasury and Finance, the Fishermans Bend Taskforce and City of Melbourne on the funding. Officers continue to provide input into the work of the Fishermans Bend Taskforce, including the draft Fishermans Bend Framework Context Report and Implementation Plan, and revised planning controls. It is understood that public consultation on the draft framework will occur later in 2017.

Queens Lane upgrade

Actual: $36,598 Budget: $65,000

We have implemented speed limit reductions, passing areas, road resurfacing and right lane turning bans to address safety and congestion concerns in Queens Lane. Further safety improvement works at the intersection of Kings Way and Queens Lane commenced in June 2017 and will be completed by Melbourne Metro Rail Authority on behalf of Council. Tree planting was scheduled for June 2017, but was delayed due to the location of underground services. Council is investigating alternative tree locations and streetscape options.

Palais Theatre

Actual: $5,546,272 Budget: $3,350,000

Major Projects Victoria completed major critical maintenance and refurbishment works ahead of schedule and handed the Palais Theatre back to the City of Port Phillip. The works included upgrading the electrical system, fire protection system, disabled access and facilities, and hydraulic systems, along with refurbishing the theatre’s exterior.

In line with the phased opening of the venue, the Palais Theatre operators, Live Nation, is refurbishing the inside of the theatre and upgrading the functionality of the first floor foyer through relocating the office space, installing a lift and accessibility improvements. The works, in accordance with the lease, Heritage Victoria, and landlord approvals, further improves the attractiveness, accessibility, and historic character of the building. The works are the first tranches of $7.3 million in redevelopment Live Nation is required to complete within the first five years of their lease.

Wellington Street upgrade

Actual: $197,515 Budget: $230,000

This project involved construction of safety improvement works on Wellington Street, including line marking and tree planting in the central median and kerb extensions at two intersections. Works were completed in June 2017.

Vibrant Villages program

Actual: $318,297 Budget: $244,000

The three-year Vibrant Villages Program concluded in June, and was a big success. The program was created to activate our villages through initiatives that fostered prosperous, attractive and welcoming places. In 2016/17, we supported a free community concert held at South Melbourne Town Hall, delivered street art projects across the City, transformed Acland Street plaza into a forest of sunflowers, supported the greening of Ripponlea Shopping Village and hosted a family picnic day at Garden City Reserve. Village Partnership Group in Emerald Hill and Beacon Cove and Garden City have decided to continue.

St Kilda Triangle

Actual: $0 Budget: $50,000

In July 2016, officers drafted Design Guidelines for the St Kilda Triangle with community consultation planned for early 2017, and a Planning Scheme amendment to follow. This work was adjourned while Council established its future priorities and developed its Council Plan. In May Council resolved to write to the Minister for Planning to seek an extension for a further twelve months of Amendment C106 which was declined. Officers continue to work with Councillors to plan the next steps for progressing the plans for St Kilda Triangle and possible planning scheme amendment.

Council officers worked with event organisers to deliver a range of events, experiences and activities at the St Kilda Triangle over the winter period.

Beach Street - Separated Queuing Lane

Actual: $200,123 Budget: $250,000

Council commenced an upgrade to the Beach Street roundabout in Port Melbourne, with a dedicated queuing lane to improve local traffic congestion during the cruise ship season. Construction of the Beach Street queuing lane commenced on 5 June so that works could be completed before the 2017 cruise ship season.

CCTV Fitzroy Street St Kilda

Actual: $346,534 Budget: $80,000

Seven CCTV cameras were installed in Fitzroy Street between Grey Street and the Upper Esplanade. Victoria Police, local traders, other council partners and our community have supported the installation of CCTV cameras help people feel safe and discourage further incidents of anti-social behaviour and crime. The amount spent was increased to include a measurement and evaluation framework. An evaluation to determine its effectiveness will be undertaken in 2017/18.

St Kilda Road Safety improvement project

Actual: $0 Budget: $0

Supported by the cities of Port Phillip and Melbourne, this project is a VicRoads initiative to create a safer environment for pedestrians and public transport users. VicRoads submitted the business case to Transport Accident Commission and will commence community engagement in 2017/18, pending approval.

Precinct Program

Actual: $372,618 Budget: $0

The Precinct Program consists of distinct geographical areas categorised as 'precincts' administered by a newly created role of Precinct Director. The program coordinates work and activities in each precinct under an organisation-wide governing framework to support improvements in each precinct.

Walk Plan and Bike Plan implementation

Actual: $800,463 Budget: $1,000,000

This program improves walking and bike riding infrastructure throughout the municipality. This year Council has delivered Ferrars and Bank streets pedestrian improvements, Richardson and Wright streets safety improvements, Armstrong Street and Canterbury Road kerb extensions, and the Cecil Street bike lane upgrade. The program also included installation of bike parking throughout the City. Construction of signal upgrade works at Light Rail and Swallow Street, Port Melbourne was postponed due to delays in obtaining permits from utility companies and will be completed in 2017/18.

Acland Street upgrade

Actual: $2,345,177 Budget: $2,776,000

Works to revitalise the Acland Street streetscape and upgrade the tram terminus were delivered through a partnership between Public Transport Victoria, the City of Port Phillip and Yarra Trams. The integrated place-based urban design has created space for all to enjoy local art, culture, performances and pop-up events, while improving the safety, comfort, capacity, reliability and accessibility of Route 96, one of Melbourne’s busiest tram routes.

Services we delivered and what they cost

|  |  |  |
| --- | --- | --- |
| **Service** | **Description of services** |  |
| **Actual** |
| **Budget** |
| **Variance** |
| Arts, culture and heritage | Support access to art, culture and heritage experiences | 10,944,986 |
| 9,694,000 |
| (1,250,986) |
| Economic development and tourism | Support our business community to prosper | 1,449,962 |
| 1,736,000 |
| 286,038 |
| Festivals and markets | Deliver festivals and operate and support markets in our City | 12,458,321 |
| 11,583,000 |
| (875,321) |
| Public space maintenance | Maintain and manage our open spaces including foreshore, parks, gardens, reserves, sporting fields and streetscapes | 15,303,302 |
| 14,894,000 |
| (409,302) |
| Public space permitting | Activate public space with permitted recreation, cultural and community events | 664,086 |
| 576,000 |
| (68,086) |
| Public space planning and delivery | Plan, design and deliver open space capital works and renewals | 6,801,648 |
| 6,801,000 |
| (648) |
| City planning and urban design | Determine how land should be used and developed, design civic space improvements and update the Port Phillip Planning Scheme | 4,030,346 |
| 4,221,000 |
| 190,654 |
| Development compliance | Administer the Port Phillip Planning Scheme to regulate how land is used and developed, and ensure development is suitable for occupation and use | 9,763,786 |
| 9,464,000 |
| (299,786) |
| **Material variation explanations**  **Arts, culture and heritage**: Higher than budgeted expenditure due to delayed timing of expenditure for the Palais Theatre Redevelopment which was budgeted in 2015/16 and actually completed in 2016/17.  **Festivals and markets**: Higher than budgeted expenditure due to the 2015/16 funded South Melbourne Market Rooftop Carpark Crash Barrier project being completed in 2016/17. | | |

Service performance

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Service / indicator / measure** | **2014/15 result** | **2015/16 result** | **2016/17 result** | **Comment** |
| **Statutory Planning** |  |  |  |  |
| Timeliness  Time taken to decide planning applications  [The median number of days between the receipt of a planning application and a decision on the application] | 67 | 75 | 78 | The median number of days to make a decision on a planning application increased and reflects a high number of large complex planning permit applications and additional layers of planning control. |
| Service standard  Planning applications decided within required time frames 60 days  [Number of planning application decisions made within 60 days / Number of planning decisions made] x 100 | 61.% | 57% | 60% | The proportion of planning decisions made within 60 days increased by four percentage points and met our annual target of 40 per cent. |
| Service cost  Cost of statutory planning service per planning application  [Direct cost of the statutory planning service / Number of planning applications received] | $1,367.34 | $1,725.18 | $2,073.70 | Historical results have been restated because during the year it was identified that Council was incorrectly using all applications when it should be using new applications as the denominator. The cost of the statutory planning service increased due to additional resources being employed to deal with more complex applications. |
| Decision making  Council planning decisions upheld at VCAT  [Number of VCAT decisions that did not set aside Council’s decision in relation to a planning application / Number of decisions in relation to planning applications] x 100 | 73% | 71% | 70% | The result has slightly decreased this year however when we include mediated and withdrawn outcomes Council decisions upheld at VCAT is 83 per cent. This result exceeded our annual target of 30 per cent. The 2014/15 result has been restated changing it from 79% because it was identified in the previous year that Council needed to change how it was applying the definition. |
| **Roads** |  |  |  |  |
| Satisfaction  Sealed local road requests per 100km of sealed local roads  [Number of sealed local road requests / Kilometres of sealed local road] x 100 | 59 | 52 | 65 | The City of Port Phillip has a high population density. The number of requests is higher this year because we have improved the categorisation of the types of requests included. |
| Condition  Sealed local roads maintained adequately  [Number of kilometres of sealed local roads below the renewal intervention level set by Council / Kilometres of sealed local roads] x 100 | 92.00% | 96.98% | 96.98% | This result shows the percentage of sealed local roads including laneways that are below the renewal intervention set by Council and are not requiring renewal. Council will have more current information following outcome of a condition audit that was undertaken in June and July 2017. This will be reported in the following year. |
| Service cost  Cost of sealed local road reconstruction per square metre  [Direct cost of sealed local road reconstruction / Square metres of sealed local roads reconstructed] | $170.70 | $156.51 | $190.87 | The cost of our sealed local road reconstruction includes all types of road materials, including asphalt, concrete and bluestone. In addition we include any stormwater drainage costs incurred while undertaking road reconstruction. The increase in cost can be attributed to increasing the proportion of bluestone pavers resetting this year which has reflected on the cost increase compared to the previous year. |
| Cost of sealed local road resealing per square metre  [Direct cost of sealed local road resealing / Square metres of sealed local road resealed] | $40.27 | $43.03 | $49.90 | The City of Port Phillip only uses asphalt for its resurface material because it is more resilient where other councils may use a mix of asphalt and spray seal. This leads to a higher cost. The increase in cost is the result of specific pavement design that uses an increased the depth of asphalt. This has increased the cost per square meter. |
| Satisfaction  Community satisfaction with sealed local roads  [Community satisfaction rating out of 100 with how Council has performed on the condition of sealed local roads] | 73 | 70 | 70 | We received the same rating as previous years, which was higher than the Melbourne Metropolitan average of 66 and achieved our annual target of 50. |

Service statistics

We provide a range of important services to support the needs of our diverse and changing community.

