

# CEO Report

#62 – February 2020



Including mid financial year update

A large, abstract geometric graphic composed of several overlapping triangles in shades of purple, pink, teal, orange, and blue, located at the bottom of the page.

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

# CEO Report

#62 – February 2020





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### Guide to reading this report

The symbols below are used to indicate the status of a measure or current milestone within a project or strategy. They do not convey the overall tracking of a project or strategy beyond the current milestone, and further information is provided within the report that explains the overall status. As all elements are weighted equally the relevant milestone could be significant or small.

 **On track** Latest result has achieved target for measure. On track across all elements.

 **At risk** Latest result experienced a minor miss in relation to target for measure. One or more elements are at risk.

 **Off track** There is a significant large variation from targeted result for measure. Off track for one or more elements

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

## Another successful ‘Summer in the City’ campaign

**PETER SMITH**

CEO City of Port Phillip

### Welcome to the February issue of the CEO Report.

The second successful year of our ‘Summer in the City’ campaign saw record numbers of people enjoying our City. The ‘play your part, use the bin’ messaging helped keep summer safe, clean and fun for everyone. We provided extra rubbish bins, litter collections and beach cleans making it easy for visitors and residents to keep our beaches, parks and foreshore reserves clean – and protect the marine life in our bay.

The Summer Rangers returned, roaming the city and attending events, handing out free goodies and encouraging visitors to enjoy summer responsibly.

In addition, our local laws officers organised extra patrols enforcing the glass and camping bans, and assisting police to enforce the alcohol bans.

### Pride March

Thousands lined the streets for the annual Pride March on 2 February 2020, celebrating its 25th year. Parade, pride and party came together in Melbourne’s iconic march celebrating solidarity in gender and sexuality diversity.

### Open space upgrades a win for the community

Newton Court Reserve has recently reopened to the community, following extensive safety and amenity upgrades. Construction works were completed in October 2019.

### Australia Day dawns with a Morning of Mourning

Believed to be the first council in Australia to support an Australia Day event of this kind, Port Phillip worked closely with the Boonwurrung Land and Sea Council (BLSC) to hold the unique event.

With financial support from the Australia Day Council, the BLSC and Port Phillip Council held the successful inaugural event, for the community to commemorate and celebrate the rich and diverse culture of the First People of this land. Highlights included a Welcome to Country, music, readings, prayers and a traditional smoking ceremony.



### St Kilda Festival

St Kilda Festival Australia’s largest community festival is a celebration of community spirit, live local music and the beautiful St Kilda foreshore. In its 40th year, the much-loved annual summer celebration brought hundreds of thousands of people to St Kilda. The diverse program was packed with music, dance, free activities for all ages, market stalls, food and drink. With 12 hours of programming, 50 scheduled performances and over 400,000 people in attendance, the festival was a huge success.

### Yaluk-ut Weelam Ngargee

On 1 February the Yaluk-ut Weelam Ngargee festival provided a platform for Aboriginal and Torres Strait Islander performers and artists to present their works to a diverse audience within a high profile public environment. The family-friendly activities in O’Donnell Gardens attracted upwards of 10,000 people and was a platform to showcase new works created through Council-run arts programs, including contemporary dance works and documentary film.



## Strategic partnerships

The Strategic Partnerships team provides advice to the Mayor, CEO, Council and other departments of City of Port Phillip (CoPP) on advocacy to the Victorian and Federal Governments, government departments, statutory agencies and other key stakeholders.

The team works with other areas of Council to prepare a range of briefings, letters and policy submissions on behalf of the City of Port Phillip. The team also plays an important role managing CoPPs relationships with key external stakeholders, ensuring that these relationships progress the delivery of Council and community priorities.

### Highlights

- Working closely with Mayor, Councillor Bernadene Voss to develop strategic relationships and key meetings with state and federal representatives for the next 12 months.
- Drafting CoPP responses on a range of issues, including: The Local Government Bill, the Justice Amendment Bill, Operation Summer Safe, 2050 Victorian Port Development Strategy and the Enterprise Precinct Affordability Draft Paper.
- Providing briefings and support to CoPP participation in networks such as Inner South Metropolitan Mayors Forum (ISMMF), the Inner Melbourne Action Plan (IMAP) and Fishermans Bend Mayors Forum.
- Progressing major planning for the growth of Fishermans Bend, including precinct planning, governance, public transport, and affordable housing.
- Working closely with the Victorian Government on methods of increasing and innovating delivery of social and affordable housing in the CoPP.
- Chairing and managing ad hoc projects, such as the IMAP Retail Vacancy Group.

### Advocacy

- Working closely with the state and federal governments to progress election commitments, including the St Kilda Road bike lane, congestion busting transport infrastructure, redevelopment of the EcoCentre, planning for a community hospital in Fishermans Bend, the St Kilda Junction masterplan, and a new performing arts center at Gasworks Arts Park.
- Continued advocacy to the Victorian Government and key stakeholders for high-frequency public transport (tram and train) links to the Fishermans Bend Urban Renewal Area.
- Collaborating with partner Councils on waste reduction and innovation strategies.

### Looking forward

- Develop a report on CoPP Memberships for Council consideration as part of 2020 CoPP Membership Review.
- Continue to support the Mayor and CEO in their meetings with external stakeholders and participation in forums such as: the ISMMF, the IMAP, and Fishermans Bend Mayors Forum.
- Continue working on Council's advocacy priorities and responding to requests for project support across the City of Port Phillip.

# Delivering on the Council Plan

The Council Plan 2017-27 is structured around six strategic directions and the health and wellbeing outcomes we want to achieve for our City by 2027. We set out how we will address and track how we are going, in relation to these strategic directions through a range of strategies, actions and measures.

The Council Plan 2017-27 commits us to a project portfolio worth more than \$66 million in 2019/20. This section provides a detailed update on the status of each major initiative in the plan and the overall project portfolio for each of the directions as at the end of December 2019.

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

The chart below summarises the most current results for the service performance measures outlined in the Council Plan 2017-27.

### Service measures

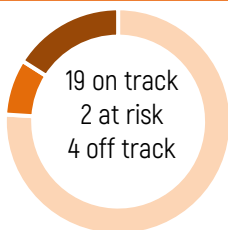


### Areas for focus

Infant enrolments and participation in our first maternal and child health home visits continue to meet target with over 100 per cent of children participating. The cost of maternal and child health service also met target.

Measures that fell below target relate to overall participation in the maternal child health service and Aboriginal and Torres Strait Islander participation in the maternal child health service. These are cumulative results which are expected to increase as the year progresses and is comparable to mid-year results in previous years.

**Portfolio status** - There are 22 projects contributing to the outcomes in this direction.



Key achievements	
Program/Project	Achievements
South Melbourne Life Saving Club redevelopment	The club is occupying the building under a new lease, and the new kiosk is leased and operating.
RF Julier Reserve Pavilion and Park improvements	Site sampling has been completed with the preliminary reports for soil contamination and geotechnical assessments received. A building permit application has been submitted for netball court lighting.

### Completed projects

#### Peanut Farm Reserve Sports Pavilion upgrade

The pavilion upgrade was completed in March 2019. The official opening event was held in August 2019.

#### South Melbourne Life Saving Club redevelopment

Construction works are complete and the South Melbourne Life Saving Club has commenced operations in the building. An opening event was held on 2 November 2019.

## Direction 1 – We embrace difference, and people belong (continued)

### Major initiatives status updates

Status	Comments	Current approved completion	2019/20 Forecast \$'000
<b>In Our Backyard strategy implementation</b>			
	<p>Project is off track. Uncertainties relating to funding for new housing projects remain a major risk to successful delivery of the In Our Backyard strategy. Discussions with the Victorian Government relating to project opportunities and funding streams are ongoing, which will determine the project initiatives to be prioritised by Council.</p> <p>There is a significant focus on initiatives that will maximise the opportunities to deliver housing through the planning system including a submission to the Ministerial Advisory Committee on Affordable Housing Planning Mechanisms and investigation of delivery models and development of Guidelines to support the negotiation of voluntary agreements with developers.</p>	Jun 2021	200
<b>JL Murphy Reserve Pavilion upgrade</b>			
	Project is on track. Construction work is largely complete. Transition planning for the clubs' return to the building is well advanced and an opening event is planned for 22 March 2020.	Jun 2020	2,479
<b>North Port Oval upgrade</b>			
	Project is on track. The oval upgrade works have been completed. Preliminary design work for the surrounds, including the design of perimeter fencing, sports field lighting and public access gates to encourage public access during non-fixture matches has commenced.	Jun 2021	20

### Approved changes

#### RF Julier Reserve Pavilion and Park improvement

Funding brought forward to install lighting on the multi-purpose courts based on the strong support from the community. Preliminary technical investigations are continuing for the overall upgrade of the site.

#### Sports Playing Field Program – Elwood Park Esplanade Oval reconstruction

Additional \$140,000 required to complete the project based on the procurement process. The additional funding has been prioritised from other recreation projects.

### Off track non-major initiative project status

#### Acland Street Precinct CCTV cameras

Project is off track. Seven CCTV cameras were planned to be delivered at locations prioritised by Victoria Police. The two cameras installed on Council assets were operational at the end of June 2019. The remaining five cameras are installed, but pending execution of a lease agreement by the final third party building owner to transmit the signals to St Kilda Police station and three of the cameras require electrical works by power authorities. The Victorian Government provided additional funding for two additional cameras in Stage 3. Third parties have approved the installation drawings. The two additional cameras are anticipated to be installed and made operational by March 2020.

#### Adventure Playgrounds upgrade

Project is off track due to a need to better coordinate soil contamination remediation across all projects requiring this. Officers are also reviewing how greater access to Adventure Playgrounds can be provided to the community and this may influence the scope of the project.

#### Youth Places Feasibility and Planning

Project has been delayed. The investigation into an appropriate model of funding has been extended to March 2020 and a report will be presented to Council in May 2020. Additional work is required in relation to addressing gaps for young people participating in recreational activities.

## Direction 2 – We are connected and it’s easy to move around

The chart below summarises the most current results for the service performance measures outlined in the Council Plan 2017-27.

### Service measures



### Areas for focus

All service measures for this direction met target this quarter. These include sealed local road requests, cost of sealed local road reconstruction, cost of sealed local road resealing per square metre and cubic metre and sealed local roads below the intervention level.

**Portfolio status** - There are 24 projects contributing to the outcomes in this direction.



Key achievements	
Program/Project	Achievements
Road Renewal program	Works completed this month include: <ul style="list-style-type: none"> <li>Acland Street, St Kilda between St Leonard's Avenue and Eildon Road</li> <li>Victoria Street, St Kilda between Acland Street and The Esplanade</li> <li>Woonsocket Court, St Kilda from Barkly Street to end</li> <li>Penleigh Court, St Kilda from Chapel Street to end</li> </ul>
Action 2 - Domain Precinct Urban Realm Development	Masterplan has been adopted by Council. This project has now been completed.

### Major initiatives status updates

Status	Comments	Current approved completion	2019/20 Forecast \$'000
<b>Integrated Transport Strategy implementation</b>			
✓	Program is on track, except for the Wellington Street upgrade and Inkerman Bike Corridor. See Move, Connect, Live – Integrated Transport Strategy update on the next page.	Jun 2028	360
<b>Kerferd Road Safety improvements</b>			
	Project is on hold until the scope of the Victorian Government's funding commitment of \$13 million for the 'Shrine to Sea' corridor and its implementation is determined. Council officers have been participating in the project working group, discussing resourcing, communications and engagement and the project work plan. Interim measures at three Black Spot intersections along Kerferd Road, including line marking and textured pavement markings have been completed.	Jun 2022	100

### Park Street Bike Link

The Park Street Bike Link design tender closed in January. Further community consultation on an updated concept design is planned for mid-2020. The completion of the project is expected in 2021/22 financial year.



## Direction 2 – We are connected and it's easy to move around (continued)

### Move, Connect, Live – Integrated Transport 2018-28

The Move, Connect, Live – Integrated Transport Strategy 2018-28 provides a considered approach to make it easy for people to move around and connect with places in a way that suits them as our City grows. It was endorsed by Council and outlines 42 actions to be delivered or commenced in 2019/20.