The following statistics highlight some of the services we provided during 2016/17 compared to previous years.

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Measure** | **2014/15** | **2015/16** | **2016/17** | **Trend** |
| Parks and open space | | | | |
| Ovals mowed (hectares per week) | 14 ha | 14 ha | 14 ha | Stable |
| Reserves and gardens maintained (hectares per week) | 177.6 ha | 177.6 ha | 177.6 ha | Stable |
| Playground inspections conducted | 3,007 | 3,692 | 3,380 | Decrease |
| Additional trees planted | 1,305 | 1,466 | 1,117 | Decrease |
| Property management | | | | |
| Leases and licences managed by Council | 132 | 170 | 172 | Increase |
| Building maintenance requests processed | 4,942 | 5,106 | 5,313 | Increase |
| Planning applications | | | | |
| Received | 1,602 | 1,529 | 1,423 | Decrease |
| Decisions made | 1,438 | 1,624 | 1,380 | Decrease |
| South Melbourne Market | | | | |
| Visitors to the South Melbourne Market during the year | 4,644,521 | 4,724,196 | 5,001,932 | Increase |
| Parking management | | | | |
| Abandoned vehicles | 1,476 | 1,489 | 1,679 | Increase |
| Disabled parking permit issued - Blue | 1,179 | 1,236 | 1,257 | Increase |
| Disabled parking permit issued - Green | 217 | 120 | 102 | Decrease |
| Resident parking permits issued | 6,710 | 7,646 | 6,465 | Decrease |
| Foreshore permits issued | 2,567 | 2,527 | 2,266 | Decrease |
| Combined permits issued | 7,068 | 7,016 | 5,842 | Decrease |
| Community service permits issued | 1,133 | 1,301 | 1,038 | Decrease |
| Visitor parking permits issued | 10,724 | 11,486 | 10,193 | Decrease |
| Parking enforcement infringements issued | 147,647 | 158,376 | 162,852 | Increase |
| Parking complaints (officer) | 33 | 17 | 28 | Increase |
| Number of parking permits issued per year | 18,830 | 32,986 | 28,548 | Decrease |

Explanation for significant variation

**Parking management –** The decrease in the volume of parking permits issued is attributed to an increase in the number of new developments ineligible for permits. There has been an increase in the number of abandoned vehicles reported to Council for investigation.

**Parks and open space –** While the number of new trees planted has decreased compared to the previous year, it is still above the target of more than 1,000 and resulted in a net increase of 618, which is comparable to previous years.

Asset management performance

Asset management is the way in which Council looks after its assets, both on a day-to-day basis (maintenance and operations) and in the medium to long term (strategic and forward planning).

The cost of providing assets is not one off. Community assets wear out and require regular maintenance, rehabilitation and, at times, upgrading. To achieve long term financial sustainability, effective asset management is essential. We must manage our assets prudently by balancing cost, risk and performance within an ever changing and challenging environment.

Council manages over $2.9 billion in assets, which has been built up progressively over many years and includes: land, roads, footpaths, drains, buildings, parks and open space, and maritime infrastructure. These assets exist to provide value to the community in the delivery of a wide range of services. Council allocates funding on an annual basis to the renewal and enhancement of our assets.

We continue to demonstrate our ongoing commitment to improving the standards of critical infrastructure assets which we are entrusted to manage. In 2016/17 we undertook close to $31.9 million worth of capital works on upgrading, rehabilitating and growing our assets so that they are safe, reliable, and meet the needs of our community.

New, upgraded, safe and compliant assets

We created new assets and upgraded a number of existing assets to increase service provision and access to our community. During the year we also had a strong focus on making a range of upgrades to a number of facilities to make them safe and to improve their accessibility.

| **New and Upgraded Asset Projects** | **2016/17 expenditure** |
| --- | --- |
| St Kilda Life Saving Club redevelopment  Total project cost was $4.6 million. | $2.7 million |
| Gasworks Theatre building upgrade | $2.2 million |
| Palais Theatre refurbishment  Total project cost was $20.1 million. Council’s contribution was $7.5 million. | $5.5 million |
| Acland Street upgrade | $1.1 million |
| Energy Efficiency and Solar in Council buildings | $278,800 |
| Environmental Building Retrofits - solar at St Kilda Town Hall | $337,000 |
| Point Ormond public toilets upgrade | $362,000 |
| Separated queuing lane on Beach Street to alleviate traffic congestion | $200,000 |
| Accessibility improvements to Council buildings | $56,000 |
| Implementation of safe roof access systems on Council buildings | $98,000 |
| Installation of crash barriers within the South Melbourne Market rooftop carpark | $573,000 |
| Improvements to Bubup Nairm Family and Children's Centre | $76,000 |

Asset renewal

Sustaining our community infrastructure and assets is one of the biggest challenges Council faces. At risk is the continued sustainability of our assets which are intrinsically important to the delivery of our services.

We recognise this challenge and have sustained our effort to invest in asset renewal at responsible levels. In 2016/17 we spent close to $20.7 million on renewing our buildings, roads, footpaths, drains and public space infrastructure. This investment represents a renewal ratio of 92.1 per cent and demonstrates that we are committed to asset sustainability. The renewal ratio expresses net capital expenditure on renewal of existing assets as a percentage of the optimal level of expenditure which is measured as depreciation.

Major asset renewal projects included:

* Footpath renewal program (10.9 kilometres of footpath) $1.73 million
* Road resurfacing program $1.68 million (33,800 square metres of road)
* Road renewal program $1.5 million (2.6 kilometres of road)
  + Holroyd Avenue, St Kilda East
  + Quat Quatta Avenue, Ripponlea
  + Kendall Street, Elwood
  + Ross Street, Port Melbourne
  + Alfred Place, St Kilda
  + Bayview Street, Elwood
  + Victoria Street, South Melbourne
* Kerb renewal program $524,000
  + Dickens Street, Elwood
  + Albert Road, South Melbourne
  + Stead Street, South Melbourne
  + Tope Street, South Melbourne
  + Cruikshank Street, South Melbourne
* Drainage renewal program $900,000
* Public space renewal projects $360,000
  + Beacon Cove foreshore
  + Elwood public space
  + Moran Reserve
  + Marina Reserve
  + Pier Road/St Kilda Beach
* Parks infrastructure renewal, including seating, signs, bins, pathways and irrigation systems $480,000
* Road furniture renewal, including signs, streetscape elements, and parking machines $430,000
* Building renewal and refurbishment works:
  + South Melbourne Market $221,000
  + Elwood Surf Life Saving Club $310,000
  + minor building renewal projects to various Council buildings to maintain safety and service $128,000
  + minor capital works to a number of Council’s child care centres $105,000
  + Linden Gallery (multi-year project) $85,000
  + replacement of heating and cooling equipment servicing the St Kilda Library $260,000
  + South Melbourne Town Hall lifts (multi-year project) $51,000.

Highlights

Asset management policy

The Asset Management Policy was reviewed and adopted by Council in accordance with best practice. This policy will ensure appropriate management of our assets to meet current and future community needs and is a key part of our overall asset management framework.

Asset management plans

We undertook significant work throughout the year to complete plans for all our asset portfolios of transport, stormwater, buildings, public space, lighting and information and technology. These plans ensure that key management directions are defined.

Asset information

We continue our program of ongoing asset condition audits to better understand how our assets perform and assist with planning. Assets assessed included roads (surface and pavement), buildings and facilities.

Challenges

Asset management strategy

We are preparing an Asset Management Strategy which will review of our current environment, identify the desired state and detail a roadmap to achieve best practice asset management capability. The strategy will also address how key Council Plan objectives that rely on assets will be achieved.

Continuous improvement

We recognise the importance of, and are committed to, improving asset management in accordance with the National Asset Management Assessment Framework. This is a tool used by Council to conduct a self-moderated assessment of the level of maturity of our asset management processes, practices and systems.

Council is close to achieving a ‘core’ maturity in asset management however further work is required to bridge some gaps.

Investment challenges

Capital investment covers the renewal or upgrade of existing assets to extend their service life, the creation or acquisition of new assets to address growth in demand or changes to service levels.

A key challenge is to provide a sustainable balance between providing new or enhanced assets and maintaining and renewing our existing assets at a cost and quality that is affordable and acceptable to our community. Better aligning future funding needs will help optimise expenditure**.**

Looking forward

We will consolidate existing practices and implement initiatives to:

* ensure that our assets are fit-for-purpose
* use our assets innovatively to deliver community benefit
* incorporate climate resiliency and mitigate the environmental impact of our assets
* improve our practices, including using smart technology to optimise decisions and performance
* ensure financially sustainable decisions so that we can continue to look after, improve and grow our assets for current and future generations.