#### Action progress

The implementation program for the Integrated Transport Strategy is on track. Of the 42 actions contained in the strategy, 40 are in progress – including one that is off track - and two have been completed.

#### Completed

Action 2: The Domain Public Realm Masterplan was adopted by Council on 18 September 2019.

Action 5: The Community Bus service was reviewed as part of the Aged Care Transition Service review (in response to national reforms in aged care).

#### Highlights

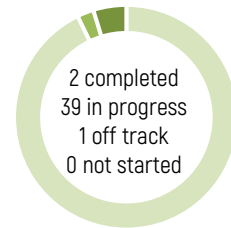
- Action 11: Council officers prepared a response to the draft Port of Melbourne 2050 Strategy.
- Action 16: Walk to School Month was held with events at 11 primary schools across the municipality - a record number of schools participating.
- Action 22: Tour de Moray, a celebration of everyday bike riding on the Moray Street bike corridor commenced evaluation process. Prize draws distributed to those who participated in events and the portable bike parking has been loaned to the Eco Centre for birthday celebrations.
- Action 24: Council officers met with Yarra Trams on 17 December to determine works that will be required for introduction of E-Class trams onto Route 58.
- Actions 30 and 31: Assessment of the consultation on the Council's draft Parking Management Policy.

#### Challenges

Action 13: Wellington Street Upgrade project is off track due to delays of the VicRoads approval of the final plan and the power authority's design work for the relocation of the public lighting poles.

Action 18: Inkerman Bike Corridor is at risk due to need to align with the Inkerman corridor that falls within the City of Glen Eira and need for further community consultation. Design for alternative bike corridor options being explored.

#### Transforming transport and parking





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

The chart below summarises the most current results for the outcome indicator and service performance measures outlined in the Council Plan 2017-27.

### Service measures



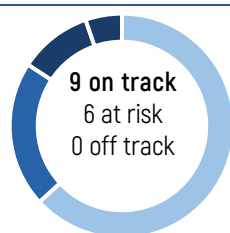
### Areas for focus

There are seven service measures available for assessment this month, four of which were considered on track and three considered at risk.

The on track service measures relate to megalitre of water sourced from alternative sources (with 5.76 ML collected from alternative water sources), investment in fossil-free institutions (with 81 per cent of investments with fossil-free institutions), kerbside bins missed (2.35 missed bins per 1000 bin lifts) and direct cost of garbage collection (\$61.93 compared to target of \$80.00).

The at risk service measures relate to waste. Cost of kerbside recycling collection was higher than target due to additional fees incurred when Council was taking recyclable material to landfill during the period of SKM's closure. This is expected to improve in the Quarter 3 as Council have signed new contractor, Cleanaway, to take process kerbside recycling, and are trialling kerbside glass separation in Garden City and communal glass separation in Albert Park and South Melbourne to help improve resource recovery. Further to this, direct engagement with multi-unit developments and single-unit developments is ongoing, with waste education materials provided to residents in areas where contamination in recycling bins has been identified. Kerbside collection diverted from landfill was also affected by the closure of SKM, as above, and in May 2020 Council will be trialling a food and garden organics collection service in Elwood which is expected to divert up to 20% of what is currently collected in waste from landfill.

### Portfolio status – There are 18 projects contributing to the outcomes in this direction.



Key achievements	
Program/Project	Achievements
Alma Park Stormwater Harvesting Development	The project is completed and stormwater harvesting system is now fully operational.
SES Action 09 and 14 Energy Efficiency and Solar Program 2019-20	Completed lighting improvement project at six Council buildings.

### Completed projects

#### Alma Park Stormwater Harvesting development

The project is complete and the system is fully operational.

#### South Melbourne Market Solar

The installation of the solar panels was completed in September 2019. After minor modifications to the safe roof access, practical completion was issued in January 2020. 612 solar panels were installed that generate 263,000kWh of electricity each year, the equivalent of powering 45 houses in Port Phillip.

### Major initiatives status updates

Status	Comments	Current approved completion	2019/20 Forecast \$'000
<b>Sustainable Environment Strategy implementation</b>			
✓	Program is on track, See page 10 for more details on progress against the Sustainable Environment Strategy.	Jun 2028	570
<b>Waste Strategy implementation</b>			
✓	Program is on track. See page 11 for details on progress against the Waste Strategy.	Jun 2028	888

### EcoCentre development

Project milestones and expenditure have been deferred to align with Victorian Government budget cycle. Council is continuing to advocate for project funding from Victorian Government and are preparing concept designs for the redevelopment.

**Direction 3 - We have smart solutions for a sustainable future (continued)** The Council Plan 2017-27 sets out four areas where Council will focus its efforts to see significant transformation over the next 10 years, including:

**Act and Adapt – Sustainable Environment Strategy 2018-2028 and Climate Emergency Declaration**

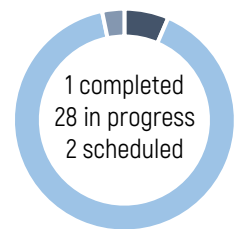
*Transforming waste and water management*

The Act and Adapt – Sustainable Environment Strategy 2018-28 was developed to help address waste and water management as well as other sustainable environment challenges. It was endorsed by Council and outlines 31 actions to be delivered in 2019/20.

The City of Port Phillip declared a Climate Emergency at the 18 September 2019 Council meeting. Council staff are now embedding the declaration in relevant policies and strategies and reviewing opportunities for advocacy to the Victorian and Federal governments. The action progress and highlights listed below further describe how we are addressing the Climate Emergency through the Sustainable Environment and Don't Waste It Strategies.

**Action progress**

The sustainable environment strategy delivery is on track. There are 31 Actions scheduled to be in delivery phase in 2019/20. Of these, one action has been completed, 28 actions are underway and the final two (actions 4 and 5) were scheduled to begin in January 2020.