Chapter 5 Achieving Toward Zero

* Major milestones
* Our 2020 challenges
* Toward Zero community targets

Toward Zero

Toward Zero is the City of Port Phillip’s sustainable environment strategy to 2020. Council adopted the Toward Zero Sustainable Environment Strategy in 2007.

The strategy outlines nine sustainability challenges and sets Council and community targets for 2020.

Toward Zero has nine challenges covering:

* greenhouse gas emissions
* potable water use
* waste
* contamination and pollution
* sustainable transport
* sustainable urban design and development
* net loss of natural heritage
* sustainable purchasing and procurement
* climate change.

Major Milestones in 2016/17

**September 2016**

* Completed installation of 172kW solar panels at St Kilda Town Hall

**November 2016**

* Partnered with Public Transport Victoria and Yarra Trams to deliver an accessible tram terminus, streetscape upgrade, wider footpaths and new pedestrian plaza on Acland Street

**February 2017**

* Installed a GaiaRecycle machine at South Melbourne Market, which converts food waste into fertiliser and water
* Received an LGPro Award for Excellence, in partnership with five other Councils, for the Environmentally Sustainable Design Policy – Planning Reform for a Sustainable Future

**March 2017**

* Facilitated an architecture and urban design exhibition, ‘Swamped‘, which focused on the impact of climate change on the Elster Creek catchment

**May 2017**

* Called upon the Victorian Government to ban the free distribution of single use plastic bags and pledged to join Zoos Victoria’s campaign to avoid using balloons
* Implemented Multi Unit Developments (MUDs) education campaign aimed at improving waste recycling rates and other amenity issues, including a Facebook posting forum aimed at building body corporate coordinators

**June 2017**

* Completed construction of six raingardens
* Improved 13 intersections for bike riders and pedestrians and improved public lighting along the Port Melbourne light rail shared path
* Completed installation of 45 new on-street car share bays to reduce the need for car ownership
* Completed planting over 1,110 trees in streets and parks
* Commenced community consultation and data collection for the Toward Zero Community Action Plan
* Reviewed the Procurement Policy to increase the input of sustainability technical experts and to provide support for sustainable purchases
* Partnered with nine neighbouring Councils, to develop and endorse the Bay Blueprint, a coastal adaptation planning framework
* Installed smart sensor solar powered litter bins along the St Kilda foreshore
* Successful grant application for the EPA, Officers for the Protection of the Local Environment pilot program which will assist in dumped waste investigation and building site waste issues
* Successful application for the Australian City Partnerships Programme, which commences in September 2017 and runs for two years. The Programme is aimed at supporting non-traditional sustainable urban development projects.

Our 2020 challenges

Greenhouse gas emissions

Our commitment

Achieve zero net greenhouse gas emissions in council operations and services by 2020

Baseline in 1996/97 – 16,333 tonnes Co2e

2015/16 - 6,464

2016/17 - 6,464

2020 target – 0

Council’s 2016/17 net greenhouse gas emissions were 6,464 tonnes carbon dioxide equivalent (tCO2e), including purchase of 4,490 carbon offsets. This is a 60 per cent reduction on baseline. Emissions are attributed to electricity use in streetlights (38 per cent), gas and electricity use in council facilities (51 per cent), vehicle use (10 per cent), and organic waste sent to landfill (1 per cent).

Council actions

* Installed solar energy systems on three buildings, including the St Kilda Town Hall
* Completed energy efficiency works, including lighting and insulation upgrades, improved controls for lighting, heating and cooling systems and installed a new chiller at St Kilda library
* Purchased 4,490 carbon offsets (National Carbon Offset Standard eligible)

Looking forward

* Commence Energy Performance Contracting in 2017/18, which aims to reduce energy use in its largest buildings
* Continue investing in renewable energy and energy efficiency measures in Council buildings, including a solar energy system at South Melbourne Market
* Continue participating in a group purchasing model to drive investment in renewable energy

Further information

[Greenhouse Plan – Low Carbon City (2011)](http://www.portphillip.vic.gov.au/default/SustainableEnvironmentDocuments/Greenhouse_Plan_Final_v5.pdf)

Potable water use

Our commitment

Minimise potable (drinking quality) water use to achieve and sustain a 70 per cent reduction in Council’s potable water use by 2020 (based on 2000 levels of water use)

Baseline in 2000 – 518 megalitres

2016/17 - 238 megalitres

2020 target – 155 megalitres

Total Council potable water use was approximately 238 megalitres in 2016/17. Use was down approximately 7.5 per cent on the previous year. Park and open space irrigation made up approximately 118 megalitres of the total. The use of harvested stormwater from Elster Creek at Elwood Park helped reduce potable water consumption.

Council actions

* Increased use of stormwater harvested from Elster Creek for irrigation of Elwood Park
* Leak detection and repairs of irrigation assets
* Submetering at South Melbourne Market to better understand where water is being used

Looking forward

Council will employ strategies to manage demand as well as implement stormwater harvesting, including:

* undertaking integrated water management planning, including partnering with Melbourne Water and others to review and implement relevant plans
* collaborating with the Cooperative Research Centre for Water Sensitive Cities to identify integrated water management opportunities
* building stormwater harvesting systems for open space irrigation
* implementing irrigation upgrades to key sports fields and parks to optimise water use

Further information

* [Water Plan - Toward a Water Sensitive City (2010)](http://www.portphillip.vic.gov.au/default/SustainableEnvironmentDocuments/Water_Strategy.pdf)
* Foreshore and Hinterland Vegetation Management Plan

Waste

Our commitment

Minimise waste to achieve and sustain an 80 per cent reduction in council waste to landfill by 2020 (based on 1999 levels of waste)

Baseline in 2011/12 – 53.2 tonnes to landfill (or 73 kg/FTE of waste to landfill)

2016/17 - 50.4 tonnes to landfill (or 61 kg/FTE of waste to landfill)

2020 target – 10.64 tonnes to landfill (10 kg/FTE of waste to landfill)

**Notes on data**

Council gathers data by conducting regular bin audits of Council facilities, and extrapolating data for the year. In 2016/17, the audit reported an average recycling rate across all Council sites at 43.2 per cent. This is an increased recycling rate by 14.4 per cent from the last audit in 2014. Food waste recycling and soft plastics have been introduced at a number of Council facilities which has assisted in the overall increase in recycling. Waste generated per full-time equivalent (FTE) staff member has significantly decreased by 9.3 per cent.

Council actions

* Introduced new role of the Project Director - Waste Futures, to develop a new Waste and Resource Recovery Plan, and drive waste innovation within Council
* Managed Council’s worm farm system at St Kilda Town Hall, which processed 2.14 tonnes of organic waste throughout the year

Looking Forward

Council will complete the new Waste and Resource Recovery Strategy in 2018. This strategy will identify actions to reduce Council waste to landfill, including the management of organic waste.

Contamination and pollution

Our commitment

Maintain and increase the health and quality of our natural assets

Council reduces contamination and captures stormwater pollutants through installing Water Sensitive Urban Design (WSUD) systems, such as raingardens and stormwater harvesting.

Stormwater pollutants such as sediment, nitrogen, pathogens and phosphorous are naturally filtered through plants in these systems and captured before they impact the health of Port Phillip Bay.

Council’s Water Plan sets targets for stormwater pollutant reduction and is delivered through an annual WSUD program.

The projects delivered in 2016/17 collected 4.2 tonnes of total suspended solids, bringing the cumulative annual reduction potential to 44.1 tonnes per year. This is slightly under the 2016/17 target of 47.2 tonnes.

Council actions

* Designed and installed six raingardens in The Boulevard, Port Melbourne; Wright Street, Middle Park and Byrne Avenue, Elwood
* Worked with Parks Victoria, Melbourne Water and City of Melbourne on planning and feasibility for a stormwater harvesting scheme at Albert Park Lake

Looking forward

* Design and implement stormwater harvesting projects throughout the city
* Continue to construct raingardens to reduce contaminants in water entering Port Phillip Bay
* Develop a Stormwater Asset Management Plan and continue to invest in drainage improvements
* Increase the permeability of ground surfaces across streets and public spaces

Further information

[Water Plan - Toward a Water Sensitive City (2010)](http://www.portphillip.vic.gov.au/default/SustainableEnvironmentDocuments/Water_Strategy.pdf)

Sustainable Transport

Our commitment

Achieve a low emissions vehicle fleet

Baseline in 1996/97 – 894 tonnes Co2e

2015/16 – 1,096 tonnes Co2e

2016/17 – 1,121 tonnes Co2e

2020 target – 0 tonnes Co2e

This year’s figure represents 2.3 per cent increase on 2015/16 levels. The quantity of diesel purchased decreased by 2.4 per cent and the quantity of unleaded petrol purchased increased by 12.2 per cent. Increased emissions are attributable to an increase in street cleaning and increased staff use of fleet cars.

Council actions

Council undertook a strategic assessment of the fleet policy to understand potential improvements in operational efficiency and fleet management.