**Highlights**

- Council delivered a 'Climate Conversations' event attended by 140 people. The H2O check-up program commenced, providing local businesses with advice and support to reduce their water use.
- Action 9: Contractors have been engaged to upgrade lighting at six council buildings and replace the boiler at St Kilda Town Hall to improve energy efficiency.
- Action 34: Consultants have been engaged to develop options to require onsite stormwater detention as part of new developments to minimise flooding.
- Advocacy and Partnerships: In November, Council officers responded to the Green Building Council of Australia's consultation paper on the Communities rating tool, and participated in workshops for Melbourne Water's Waterways and Drainage Customer Council, Flood Leadership Committee, and Port Phillip Bay Coastal Hazard Assessment.



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## Direction 3 – We have smart solutions for a sustainable future (continued)

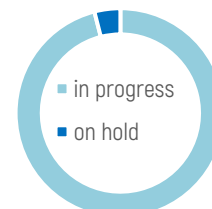
### Don't Waste It! – Waste Management Strategy 2018-28

*Transforming waste management*

The Don't Waste It! – Waste Management Strategy 2018-28 provides a blueprint for how Council and the community will work together to create a more sustainable future for Port Phillip, ensuring it has a sustained reduction in waste. It was endorsed by Council on 17 October 2018 and outlines 25 actions to commence in 2018-19. Recycling services resumed at the end of September 2019 and will continue with Cleanaway, the new owners of the SKM plant at Laverton.

#### Action progress

Of the 25 actions in the Don't Waste It Strategy, 24 are in progress and one action is on hold (Action 2).



#### Highlights

- Council adopted the recommendations of the officers review of the Don't Waste It! Waste Management Strategy at the 4 December 2019 Council Meeting. Council will commence four new service trials: separated kerbside glass recycling (to start March 2020), communal glass recycling (to start March 2020), a food organics/garden organics recycling trial (to start May 2020), street sweeper waste recycling (to start July 2020)
- A Circular Economy Officer will be engaged to embed Circular Economy principles into key Council policies and plans and a multi-unit development study into best practice waste management (2020/21).
- Officers submitted feedback to Infrastructure Victoria on their report: Investigating infrastructure solutions for Waste and recycling in Victoria.
- Action 8: Sales of Green Cones, which accept all kinds of food waste including cooked and uncooked and are suitable for a household of up to four, have exceeded 316 units (up from 222 last month)
- Action 12: Collaborative kerbside waste collection contract procurement process commenced.
- Action 15: The Rapid Response Team, comprising two crew in a custom vehicle, is now operational and undertaking daily patrols in conjunction with Local Laws to better manage incidents of illegal dumping.
- Litter Taskforce members continue to work collaboratively on processes to strengthen enforcement. Databases tracking educational engagement with traders (and other audiences) are facilitating subsequent enforcement action as required, as part of a two-phase collaborative approach.
- Fleet GPS monitoring project has commenced and will contribute to service optimisation of waste and recycling and cleansing teams

#### Challenges

- Officers are working with Council to ensure current programs will enable the strategy targets to be met, given the 2019 recycling challenges and the delayed release of the Victorian Government's Circular Economy Policy. The Policy is now expected in February 2020. There is an urgent need to build a circular economy in Victoria in order to create local markets for recycled materials and increase the diversion of waste from landfill.
- Action 8: Cleanaway (Council's kerbside recycling contractor) has undertaken recycling audits and high levels of contamination have been noted. This is being addressed through direct engagement with multi-unit developments and residential neighbourhoods via provision of signage and via online communications.
- Action 8: Council is working with the Victorian Government and other councils to improve state-wide waste management. While the strategy is currently listed as on track it is reliant on this process achieving substantial investment and improvement in waste management and recycling across the state in the medium term.

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

The chart below summarises the most current results for the outcome indicator and service performance measures outlined in the Council Plan 2017-27.

### Service measures



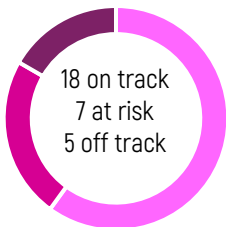
### Areas for focus

Fourteen service measures were available for assessment this month, with ten measures on track and four measures at risk.

On track measures included planning decisions upheld at VCAT, street cleaning audit compliance, cost of statutory planning, planning applications decided within required time frames (with 66% of applications decided within agreed timeframes above the target of 60%), animal management prosecutions, and days to respond to animal management and local law requests.

At risk measures include days taken to decision planning applications, cost of food service, animals reclaimed and public space requests resolved on time. Days taken to decide planning applications was slightly over target (83 days compared to target of <75 days) this is attributed to the loss of three officers during the period, the highly complex nature of applications received and that Council works closely with applicants and affected residents to resolve land use and development issues to achieve high quality outcomes for the community, which can impact on overall timeframes. Cost of food service was slightly higher than target, this will continue to be monitored as the year progresses. (\$609.93 compared to target of <\$565.00). Animals reclaimed just fell below target (53% compared to target of >55%), this is due to large quantities of cats surrendered to Council. Council actively works to contact pet owners to reunite them with their pets and is focused on educating the community on pet ownership and responsibilities. Public space requests resolved on time fell just under target with 79% of requests closed within agreed timeframes compared to target of >85%, this is primarily due to the greater volume of requests received during the warmer months.

**Portfolio status** - There are 28 projects contributing to the outcomes in this direction.




Key achievements	
Program/Project	Achievements
Elwood Wall and Playspace upgrade	Works have reached practical completion and the site has been opened to the public.

### Major initiatives status updates

Status	Comments	Current approved completion	2019/20 Forecast \$'000
<b>Gasworks Arts Park Contamination Management Plan</b>			
✓	Project is on track. Council officers continue to work with the Victorian Government and nominated environmental consultants to progress the Contamination Management Action Plan (CMAP). The draft Park Plan will commence development once the CMAP is finalised. Engagement with community is planned for the first half of 2020.	Jun 2022	50
<b>Public Spaces Strategy development</b>			
✓	Project is on track. Key inputs to the Technical Report that will underpin the Public Space Strategy have been progressed. The first phase of public consultation has been completed and the engagement summary report has been finalised. The final Technical Report, which will inform the draft Public Space Strategy, is scheduled for completion in February 2020.	Jun 2020	195

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**Direction 4 – We are growing and keeping our character (continued)**

Status	Comments	Current approved completion	2019/20 Forecast \$'000
<b>St Kilda Marina</b>			
	The project incurred a slight delay to the planning scheme amendment program; however, overall, is tracking in line with the Council approved program. A significant milestone was achieved when a Special Council meeting held on 29 January 2020 endorsed: 1) the officers' response to the issues raised by the submissions to the amendment, including minor recommended changes to the Amendment and, 2) that a request be made to the Minister for Planning to appoint an independent Planning Panel to consider the submissions received. In terms of procurement, the RFP period closed on 19 December 2019, and evaluation has commenced. While the program is tight, it is progressing well. The overall project status is 'at risk' as there are some key risks highlighted, that are being closely managed, relating to procurement and budget.	Jun 2021	460

**Complete projects****Ferrars Street Education and Community Precinct – Streetscape Upgrade**

Project complete. Main streetscape works were completed in April 2019. The bollard installation in Railway Place and installation of pedestrian lighting in Ferrars St was completed in November 2019.

**Approved changes****Parks and Playground Renewal Program – Chipton Park**

Upgraded and refurbished park was opened to the public on 6 November 2019. The final cost was \$190,000 more than originally budgeted due to contract variations related to site conditions and soil removal, as well as scope additions related to tree planting and irrigation.

**Off track non-major initiative project status**** Public Space Lighting renewal and upgrade – Bay Trail**

Project is off track. The project is eight-weeks behind schedule due to construction delays and resourcing issues. Two stages of the four-stage lighting were completed before Christmas. Stage three lighting will start after the Christmas/New Year's industry shut-down to ensure that disruption to the foreshore is minimised during the summer break. Due to a change in construction methodology (to trench instead of using directional boring) to install underground conduits, and the depth of excavation required for new light footings, the potential soil contamination issues associated will trigger the preparation of Construction and Site Management Plans by an environmental consultant.

** Public Toilet Plan implementation**

The Fitzroy St Public Toilet project is off track due schedule slippage caused by a Parks Victoria's decision to not to allow Council to put amenities on their land. Alternate locations are being considered. Other toilet feasibility and design projects within the program are on track.

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## Direction 4 – We are growing and keeping our character (continued)

The Council Plan 2017-27 sets out four areas where Council will focus its effort to see significant transformation over the next 10 years. The Fishermans Bend Program 2019/20, is one of these.

### **Fishermans Bend Program 2019/20** *Transforming Fishermans Bend*

Fishermans Bend represents an unparalleled opportunity to reshape how Australia thinks about urban growth, housing, working and sustainable transport.

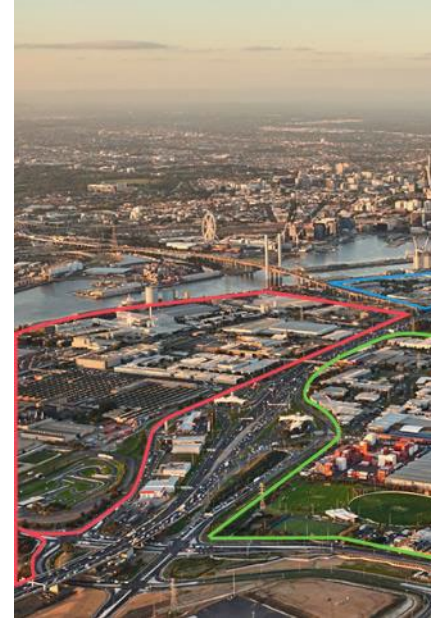
It is a Council priority to ensure that the Fishermans Bend Precinct Plans maximise outcomes for current and future Port Phillip residents, including employment, housing choice, quality public space and community facilities, and early delivery of fast, frequent public transport.

#### **Highlights**

- The updated work plan is still under development. The plan sets out a staggered release of the precincts supported by a communications and engagement approach with the initial focus on Montague Precinct. Following the development of the successful Ferrars Street precinct, the Victorian Government is considering how to catalyse development to maintain momentum across the urban renewal area. Workshops with the Fishermans Bend Taskforce continue and work continues on the detailed precinct plans.
- Council officers will develop options for JL Murphy Reserve. This will be presented through a briefing to Councillors in early February 2020.

#### **Challenges**

The risk profile of the project has been updated. The scope of the Infrastructure Contributions Plan and availability of funding continues to remain a challenge. Emphasis on risk mitigation activities will continue and a risk workshop is scheduled in February to test the veracity of the new approach advocated by the Victorian Government.





## Direction 5 – We thrive by harnessing creativity

The chart below summarises the most current results for the outcome indicator and service performance measures outlined in the Council Plan 2017-27.

### Service measures



### Areas for focus

Five service measures were available for assessment this month, with two on track and three at risk.

The on track measures related to number of library collection items purchased in the last five years nearing 50% and rate of turnover of physical library items meeting the target of greater than 4.5.

The at risk measures related to active library membership with only 13% of the municipality being library members. Cost per capital of library services failed to meet target, however this is primarily due to the change in measure implemented after the target was set. When considering the previous measure (per library member) the result is comparative to previous results and would have met target. The final measure at risk is the number of visits to the library per capita which fell just below target and is expected to increase as the year progresses.

**Portfolio status** - There are 12 projects contributing to the outcomes in this direction.

	Key achievements	
	Program/Project	Achievements
	Creative and Prosperous City Strategy Implementation Program 2019-20 CPC Action 31 – Maintain Markets as a Key Activation Space	Esplanade Market Committee approved the Esplanade Market 2020-25 Plan.

Status	Comments	Current approved completion	2019/20 Forecast \$'000
<b>Art and Soul – Creative and Prosperous City Strategy 2018-22</b>			
✓	Program on track. The Art and Soul - Creative and Prosperous City Strategy 2018-22 outlines the cultural change and collaborative actions required across a range of Council services. It was endorsed by Council on 20 June 2018 and outlines 18 actions to be delivered in 2019/20.	Jun 2022	960

### Action 22 – Develop Live Music Action Plan

Delivery of the Draft Action Plan has been delayed due changes to plans for Community Engagement. The final plan will be presented to Council for adoption in May 2020, instead of February 2020.

### Palais Theatre Toilet Facilities upgrade

Construction works will be staged over 2019/20 and 2020/21 to minimise the impact to the operations of Palais and continue to provide amenities to the public. The completion date has been revised to September 2020.