Looking forward

* Undertake a comprehensive review of Council’s Fleet Policy to include enhanced travel choices and lower emission technology
* Implement a fleet management database to better manage and report on use of fleet vehicles
* Offset vehicle emissions to deliver a zero emissions vehicle fleet

Further information

[Sustainable Transport Strategy (2011)](http://www.portphillip.vic.gov.au/SustainableTransportStrategy_FINAL_Dec_2014.pdf)

Sustainable urban design and development

Our commitment

All council buildings and facilities have minimal environmental impacts

Council actions

* Established sustainable design performance benchmarks for projects in the design phase, including South Melbourne Life Saving Club, South Melbourne Community Centre, Liardet Street Community Centre, Peanut Farm Pavilion and JL Murphy Pavilion
* Prescribed a high-green standard requirement for the Stokehouse redevelopment. The project has achieved a 5 star Green Star certification under a ‘design and as-built’ rating

Looking forward

Council will continue to strongly support the inclusion of sustainable design criteria in new building projects and major refurbishments. This will be done by revising and improving Council’s Sustainable Design Strategy to ensure the standards align with, and exceed, best practice standards.

Further information

[Sustainable Design Strategy (2013)](http://www.portphillip.vic.gov.au/Sustainable_Design_Strategy.pdf)

Natural Heritage

Our commitment

Maintain and enhance our natural heritage values, significant sites, and regional biodiversity and habitats (accepting that our environment does not end at our municipal boundaries)

Council actions

* Planted over 1,110 trees in streets and parks
* Completed replanting of 61,000 plants at Moran Reserve and Elwood Park
* Removed dead, dying and hazardous vegetation from Point Ormond Reserve and Tea Tree Reserve, Elwood during the second year of the Foreshore and Hinterland Vegetation Management Plan
* Planted indigenous trees on Turner Reserve Port Melbourne, Elwood Canal and Head Street Reserve
* Increased indigenous vegetated areas by 2,500 m3

Looking forward

* Continue to increase tree canopy cover based on canopy mapping
* Increase the number of trees in streets and parks
* Reduce impermeable surfaces through tree plots and garden beds
* Continue to implement the Foreshore and Hinterland Vegetation Management Plan priorities to improve biodiversity, plant quality and shade
* Complete an ecological biodiversity study, in partnership with the EcoCentre and local experts
* Become a Regional Catchment Strategy Partner with the Port Phillip and Western Port Catchment Management Authority

Further information

[Greening Port Phillip 2010-2015](http://www.portphillip.vic.gov.au/greening_port_phillip.htm)

Foreshore and Hinterland Vegetation Management Plan

Purchasing and Procurement

Our commitment

Purchase goods and services that have low environmental impact

In 2016/17, 1.5 per cent of Council’s purchases were recorded as sustainable. There are challenges in tracking the procurement of goods and services that have a positive environmental impact. Council is in the process of reviewing its approach to tracking this information in order to gather more robust and accurate data.

Council actions

Council reviewed its Procurement Policy to provide increased guidance and support for sustainable purchases and engaged sustainable procurement consultants to support the organisation to embed sustainability into procurement processes.

Council also reviewed its Investment Policy and Guidelines to prefer financial institutions that do not directly or indirectly support fossil fuel companies and limit investments in these institutions to the minimum required.

Council is part of a consortium that won a grant to test the feasibility of the ‘CO2 Procurement Ladder’. This is designed to leverage government’s purchasing power to encourage suppliers of goods and services to reduce their CO2 emissions.

Looking forward

Embed sustainability into Council’s procurement, fleet and investment policies and practices through:

* considering sustainability in the design of specifications for all tenders over $1 million
* requiring tenderers to include a Corporate Social Responsibility statement for tenders over $1 million
* using external sustainable procurement specialists to improve sustainable purchasing outcomes
* enhanced reporting on procurement performance and compliance.

Climate Change

Our commitment

Preventing further climate change and actively reducing regional greenhouse gas emissions

Taking action on climate change also requires a commitment to creating assets that have the capacity to positively adapt to a changing climate, and to increasing our community’s resilience to changing weather patterns.

Council actions

* Completed Bay Blueprint 2070, a guide to exploring regional coastal adaptation opportunities for Port Phillip Bay in response to climate change
* Continued involvement with the South East Council’s Climate Change Alliance and Inner Melbourne Climate Adaptation Network , and actively engaged in climate change themed events throughout the year
* Successfully advocated to Melbourne Water to establish the Elster Creek CEO forum, to progress flood mitigation action across the Elster Creek Catchment

Looking forward

* Continue to advocate to the Victorian Government and stakeholders for a Coastal Hazard Vulnerability Assessment
* Progress the partnership agreement with Victoria Government to formalise ongoing collaborative relationship on climate change
* Continue to collaborate with other councils and researchers to identify appropriate adaptation pathways to protect Council’s coastal infrastructure, parks and buildings
* Develop a heat management plan to help ‘cool the City’

Further information

[Climate Adaptation Plan - Climate Adept City (2010)](http://www.portphillip.vic.gov.au/default/SustainableEnvironmentDocuments/CLIMATE_ADAPTATION_PLAN_web.pdf)

Toward Zero community targets

Council commenced the development of the Toward Zero Community Action Plan (now named the Sustainable City Community Action Plan), which will include an increased range of initiatives to support the community to take action on sustainability challenges from 2017/18 onwards.

We collected data on community energy, waste and water usage which will be used to more accurately measure and report on community actions in future years commenced.

We supported 15 community and private Early Years Services to reduce water use and emissions and waste generation.

In May we partnered with the cities of Melbourne and Stonnington to deliver the ‘High Life Expo’, engaging and empowering apartment dwellers and owners to improve sustainability in their buildings.

Council invested $237,000 to support the Port Phillip EcoCentre to deliver projects and programs that address a range of Toward Zero goals.

Greenhouse gas emissions

Council provided an information and advice service to the community that supported 103 residents and businesses to reduce their energy consumption. Council also delivered a solar panel and battery technology information night attended by 50 residents.

Water, contamination and pollution

Council developed a ‘how-to’ design guide for stormwater management in new developments. This will help the community to improve stormwater quality, and to capture and reuse water within their property.

In February 2017 Council provided a response to the Victorian Government’s draft Port Phillip Bay Environmental Management Plan. Council strongly supports the development of an evidence based regional plan for the Bay.

Climate change

We advocated to the City of Bayside to include flood mitigation and reduce pollution of the Elster Creek catchment as part of the Elsternwick Park North redevelopment. We will continue to strengthen the relationship with our neighbouring council and identify further opportunities to collaborate.

We partnered with CLIMARTE to deliver a program of public art aimed at exploring our perceptions of what it is to be living during a time of significant changes to our environment. The artist team, Cave Urban created a bamboo, light and sound installation called Regenesis in Acland Plaza.

Council facilitated an architecture and urban design exhibition, ‘Swamped‘, which focused on the impact of climate change and urbanisation on the Elster Creek catchment. The exhibition explored possible futures for Elwood as sea levels rise, and storm surges and drought threaten to become more common.

Net loss of natural heritage

Council worked with community members to plant 25,000 indigenous plants across the City. Council continues its partnership with the St Kilda Indigenous Nursery Cooperative to encourage residents to plant local indigenous species.

Waste

Council updated its auditing practices for measuring community waste. This no longer includes waste dropped off at the transfer station. In 2016/17, kerbside bin waste diverted from landfill averaged 33 per cent. This compares to 32 per cent in 2015/16.

Council also worked closely with waste collection contractors to improve recycling of hard waste. Seventy per cent of hard rubbish is now recycled compared to the state average of nine per cent.

To address the issue of recyclables being incorrectly placed in landfill bins, Council updated the recycling information guide and distributed this to all residents. A new waste information pack was also developed for owners corporations and building managers.

Council ran three waste education events focusing on food waste, with a combined attendance of 231, and provided advice and support to a further 133 community members about waste, worms and composting. Advocacy activities included joining Zoos Victoria’s campaign to avoid the use of balloons and calling on the Victorian Government to take action on plastic bags.

Council introduced a range of initiatives at South Melbourne Market to reduce waste to landfill from its stalls, including a worm farm, a new machine to recycle polystyrene, installation of water fountains and a GaiaRecycle machine, which converts food waste into fertiliser and water.

### Sustainable urban design and development

In 2016/17, 75 per cent of eligible planning applications were assessed against Council’s sustainable design requirements.

Council started tracking the impact of the Local Planning Policy (Environmentally Sustainable Development). This data, and data from other councils, is being reviewed by the Victorian Government with the potential for a future state-wide policy.

We contributed to the Victorian Government’s Better Apartments initiative, which provides for a state-wide standard to improve the liveability and sustainability of apartment living. These new standards have been incorporated into Council’s planning scheme.

We also developed and distributed a fact sheet entitled ‘*Innovative Sustainable Design for Large-Scale Developments*’ to promote sustainable design to developers.

After receiving grant funding from Melbourne Water, Council commissioned a review of the impact of key local planning policy aimed at improving stormwater management in new developments.

Sustainable transport

Council has made significant improvements to encourage sustainable travel and improve safety for pedestrians and bike riders including:

* improved thirteen intersections across the City and improved public lighting along the Port Melbourne light rail shared path
* reduced speed limits from 50 km per hour to 40 km per hour on local roads in four new areas and from 60 km per hour to 50 km per hour on two major roads
* installed two kilometres of buffered on-road bike lanes, along with 31 new bike hoops
* endorsed a new Car Share Policy in July 2016 and installed 45 new on-street car share bays
* partnered with Public Transport Victoria and Yarra Trams to deliver combined accessible tram terminus, streetscape upgrade, wider footpaths and new pedestrian plaza on Acland Street
* supported nine primary schools to take part in Walk to School month, and thirteen schools to participate in Ride2School Day.

Sustainability in Fishermans Bend

Council supports the Victorian Government’s commitment to achieving a ‘Green Star – Communities’ rating for Fishermans Bend. In May, Council provided feedback on the Fishermans Bend Draft Framework Plan including proposed planning controls. We continue to advocate for innovative best-practice solutions to support delivery of the Fishermans Bend Vision of a ‘thriving place that is a leading example for environmental sustainability, liveability, connectivity, diversity and innovation’.

Challenges

When it was developed the Toward Zero Strategy was conceived as an aspirational strategy. Annual results and successes indicate that while Council has made progress in the achievement of some adopted targets it has had less success in advancing others - in particular community targets, where Council’s ability to influence is limited and efforts have been focussed largely on engagement programs and advocacy.

A strategic review undertaken in 2017 identified that:

* Toward Zero targets were set in 2007 at a time when local government was less experienced in the development of environmental strategies.
* Minimal data was available when the targets were set leading to targets that were aspirational with unclear outcome trajectories.
* A detailed, costed long term plan outlining initiatives required to achieve 2020 targets was not prepared.

In developing its Council Plan 2017-27 Council has reaffirmed its strong commitment to sustainability and has prioritised the development of a more informed strategy that will deliver smart solutions for a sustainable city.

During 2017/18, officers will continue progressing initiatives that contribute to meeting the targets outlined in Toward Zero, while also contributing to the creation of a new strategy due for completion in June 2018.

Chapter 6 Working for our Community

* Working with Council
* Our organisational structure
* Leading the way
* Our people
* Health and safety

Working with Council

An effective working relationship between Council and the organisation is at the core of achieving good governance and delivering value for money to our community.

As the elected representatives of the City of Port Phillip community, Council provides leadership to ensure good governance. Council exercises this responsibility through formal resolutions at Council meetings.

Council is also responsible for the appointment of the Chief Executive Officer (CEO) who leads the organisation and implements Council decisions.

While there is a clear separation of powers between Council and the CEO, good governance is dependent upon a shared understanding of Council’s priorities and a willingness to work together to achieve outcomes for the community.

Our organisational structure

A small number of changes were made to the organisational structure during the year to ensure the organisation continues to be well equipped and responsive to the challenges of growth, financial constraints and evolving community priorities.

Organisational structure (as at 30 June 2017)

Office of the CEO

* Peter Smith, Chief Executive Officer
  + Lisa Rae, Manager – Community Relations
  + Doron Karliner – Chief Governance Officer

Place Strategy and Development

* Claire Ferres Miles, General Manager – Place Strategy and Development
  + Brett Walters, Manager – Sustainability and Transport
  + George Borg, Manager – City Development
  + Katrina Terjung, Manager – Strategy and Growth
  + Damian Dewar, Manager – Place and Design

Infrastructure and Amenity

* Fiona Blair, General Manager – Infrastructure and Amenity
  + Lili James, Manager - Safety and Amenity
  + Dino De Melis, Manager – Maintenance and Operations
  + Anthony Traill, Manager – Open Space and Recreation Services
  + Ross Williamson, Manager – South Melbourne Market
  + Lisa Davis, Manager – Divisional Portfolio
  + Anita Johnstone, Interim Manager – Project Services

Community Development

* Carol Jeffs, General, Manager – Community Development
  + Janelle Bryce, Manager – Family, Youth and Children
  + Danielle Fraser / Pam Newton, Manager – Community Health and Service Planning (interim job share)
  + Mary McGorry, Manager – Access and Ageing
  + Vanessa Schernickau, Manager – Vibrant and Creative City

Organisational Performance

* Chris Carroll, General Manager – Organisational Performance
  + Dennis O’Keeffe, Chief Financial Officer – Finance
  + John Gabb, Executive Manager – Enterprise Portfolio Management Office
  + Melissa Harris, Executive Manager – Service and Business Improvement
  + Rod Apostol, Manager – Business Technology
  + Joanne McNeill, Manager – Asset Management & Property
  + Kim Oakman, Manager – Culture and Capability
  + Paul Deakin, Manager – Occupational Health and Safety

Leading the way

Office of the CEO

The Chief Executive Officer (CEO) is appointed by Council and is responsible for the operations of Council, including implementing Council decisions and the day-to-day management of Council’s performance. The Community Relations and Governance departments report directly to the Chief Executive Officer.

Peter Smith

Chief Executive Officer

Peter Smith commenced in May 2017 as the CEO. Peter has over 30 years’ experience working in CEO and senior executive roles in federal, state and municipal governments in Australia. He has particular experience in leading major urban renewal programs and developing and implementing a range of successful place making, affordable housing, community development, homelessness and social justice strategies, services and programs. Peter is passionate about community engagement and building community capacity through co-creation with governments and focuses on providing better value for customers and recipients of government services.

Peter holds a Bachelor of Science with postgraduate qualifications in Human Resource Management (Graduate Diploma) and Master of Business Administration.

Tracey Slatter

Chief Executive Officer (May 2013 - December 2016)

Tracey Slatter held the role of the CEO from May 2013 to December 2016. She has extensive leadership experience in the health, community, state and local government sectors. Tracey holds postgraduate qualifications in Business Leadership and a Master of Commerce, is a Fellow of the Institute of Public Administration and a graduate of the Australian Institute of Company Directors.

Place Strategy and Development

The Place Strategy and Development division seeks to enhance the liveability and sustainability of our places and precincts in an environment of growth and change. This division is responsible for leading the transformational Council Plan themes of transport and parking, waste and Fishermans Bend, with an ambitious agenda for statutory planning service reform as we strive for customer service excellence.

Claire Ferres Miles

General Manager

Claire joined the City of Port Phillip in April 2014. She has a passion and vision for planning and designing great cities of the future. Claire is a talented, driven and engaging executive, highly regarded for her collaborative leadership and innovative partnerships. These partnerships have led to breakthroughs in government policy to design beautiful places for people that are inclusive, prosperous and healthy. From delivering a high volume and complex operational portfolio, Claire has demonstrated experience in high performance and service reform, with a strong commitment to leading a safe, equitable and fun workplace.

Claire holds a Bachelor of Planning and Design with majors in Landscape Architecture, Urban Design and Town Planning and a Master of Transport and Master of Traffic. She is a graduate of the Australian Institute of Company Directors.

Infrastructure and Amenity

The Infrastructure and Amenity division works with our community and other stakeholders to deliver quality services and projects that ensure a high standard of amenity and safety, and contribute to the unique look and feel of our parks, villages and streets. Infrastructure and Amenity builds, maintains and manages our City’s infrastructure, including the South Melbourne Market, and works with local sporting clubs to facilitate participation in recreation and leisure activities across our municipality.

Fiona Blair

General Manager

Fiona has delivered outstanding results in her work across the local government, education and service sectors. She has a long affiliation with our City through a number of leadership roles at the City of Port Philip in youth, recreation, open space, property services and infrastructure.

Fiona has delivered high quality services, strategy development, relationship leadership and collaboration. Her approach has resulted in service improvements and staff development.

Fiona has a Master of Business Administration and a Bachelor of Applied Science. She is a graduate of the Australian Institute of Company Directors and a qualified executive coach, and has completed the Local Government Executive Leadership Program.

Community Development

The Community Development division is responsible for delivering high quality community, economic development, cultural and creative services.

The Community Development staff are proud leaders of social justice and creative endeavour and strive for highest value and quality for our community today and for future generations. We boldly enable and promote inclusion, participation connection, respect and access.

Carol Jeffs

General Manager

Carol Jeffs joined the City of Port Phillip in February 2014 as the General Manager of the Community Development division and held the position of Interim Chief Executive Officer from December 2016 to May 2017.

Carol is a highly experienced and self-driven senior executive whose career spans local government, not-for-profit and various government agencies. Carol was previously employed as the General Manager, Governance at Latrobe City Council, and held third level and general management level roles in planning.

Carol is an outstanding people leader with a strong track record in forging successful partnerships with key local, state and national stakeholders. She has a Master of Economics and qualifications in LEAN, project management and community engagement. She is also a graduate of the Harvard Senior Executives in State and Local Government course.

Organisational Performance

The Organisational Performance division is responsible for enabling an innovative, high performing and safe organisation. This division provides business technology, financial, asset management, human resource, OHS, risk, project management, and related leadership and support to the organisation. Organisational Performance is also responsible for leading organisational planning, reporting and capability development as well as ensuring the financial sustainability of Council.

Chris Carroll

General Manager

Chris Carroll joined the City of Port Phillip in March 2014. Chris is an outstanding leader with a breadth of local government, state government and private sector experience. Chris was previously employed by PricewaterhouseCoopers New Zealand as a Director in its consulting business. Prior to this, Chris worked in a variety of corporate services leadership roles for Auckland Council and the former Auckland City Council. As part of the Auckland local government reforms, Chris led the consolidation of the strategic plans, budgets and assets for the eight former councils and the establishment of the first long term plan for the amalgamated Auckland Council.

Chris holds a Master of Public Policy and Management and a Master of Business Administration, is a member of the Australian Institute of Company Directors, and has extensive experience in organisational strategy and performance management, asset management, change leadership, and business transformation and improvement.Our people

A multitude of services are delivered in our community by the 1,035 people employed at the Port Phillip City Council.