### Action 34 – Develop library action plan

A progress update on the Library Action Plan will go to Council in February 2020 before a draft plan is then released for public comment across April prior to final presentation and adoption at a Council meeting in June 2020.

### Highlights

#### Actions 1, 2, 3 & 4 – Placemaking program

Love My Place grant program initiation meetings were held with recipients and finalisation of short form agreements and discussions with Creative Victoria regarding retail rejuvenation project funding continue. Suitcase Rummage held 14 December 2019 in Emerald Hill Forecourt, 55 stallholders in attendance as well as South Melbourne Middle Park Toy Library.

#### Action 31 – Maintain Markets as a Key Activation Space

St Kilda Esplanade Market new visual identity execution for the 50th celebration branding: bin wraps installed on the Esplanade, all social media channels updated, temporary website created to coincide with new brand. Artwork for a-frame, flags and bus wraps completed.

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**Direction 5 - We thrive by harnessing creativity (continued)****Off track non-major initiative project status****South Melbourne Town Hall Ramp upgrade**

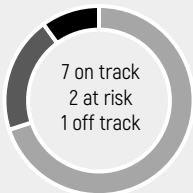
Project is off track. works commenced on the 28 October 2019. Due to contaminated soil and civil design issues the project has been delayed. The project team is currently working through these issues and work is expected to be completed in March 2020.

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## Direction 6 – Our commitment to you

The chart below summarises the most current results for the service performance measures outlined in the Council Plan 2017-27.

### Service measures



### Areas for focus

Of the 12 service measures available for assessment this month, the 10 on track service measures are:

- Percentage of priority projects on track, scoring 81% against a target of >80%
- Council decisions closed to public, 7.6% against a target of 10%
- Councillor attendance rate at Council meetings, 92% against a target of >90%
- Requests resolved within agreed timeframe, 94% against a target of >90%
- Audit actions completed on time, 93% against a target of >90%
- Asset renewal as a percentage of depreciation, 77% against a target of >69%
- Material legislative breaches
- Community time saved (days)
- Staff time saved (hours)

The at risk measure relates to Total recordable injury frequency rate per million work hours where the rolling 12 month average of 37.8 was above target of 21.8. Despite this result, staff safety continues to be monitored closely.

The off track measure 'Staff turnover' is 18.50% (rolling 12 month result) compared with a target of 10%. One of the key reasons for this is that Melbourne has a very competitive labour market and City of Port Phillip staff are well regarded in their profession which makes them well placed for roles elsewhere. There was planned organisational change that took place in the last 12 months. Our new People and Culture Strategy outlines how we plan to invest in our people and support them to operate at the best of their ability and attract and retain talent. This is a key focus for 2019/20.

**Portfolio status** - There are 16 projects contributing to the outcomes in this direction.



Key achievements	
Program/Project	Achievements
Customer Experience Program	Service Delivery Project (Integrated Solution, delivered by TechnologyOne using 'OneCouncil'. All Configuration Design Workshops have been completed.
South Melbourne Town Hall Renewal and Upgrade	Engagement of building inspection specialist to for the visual inspection of the services and building structure. Commenced procurement process to engage specialised structural engineer to assess and test structural elements of the building.

Status	Comments	Current approved completion	2019/20 Forecast \$'000
<b>Customer Experience Program</b>			
▲	Program is at risk due to the overall complexity of the program, managing delivery within budget and timelines, and the management of high risks associated with delivering successful data migration activities. The Festivals website development is now underway and is on track for completion in March 2020. Design documents for the Finance, Asset Management, and Procurement systems have been completed and key user training in the systems commenced in January 2020.	Jun 2021	7,833

### Approved changes

#### Building Renewal and Upgrade program – South Melbourne Operations Centre Works

New project to upgrade and reconfigure the server room to transform the space into an open plan office to increase workplace accommodation at the site.

**Off track non-major initiative project status****Building Renewal and Upgrade program – Childcare Fencing**

Following the building surveyor inspection of works at North St Kilda Childcare Centre, several minor non-compliances were identified and will need to be corrected. The final certificate is expected by end of February 2020, three months behind schedule. Stage 2 works at The Avenue have been inspected by the building surveyor and several compliance items have been identified. The works were originally expected to be completed in October, however due to poor weather and gate fabrication errors delays have occurred.

**Direction 6 – Our commitment to you (continued)**

We monitor our performance under Direction 6 - Our commitment to you to ensure Council is a financially sustainable, high performing, well-governed organisation that puts the community first. These are the latest results for our organisation for the December 2019 period. Additional information is available within this report.

**The following results are for the financial year 2019/20:**

	<b>Latest results</b>	
<b>Improving customer experience and technology, and being more innovative</b>		
80% community requests completed on time	94%	✔
80% community complaints completed on time	85%	✔
<b>Improving community engagement, advocacy, transparency and governance</b>		
90% risk and audit actions completed on time	93%	✔
90% councillor attendance at Council meetings	92%	✔
90% Council decisions made in public	100%	✔
0 material legislative breaches	1	✘
<b>Ensuring sustainable financial and asset management, and effective project delivery</b>		
Financial sustainability rating of low	Low	✔
Operating savings	\$857k	✔
80% of priority project delivery is on track	81%	✔

**The following are rolling 12 month results:**

<b>Inspiring leadership, a capable workforce and a culture of high performance and safety</b>		
Total recordable injury frequency rate below 21.8	37.8	✘
Unplanned Leave (days/EFT) below 10.8	14.0	▲
Staff turnover below 10%	15.3%	✘

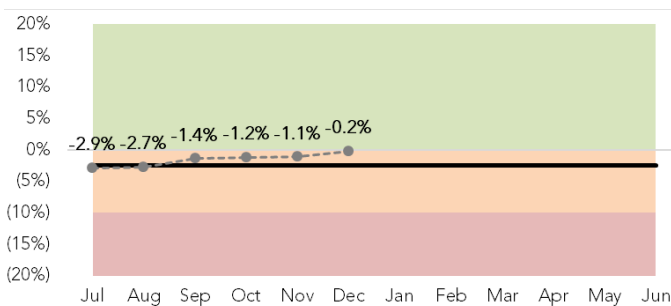
## Financial performance

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

- As highlighted by the seven VAGO financial indicators below, the full year forecast as at December indicates an overall low risk financial sustainability rating for Council. Notwithstanding there are some expenditure items having a negative financial impact to Council including waste sector disruptions.
- Council expects to achieve a cumulative cash surplus of \$0.61 million for 2019/20.

### Financial sustainability indicators

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

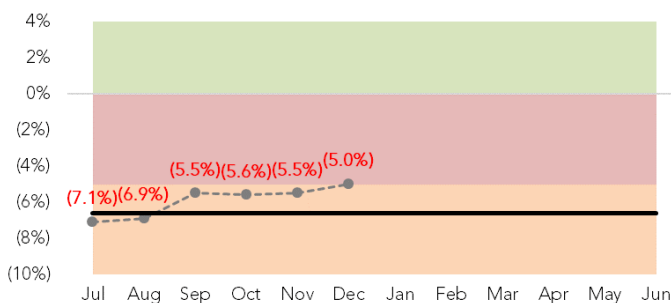


**Target:** Greater than 0%      **Year-end forecast:** -0.2%      **Status:** ▲

This financial indicator assesses Council's ability to generate sufficient funds for asset renewals. A small deficit (-2.5%) is budgeted for 2019/20 which includes non-recurrent Customer Experience Program expenditure. This project will provide better and more responsive customer service whilst delivering a more efficient enterprise.

As at December 2019, Council has forecast an improvement to -0.2% largely due to the \$3.2 million of Customer Experience program expenditure deferred to 2020/21 following detailed program planning post engagement of vendors.

#### 1.2 Adjusted underlying result % (Net results excluding capital grants & contributions)



**Target:** Greater than 5%      **Year-end forecast:** 5%      **Status:** ▲

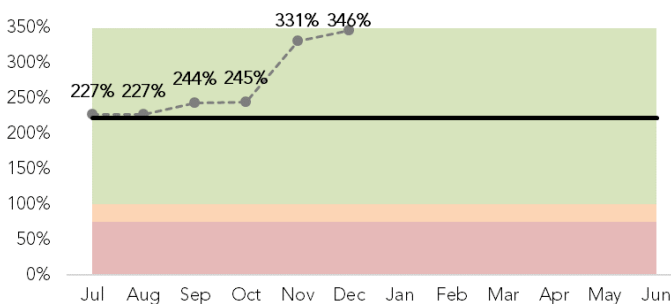
This financial indicator assesses Council's ability to generate surplus in the ordinary course of business to fund capital expenditure excluding other capital funding sources.

The Budget 2019/20 had an adjusted underlying result of -6.6% mainly due to the Customer Experience program as explained in the above ratio.

As at December 2019, the forecast for the financial year is -5.0%. The factors have been highlighted in the above ratio.

A large portion of our annual capital program is funded by capital income particularly Open Space contributions for open space improvements. This ratio does not fully reflect how local government finances work.

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



**Target:** Greater than 100%      **Year-end forecast:** 346%      **Status:** ✓

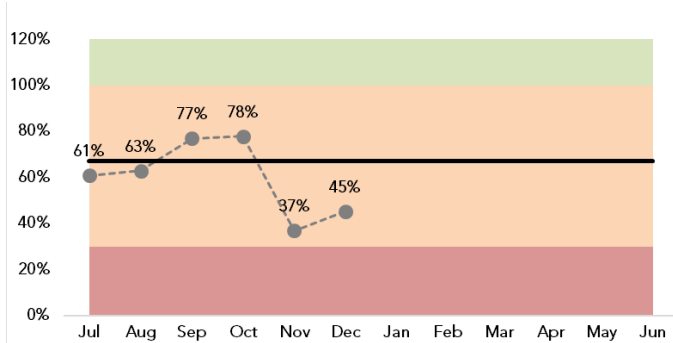
This financial indicator assesses Council's ability to pay short term liabilities as they fall due.

The Budget 2019/20 had a working capital ratio of 223%. The full year forecast as at December is 346%. The material change is due to the planned clear out of all creditor balances by year end prior to the roll-out of the new financial system on 1 July 2020 to mitigate data migration risks.

Council has no issues in paying suppliers and employees when payments fall due.

## Financial sustainability indicators (continued)

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



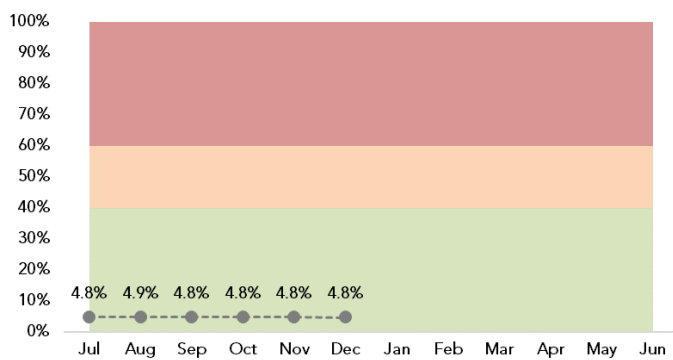
**Target:** Greater than 100%      **Year-end forecast:** 45%      **Status:** ▲

This financial indicator assesses Council's ability to finance capital works using cash generated from its operations. A ratio below 100% means cash reserves or borrowing are being used to fund capital works & major strategies, which is acceptable on occasions.

The Budget 2019/20 (67%) includes the Customer Experience program expenditure. This program is partly funded from a drawdown on general reserve.

The full year forecast as at December shows a deterioration to 45%. This is not a major concern as it relates to the bringing forward of creditor payments for June 2020 invoices to clear out all creditor balances by year end prior to the roll-out of the new financial system on 1 July 2020. This payment run approximately of \$14m usually takes place in July.