Staff profile

Breakdown by banding

| Structure | Band 1 | Band 2 | Band 3 | Band 4 | Band 5 | Band 6 | Band 7 | Band 8 | All other | Total |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| Classification | FTE | FTE | FTE | FTE | FTE | FTE | FTE | FTE | FTE | FTE |
| Permanent Full Time - Female | - | 4.00 | 28.00 | 31.63 | 59.90 | 56.00 | 44.60 | 19.93 | 29.70 | 273.76 |
| Permanent Full Time - Male | 1.00 | 13.00 | 14.00 | 25.00 | 22.00 | 44.00 | 43.00 | 32.00 | 49.00 | 243.00 |
| Permanent Part Time - Female | 1.88 | 16.98 | 19.21 | 23.60 | 27.45 | 26.38 | 11.34 | 9.47 | 5.35 | 141.66 |
| Permanent Part Time - Male | 5.21 | 5.53 | 5.09 | 10.30 | 2.86 | 6.29 | 2.50 | 0.93 | 2.92 | 41.63 |
| Casual - Female | - | 0.39 | 2.48 | 2.43 | 0.24 | 0.06 | - | 0.03 | 0.45 | 6.08 |
| Casual - Male | 0.03 | 0.03 | 0.30 | 1.33 | 0.06 | 0.09 | 0.03 | - | - | 1.87 |
| TOTAL | 8.12 | 39.93 | 69.08 | 94.29 | 112.51 | 132.82 | 101.47 | 62.36 | 87.42 | 708 |

Note - Temporary staff total of 90.38 FTE not included in table above

Staff profile (by division)

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| Structure | Office of the CEO | Infrastructure and Amenity | Organisational Performance | Community Development | Place, Strategy and Development | Total |
| Classification | FTE | FTE | FTE | FTE | FTE | FTE |
| Permanent Full Time - Female | 14.00 | 35.93 | 59.13 | 130.70 | 34.00 | 273.76 |
| Permanent Full Time - Male | 6.00 | 126.00 | 55.00 | 24.00 | 32.00 | 243.00 |
| Permanent Part Time - Female | 4.80 | 14.18 | 19.24 | 91.82 | 11.62 | 141.66 |
| Permanent Part Time - Male | 1.50 | 7.34 | 7.12 | 22.44 | 3.23 | 41.63 |
| Casual - Female | - | 0.36 | 1.21 | 4.51 | - | 6.08 |
| Casual - Male | - | 0.06 | 1.30 | 0.45 | 0.06 | 1.87 |
| TOTAL | 26.30 | 183.87 | 143.00 | 273.92 | 80.91 | 708 |

Note - Temporary staff equivalent to 90.38 FTE not included in table above

People and Culture Strategy 2016 - 2019

We aspire to be a high performing, future ready organisation, regarded as a progressive leader in local government delivering best value outcomes for our growing community.

There are six goals with associated actions that are key to achieving our aspiration:

1. A strong culture and connection - values driven and achievement oriented
2. Inspiring leadership - enable our people to work to their full potential
3. Courage to lead change and innovation - a progressive community focused leader in local government
4. An agile and capable workforce - future ready, responsive and continuously learning workforce
5. A commitment to safety and wellbeing - ensure a safe and healthy workplace
6. A quality employee experience - an employer of choice, attracting and retaining the very best people.

Initiatives and targets have been developed for each action area and these are reported on regularly.

City of Port Phillip Enterprise Agreement 2016-2019

We continue to value and recognise the efforts of our employees while applying a financially responsible approach in the context of the rate capping.

Following extensive negotiations between Port Phillip City Council representatives, the three major unions, local union delegates and independent employee representatives, in-principle agreement was reached on a new Enterprise Agreement for employees in early 2017.

This Agreement was subsequently put to a vote of all staff, with an overwhelming majority of employees voting ‘yes’ to support it.

The City of Port Phillip Enterprise Agreement 2016-2019 was approved by the Fair Work Commission and came into effect on 5 May.

The Agreement provides our employees with fair and financially sustainable wage increases, while enabling the City of Port Phillip to continue delivering quality services and projects in the community. The outcome of these negotiations benchmark favourably in the context of recent outcomes across metropolitan councils and state government departments and agencies, and demonstrate a commitment to prudent financial management.

Learn. Develop. Grow.

Investing in our people capability is a priority. Through the Organisational Development Calendar in 2016/17 we offered 46 programs that were attended by 702 staff members.

Study assistance is available to staff undertaking accredited courses related to their current work or local government careers. In 2016/17, 15 staff members participated in this program, using 320 hours of study leave.

Leadership Development Program

We offer a suite of leadership development experiences and opportunities to support our people, including:

* Executive Leadership Team development
* Australian Institute of Company Directors
* Senior Leadership Team development
* Coordinator ‘Cultivating Your Leadership’ program
* Individual coaching for senior staff
* Leader as Coach program
* 360 degree feedback for all level four leaders and above, using the Life Styles Inventory™, a questionnaire based tool designed to provide feedback about an individual’s thinking and behaviour in a way that promotes constructive change. Total of 83 individual debriefs were conducted by five accredited Internal LSI Practitioners
* Local Government Managers Australia Australasian Management Challenge
* Peer Reviews for Managers and Coordinators
* LGPro professional development programs including the Emerging Leaders Program, the Executive Leadership Program, Ignite Leadership Program for Outdoor Workers.

People management capabilities

We continue offering a suite of human resource (HR) focused training programs, developed and delivered to our organisation by the Culture and Capability department. The programs cover recruitment, performance management, flexibility, grievances and career progression. In 2016/17, 68 staff members completed the eLearning recruitment and selection module, while 53 staff members completed the suite of masterclasses in recruitment and HR Management.

Participant feedback reinforces that these programs are appropriately customised to local government and in particular to our organisation.

We place a high priority on the change management capability of our leaders. Change management continues to be a major focus in the professional development of our leaders. In addition, there has been a significant investment in the development of change management frameworks and tools to guide and assist managers in leading and responding to change.

This capability has been strengthened by introducing a new human resources business partnering model. We established a team of dedicated HR Advisor/Business Partners, with one advisor allocated to each division. The roles coach and provide advice to leaders on the implementation and management of change.

Equal Opportunity

We are an equal opportunity employer and work in accordance with our statutory requirements under the *Victorian Equal Opportunity Act 2010* and federal legislation as it relates to equal opportunity.

Our equal employment opportunity policy, Respect for Others, supports our vibrant and diverse work environment, where our people can develop professionally and personally, free from harassment, discrimination and bullying.

Our values of working together, courage and integrity, creative and strategic thinking, personal growth and performance, and accountability support a culture of respect for each other in all aspects of employment, training and service.

This year, 185 participants attended 11 equal opportunity education sessions.

Health and wellbeing

Our Enjoying Life Program includes a range of activities, events, seminars and information to support our staff to get the most out of life. We continue to develop and facilitate a range of programs, with themes including fitness and healthy eating. We are committed to supporting the wellbeing of employees to support a productive and healthy workforce.

Community focus

We encourage and support employees to contribute to the community outside the realm of their roles.

Initiatives included:

* Give as You Earn donations to charity of choice via payroll deduction
* blood donation drives with over 56 individual staff donations made
* raising funds for the Cancer Council by participating the Biggest Morning Tea
* supporting Refugee Week by holding a staff morning tea to raise funds
* participating in the Literacy Buddies program with Ardoch Youth Foundation and St Kilda Primary School
* contributing 86 Secret Santa gifts and raised over $1,500 for children and families supported by Council’s Family Services unit
* collecting 30 handbags full of useful and luxurious items for Launch Housing St Kilda
* providing four shopping bags full of toiletries for St Kilda Mums Mother’s Day appeal.

Employee Assistance Program

Our Employee Assistance Program helps staff to meet the challenges and demands of their personal and work lives. This professional and confidential service provides employees and their immediate families with short term support for a variety of work-related and personal issues. During the year, 109 people used 218 hours of the service, to support their ongoing health and wellbeing.

Health and Safety

We are committed to fulfilling our obligations under the *Occupational Health and Safety Act 2004* to provide a safe and healthy work environment for employees, contractors and visitors.

This extends to ensuring that operations undertaken by Council do not place the community at undue risk of injury or illness. We are continuously improving our management of occupational health and safety.

Highlights

Self Insurance

We confirmed our commitment to participate in the Municipal Association of Victoria Self-Insurance for Workers Compensation Program.

Aligning practice to system

We undertook a series of corrective actions to align our Occupational Health and Safety Management System to the requirements of a self-insurer.

We also initiated a Project Control Group to ensure delivery of an Occupational Health and Safety Information System and support for other safety initiatives.

Conducted audits and registers

We undertook a comprehensive legal compliance audit program and developed hazard registers and hazard management action plans for our accommodated sites

Improving consultative forums

We increased the number of Health and Safety Representatives from 12 to 65 with a comparable increase in our Management Representatives from three to 13.

We regularly monitor health and safety data to identify improvements and corrective actions.

Total recordable injury frequency rate

2014/15 22.22 recordable injuries per million work hours

2015/16 19.43 recordable injuries per million work hours

2016/17 15.73 recordable injuries per million work hours

Chapter 7 Statutory statements

* Freedom of Information Act
* Protected Disclosure Act
* Privacy and Data Protection Act
* Contracts
* Domestic Animal Management Plan
* Carers Recognition Act
* Disability Act
* Best Value Report
* Public documents
* Governance and management checklist

Freedom of Information Act

The *Freedom of Information Act 1982* provides every person with the right to request access to documents held by Council. The Act requires Council to publish certain details about itself and its functions; it enables individuals to correct their personal information held by Council; and it has built-in rights of appeal against decisions made under the Act. The City of Port Phillip vigorously supports the objectives of this Act.

Requests for access to Council documents under the *Freedom of Information Act 1982* must be in writing and must provide sufficient information to identify the particular document(s) being sought. In 2016/2017 the application fee for a request was $27.90.

More information, including a request form, is available on our website at [City of Port Phillip - Freedom of Information](http://www.portphillip.vic.gov.au/freedom_of_information.htm)

Principal Officer: Peter Smith, CEO

Details of Freedom of Information (FOI) requests 2016/2017

Total number of FOI requests received 62

Total number of valid requests 47 (incl. 4 requests received in the previous financial year still under consideration)

Number of requests where access was granted in full 2

Number of requests where access was granted in part 35

Number of requests where access was denied in full 0

Number of requests where no documentation was found 2

Number of requests not proceeded with 0

Number of valid requests still under consideration at 30 June 2017 8

Number of appeals lodged with the FOI Commissioner 3

Total application fees collected $920.70

Total application fees waived $139.50

Protected Disclosure Act

The *Protected Disclosure Act 2012* aims to ensure openness and accountability in government by encouraging people to disclose improper conduct within the public sector and protecting them when they do.

The City of Port Phillip is committed to the aims and objectives of the *Protected Disclosure Act 2012.* It does not tolerate improper conduct by its employees, officers or members, nor the taking of reprisals against those who come forward to disclose such conduct. The City of Port Phillip will take all reasonable steps to protect people who make such disclosures from any detrimental action in reprisal for making the disclosure.

More information on Protected Disclosures, including procedures for making a disclosure under the Act, is available on our [website](http://www.portphillip.vic.gov.au/index.htm).

There were no disclosures notified to the Independent Broad-based Anti-corruption Commission under section 21(2) of the Act during the 2016/17 financial year.

Privacy and Data Protection Act

The City of Port Phillip is committed to full compliance with our obligations under the *Privacy and Data Protection Act 2014*.

Our Information Privacy Policy (including Guidelines and Procedures) is available at Council offices and on our [website](http://www.portphillip.vic.gov.au/privacy_policy.htm).

The objective of the policy is to ensure the responsible collection and handling of individuals’ personal and health information. The policy explains the ten Information Privacy Principles, and how Council goes about adhering to these principles.

Contracts

During the year Council had one instance whereby it engaged a contractor with the cumulative value in excess of $150,000 including GST without first conducting a competitive tendering process. Between September 2015 and January 2017, Council’s planning department utilised the services of a contractor whose contract with Council had expired. During this time, expenditure exceeded $150,000, which is above the threshold set out in section 186 of the *Local Government Act 1989* for requiring a competitive process. Council terminated the contract in January 2017. An investigation has determined that this is an isolated case, however to mitigate the risk of similar breaches occurring in the future Council is updating its procurement policy and staff training and has introduced a monthly report that ensures the executive team has oversight of any instances of expenditure approaching expenditure limits.

Domestic Animal Management Plan 2012-16

Under the *Domestic Animals Act 1994*, Council is required to undertake a four year review of our Domestic Animal Management Plan. This review was originally scheduled for 2016, however the time frame was not aligned with Victorian State-wide Council elections and the timeframe for the submission from Council’s was moved to November 2017.

Implementation and outcomes of the 2012-2016 current plan have been achieved, and during the year we:

* conducted foreshore patrols along all beaches during the summer months and engaged with over 500 dog owners promoting compliance with provisions of the *Domestic Animals Act 1994*
* improved overall pet registration campaigns and programs, resulting in an increase in the number of animals registered
* introduced a seamless on-line dog registration processes to make it easier to register pets
* conducted targeted education programs in hotspot areas throughout our City, which resulted in positive behaviour change for non-compliant dog owners and improved their understanding of their obligations under the *Domestic Animals Act 1994.*

Our focus next year will be:

### development and public consultation on the Domestic Animal Management Plan 2017-21

### a city wide audit of all pet registrations

### education programs that address ongoing behavioural issues impacting on animals and introduce strategies to reduce the risk of dog attacks

### increasing roving patrols in all areas to ensure stricter compliance throughout the City parklands, public places and foreshore areas

### improving signage relating to off leash areas

### examining opportunities for multipoint locations where cats and dogs can be easily registered

### introducing electronic notification (SMS system) of important messages for owners of cats and dogs.

Carers Recognition Act

The City of Port Phillip acknowledges the important contribution of carers in supporting older people and people with a disability to maintain independence and remain living in their local communities.

In 2016/17 Council did a number of activities that align with the *Carers Recognition Act 2012*.

A selection of our activities are outlined below:

* The Commonwealth Home Support Program delivered 783.5 respite hours for recipients aged 65 years and over or 50 years and over for people from Aboriginal and Torres Strait Islander (ATSI) background. This enabled their carers to have respite from their caring role.
* The Home and Community Care program delivered 5,594.5 respite hours for recipients under the age of 65 years or under 50 years for recipients of ATSI background. This enabled their carers to have respite from their caring role.
* The Social Inclusion service ran a Carers Outings Group for people caring for loved ones. Ten sessions were conducted benefiting eight carers and delivering 78 hours of respite. The program provided an opportunity for carers to share information and meet with other people in carer roles.
* The Social Inclusion service also provided a weekly social support program, ‘Tuesday Activity Group’, for recipients with dementia. The program delivered 1,422 respite hours for 11 carers.
* The Joint Councils Access for All Abilities (JCAAA) service provided 9765 hours of respite care for carers of people with disability. Activities included arts, sport, recreation and school holiday programs.
* Council officers maintained relationships with regional respite services through participating in the Respite South Network facilitated by Alfred Care Services. The network enables Council to keep up to date with current trends and gain knowledge to help plan respite options available to carers.

Disability Act

The City of Port Phillip strives to deliver equity of access for all in accordance with the Commonwealth Disability Discrimination Act 1992 (DDA) and the Victorian Disability Act 2006.

The City of Port Phillip Access Plan 2013-2018 aims to ensure our City is a welcoming and safe place for all, where people with disability can take part in community life without barriers.

There were 60 initiatives progressed including:

Employment and training

* All ASSIST customer service staff undertook online disability awareness training to enhance their service to people with disabilities.
* Reaccredited with the Communication Access Symbol at all ASSIST service counters in the use of communication boards. These boards use pictures as an alternative way to interact with people who have communication challenges.
* Staff participated in a disability awareness workshop on International Day of People with Disability in December.
* It is mandatory for all staff updating website content on Council’s website to complete online accessibility training.
* The Place Strategy and Development division engaged Disability Sports and Recreation and Blind Sports Victoria to host an event where staff experienced an afternoon of disability awareness training playing wheelchair basketball and blind soccer.

Information, communication and engagement

* We delivered an accessible and inclusive communication and engagement Council Plan 2017-2027 consultation process. This included video captioning to ensure people with disabilities were able to participate fully.
* Accessible business information is available on the Port Phillip Business website to provide disability awareness for local businesses.

Policy and planning

* Several capital works upgrade policies and plans incorporated advice on ways to increase access to facilities. These included Liardet Street Community Centre, South Melbourne Community Centre and the Asset Management Framework.

Culture and community

* The St Kilda Festival DDA Plan was updated to reflect best practice improvements.
* Council’s performance based arts project for adults with an intellectual disability ‘FOG Theatre’ celebrated its 25th anniversary with a performance on the eve of the 2016 International Day of People with Disability.
* Council signed up to a pilot program called Bandmates Victoria, that matches people with disability and/or mental health issues and volunteers to see live music events together.

Infrastructure

* The Palais Theatre refurbishment included a range of compliance upgrades including installation of a lift to provide access to the upper level, additional seating for people with mobility impairments and accessible toilet facilities on the ground floor.
* A review of accessible parking bays identified 41 bays for upgrade.
* Access audits were introduced into the development of annual building renewal and building compliance programs.
* Gasworks Arts Park Theatre upgrades included compliant ramps to the theatre, improved access and circulation throughout the building and improved bathroom facilities including compliant toilets.

Sports, recreation and open spaces

* Installed all abilities fitness stations at Cooks Reserve, Port Melbourne and Kings Way (Bowan Crescent) Reserve, Melbourne.
* A Changing Places facility was included in the redevelopment of the St Kilda Life Saving Club.
* Installed accessible ramps and compliant picnic tables at Olives Corner, Centenary Reserve and Williams Street.

More information on Access Plan 2013 - 2018 is available on our [website](http://www.portphillip.vic.gov.au/access_plan.htm).

Best Value Report

We are committed to continuously improving our services and providing value for money to our residents. This commitment is in compliance with the Local Government Act 1989.

In 2016/17, we continued to carry out a multifaceted approach to deliver best value to our community.

We built staff capability in continuous improvement skills and increased the number of staff who have been introduced to continuous improvement to approximately 350 staff.

We also ran the third instalment of our Continuous Improvement practitioner training for an additional 20 staff. This brings the total number of practitioners in the organisation who are trained in delivering measureable benefits through improvement activities to 60.

By improving community facing processes we saved the community approximately over 72,000 days of waiting for Council services, or 16 hours for every Port Phillip resident.

Three initiatives that contributed to this result were:

* issuing renewed parking permits on the spot – saving 47,000 days waiting
* reducing time parking spots are available to work zones – saving 7,650 days waiting
* redesigned email parking permit renewal notices – saving 4,800 days waiting.

We continued our Productivity and Efficiency Savings Program, which was established in 2014/15 to identify and realise efficiency savings across the organisation as a way of responding to external and internal budgetary pressures, and demonstrating value for money to councillors and the community.

We delivered $1.3 million in permanent ongoing efficiency savings. Savings were achieved through the continuous improvement program, identifying insurance premium savings, optimising the use of permanent and agency staff for ASSIST, renegotiating cleaning contract services at South Melbourne market and paperless planning.

At the same time we reduced staff time on tasks by 4,430 hours through the implementation of digital solutions, improved automation and centralisation. This freed up time that was redirected to high priority tasks.

We funded six innovation projects through our Business Enablement and Innovation Fund. The fund provides up to $100,000 for small projects that can be completed within three months and improve staff efficiency through the use of technology.

Examples of the projects delivered include:

* digitising planning applications
* online councillor hub for new Council
* process management software to improve use and governance of our processes.

We also continued our rolling program of service reviews to ensure continuous improvement in the provision of our services, and seek to ensure that our services are equivalent to the best on offer within our region. This year we reviewed our children, and disability and aged care services.

The Local Government Act 1989 details six Best Value principles

1. Services provided by a Council must meet quality and cost standards.

2. Services provided by a Council must be responsive to the needs of its community.

3. Services provided by a Council must be accessible to those members of the community for whom the service is intended.

4. Council must achieve continuous improvement in the provision of services for its community.

5. Council must develop a program of regular consultation with its community in relation to the services it provides.

6. Council must report regularly to its community on its achievements in relation to the five principles above.

Public documents

A number of documents are available for public inspection. The majority of our information is available online and can be accessed via the web links provided below.

Documents available for public inspection

* Details of overseas or interstate travel (with the exception of interstate travel by land for less than three days) undertaken in an official capacity by councillors or any Council officers in the previous 12 months, including the names of the councillors or Council officers and the date, destination, purpose and total cost of the overseas or interstate travel.
* Agendas for, and minutes of, Ordinary and Special Council meetings held in the previous 12 months, except if the minutes relate to parts of meetings that have been closed to members of the public under Section 89 of the *Local Government Act 1989 .*
* Minutes of meetings of Special Committees established under Section 86 of the *Local Government Act 1989* and held in the previous 12 months, except if the minutes relate to parts of meetings that have been closed to members of the public under Section 89 of the Act
  + Statutory Planning Committee
  + Inner Melbourne Action Plan (IMAP) Committee
  + South Melbourne Market Management Committee
  + Council Neighbourhood Programs Committee
* A register of delegations kept under sections 87(1) and 98(4) of the *Local Government Act 1989*, including the date on which the last review, under sections 86(6) and 98(6) of the Act, took place.
* A register containing details of all leases involving land that were entered into by Council as lessor, and including the lessee, the terms and the value of the lease.
* A register that shows the names of all people appointed by Council to be authorised officers under 224(1A) of the *Local Government Act 1989.*
* A list of donations and grants made by Council in the previous 12 months, including the names of persons who, or bodies which, have received a donation or grant and the amount of each donation or grant.

To inspect documents at the St Kilda Town Hall, located at 99A Carlisle Street, St Kilda, please contact the Governance department via the City of Port Phillip’s ASSIST Centre on 03 9209 6777. In some instances, we may require requests to be made in writing or via a specific form.

Governance and management checklist

This checklist increases transparent reporting and is prescribed under the *Local Government Act 1989* (The Act). The checklist measures whether a council has strong governance and management frameworks in place covering community engagement, planning, monitoring, reporting and decision making.

| **Governance and management items** | **Assessment** |  |
| --- | --- | --- |
| **Community engagement policy**  Outlines Council’s commitment to engaging with the community on matters of public interest | **No Policy**  Our commitment to community engagement is outlined in the Council Plan 2017-27. Our Community Engagement Framework provides an overarching internal road map towards building organisational capability and capacity to support community engagement, and is supported by an internal engagement toolkit to guide officers in community engagement planning and delivery. |  |
| **Community engagement guidelines**  Assists staff to determine when and how to engage with the community | **Guidelines (online toolkit)**  Date of operation of current guidelines: 20 March 2012 | **✓** |
| **Strategic Resource Plan**  Plan under Section 126 of the Act outlining the financial and non-financial resources required for at least the next four financial years | **Adopted in accordance with Section 126 of the Act**  Date of adoption: 21 June 2017 as part of the Integrated Council Plan 2017-27 | **✓** |
| **Annual Budget**  Plan under Section 130 of the Act setting out the services to be provided and initiatives to be undertaken over the next 12 months, and the funding and other resources required | **Adopted in accordance with Section 130 of the Act**  Date of adoption: 21 June 2017 as part of the Integrated Council Plan 2017-27 | **✓** |
| **Asset Management plans**  Sets out the asset maintenance and renewal needs for key infrastructure asset classes for at least the next 10 years | **Plans**  Date of operation: 26 June 2017 | **✓** |
| **Rating Strategy**  Sets out the rating structure of Council to levy rates and charges | **Strategy**  Date of adoption: 23 June 2015 | **✓** |
| **Risk Policy**  Outlines Council’s commitment and approach to minimising the risks to Council’s operations | **Policy**  Date of operation of current policy: 7 June 2017 | **✓** |
| **Fraud Policy**  Outlines Council’s commitment and approach to minimising the risk of fraud | **Policy**  Date of operation of current policy: 1 June 2015 | **✓** |
| **Municipal Emergency Management Plan**  Plan under Section 20 of the Emergency Management Act 1986 for emergency prevention, response and recovery | **Prepared and maintained in accordance with Section 20 of the Emergency Management Act 1986**  Date of preparation: 23 May 2016  There has been a review and amendments to:   * sub-plan 6 Municipal Emergency Coordination Centre (MECC) Operating Procedures Guide * sub-plan 7 Municipal Operations Centre (MOC) Operating Procedures Guide. | **✓** |
| **Procurement Policy**  Policy under Section 186A of the Local Government Act 1989 outlining the matters, practices and procedures that will apply to purchases of all goods, services and works | **Prepared and approved in accordance with section 186A of the Local Government Act 1989**  Date of adoption: 21 June 2017 | **✓** |
| **Business Continuity Plan**  Sets out the actions that will be taken to ensure that key services continue to operate in the event of a disaster | **Plan**  Date of operation of current plan:  5 March 2014 | **✓** |
| **Disaster Recovery Plan**  Sets out the actions that will be undertaken to recover and restore business capability in the event of a disaster | **Plan**  Date of operation of current plan: 16 November 2015 | **✓** |
| **Risk Management Framework**  Outlines Council’s approach to managing risks to Council’s operations | **Framework**  Date of operation of current framework: 7 June 2017 | **✓** |
| **Audit Committee**  Advisory committee of Council under Section 139 of the Act whose role is to oversee the integrity of Council’s financial reporting, processes to manage risks to Council’s operations and compliance with applicable legal, ethical, and regulatory requirements | **Established in accordance with Section 139 of the Act**  Date of establishment: 19 December 1995  The Charter is reviewed each year. The date of the most recent review is 13 September 2016 | **✓** |
| **Internal audit**  Independent accounting professionals engaged by Council to provide analysis and recommendations aimed at improving Council’s governance, risk and management controls | **Engaged**  Date of engagement of current provider:  12 August 2015 | **✓** |
| **Performance Reporting Framework**  Indicators measuring financial and non-financial performance, including the performance indicators referred to in Section 131 of the Act | **Framework**  Date of operation of current framework:  21 June 2017 | **✓** |
| **Council Plan reporting**  Reviews the performance of Council against the Council Plan, including the results in relation to the strategic indicators, for the first six months of the financial year | **Reports**  Date reports presented: 15 November 2016, 15 February 2017, 3 May 2017, 2 August 2017 | **✓** |
| **Financial reporting**  Quarterly statements to Council under section 138 of the Act comparing budgeted revenue and expenditure with actual revenue and expenditure | **Statements presented to Council in accordance with Section 138(1) of the Act**  Dates statements presented:15 November 2016, 15 February 2017, 3 May 2017, 6 September 2017 | **✓** |
| **Risk reporting**  Six-monthly reports of strategic risks to Council’s operations, their likelihood and consequences of occurring, and risk minimisation strategies | **Reports**  Date of reports: 19 October 2016, 16 February 2017, 20 April 2017, 22 May 2017 | **✓** |
| **Performance reporting**  Six-monthly reports of indicators measuring the results against financial and non-financial performance, including performance indicators referred to in Section 131 of the Act | **Reports**  Date of reports: 18 January 2017, 24 July 2017 | **✓** |
| **Annual Report**  Annual Report under sections 131, 132 and 133 of the Act to the community containing a report of operations and audited financial performance statements | **Considered at an Ordinary meeting of Council in accordance with Section 134 of the Act**  Date of consideration: 4 October 2016 | **✓** |
| **Councillor Code of Conduct**  Code under Section 76C of the Act setting out the conduct principles and dispute resolution processes to be followed by Councillors | **Reviewed in accordance with Section 76C of the Act**  Date reviewed: 15 February 2017 | **✓** |
| **Delegations**  Sets out the powers, duties and functions of Council and the Chief Executive Officer that have been delegated to members of staff | **Reviewed in accordance with Section 98(6) of the Act**  Date reviewed:  Council delegations to CEO: 25 June 2013  Council delegations to staff: 9 February 2016  CEO delegations to staff: 22 April 2016 | **✓** |
| **Meeting procedures**  Local law governing the conduct of meetings of Council and special committees | **Meeting procedures local law made in accordance with Section 91(1) of the Act**  Date local law made: 14 December 2009 | **✓** |

I certify that this information presents fairly the status of Council’s governance and management arrangements.

Councillor Bernadene Voss

Mayor

Date: 8 September 2017

St Kilda

Peter Smith

Chief Executive Officer

Date: 8 September 2017

St Kilda