### 1.5 Indebtedness % (Own Sourced Revenue compared to Non Current Liabilities )

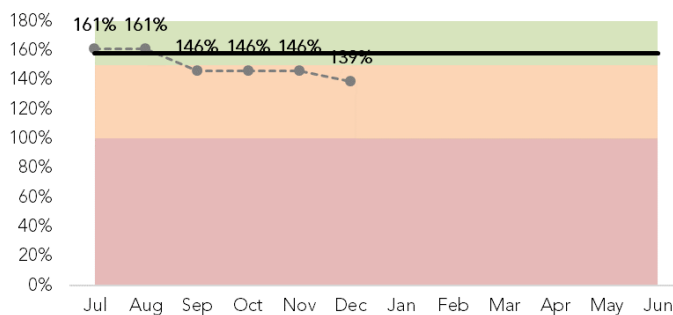


**Target:** Less than 40%      **Full year forecast:** 4.8%      **Status:** ▲

This financial indicator assesses Council's ability to repay its non-current debt from its own source revenue. This indicator shows a low risk for Council as the ratio of 4.9% for Budget 2019/20 is significantly lower than the 40% target.

The full year forecast as at December shows Council is on track to achieve budget.

### 1.6 Capital Replacement % (Total cash capital outlay / Depreciation)



**Target:** Greater than 150%      **Year-end forecast:** 139%      **Status:** ▲

This financial indicator assesses whether Council's spend overall in renewing, growing and improving its asset base is sufficient.

The Budget 2019/20 is a ratio of 158%.

The full year forecast as at December shows a ratio decrease to 139%. This is largely due to a number of capital portfolio project deferred to 2020/21.

Officers have reviewed our project delivery capacity and will be recommending a number of projects identified in our 10-Year Council Plan that can be brought forward to 2019/20 to address the decline.

## Comprehensive Income Statement Converted to Cash – December 2019

We use the Comprehensive Income Statement Converted to Cash to ensure prudent financial management by maintaining a cumulative cash surplus. The current forecast for 2019/20 is a cumulative cash surplus of \$0.61m which compares favourably against the budgeted cash surplus of \$0.43m.

	Year to date		YTD Variance		Full Year		Variance		Notes
	Actual	Forecast	Actual to Forecast		Forecast	Budget	Forecast to Budget		
	(\$'000)	(\$'000)	(\$'000)	%	(\$'000)	(\$'000)	(\$'000)	%	
<b>Income</b>									
Rates and Charges	65,171	65,029	142	0%	129,213	129,149	64	0%	
Statutory Fees and Fines	11,464	12,359	(895)	(7%)	23,626	24,046	(421)	(2%)	
User Fees	22,127	21,607	520	2%	40,125	38,801	1,325	3%	
Grants - Operating	5,098	5,408	(310)	(6%)	9,670	9,430	240	3%	
Grants - Capital	1,276	120	1,156	963%	2,655	2,586	69	3%	
Contributions - Monetary	4,386	4,650	(264)	(6%)	7,950	6,045	1,905	32%	
Contributions - Non Monetary	0	0	0	0%	0	0	0	0%	
Other Income	7,424	7,011	413	6%	18,733	14,381	4,352	30%	
<b>Total Income</b>	<b>116,945</b>	<b>116,184</b>	<b>762</b>	<b>1%</b>	<b>231,972</b>	<b>224,438</b>	<b>7,534</b>	<b>3%</b>	1
<b>Expenses</b>									
Employee Costs	45,969	46,035	66	0%	95,372	96,637	1,265	1%	
Materials and Services	33,209	34,839	1,631	5%	77,244	78,567	1,323	2%	
Professional Services	4,896	5,594	698	12%	13,269	12,899	(370)	(3%)	
Bad and Doubtful Debts	2,288	2,494	206	8%	5,038	3,862	(1,176)	(30%)	
Depreciation	12,513	12,456	(58)	(0%)	24,911	24,911	0	0%	
Borrowing Costs	213	175	(38)	(22%)	350	450	100	22%	
Other Expenses	4,097	3,977	(120)	(3%)	11,882	8,473	(3,410)	(40%)	
Net (Profit) or Loss on Disposal of Assets	(40)	(70)	(30)	43%	4,310	4,310	0	0%	
JV Equity Accounting	0	0	0	0%	0	0	0	0%	
<b>Total Expenses</b>	<b>103,144</b>	<b>105,499</b>	<b>2,355</b>	<b>2%</b>	<b>232,376</b>	<b>230,109</b>	<b>(2,267)</b>	<b>(1%)</b>	2
<b>Operating Surplus / (Deficit)</b>	<b>13,801</b>	<b>10,684</b>	<b>3,117</b>	<b>29%</b>	<b>(405)</b>	<b>(5,671)</b>	<b>5,266</b>	<b>(93%)</b>	
<b>Income Statement Converted to Cash</b>									
<b>Adjustments for non-cash operating items:</b>									
• Add back depreciation	12,513	12,456	58	0%	24,911	24,911	0	0%	
• Add back written-down value of infrastructure assets disposals	0	0	0	0%	4,450	4,450	0	0%	
• Add back written-down value of fleet asset disposals	62	120	(58)	(49%)	240	240	0	0%	
• Add back balance sheet work in progress reallocated to operating	20	600	(580)	(97%)	1,200	1,200	0	0%	
• Add back Joint Venture Equity Accounting	0	0	0	0%	0	0	0	0%	
• Less Contributed Assets	0	0	0	0%	0	0	0	0%	
	<b>12,595</b>	<b>13,176</b>	<b>(581)</b>	<b>(4%)</b>	<b>30,801</b>	<b>30,801</b>	<b>0</b>	<b>0%</b>	
<b>Adjustments for investing items:</b>									
• Less capital expenditure - Infrastructure	(11,135)	(13,500)	2,365	18%	(31,361)	(36,023)	4,662	13%	
• Less capital expenditure - IT, Plant and Equipment	(1,347)	(1,501)	154	10%	(3,219)	(3,219)	0	0%	
	<b>(12,482)</b>	<b>(15,001)</b>	<b>2,519</b>	<b>17%</b>	<b>(34,580)</b>	<b>(39,242)</b>	<b>4,662</b>	<b>12%</b>	3
<b>Adjustments for financing items:</b>									
• Add New Borrowings	0	0	0	0%	0	0	0	0%	
• Less Loan Repayments	(335)	(335)	(0)	0%	(670)	(670)	0	0%	
	<b>(335)</b>	<b>(335)</b>	<b>(0)</b>	<b>0%</b>	<b>(670)</b>	<b>(670)</b>	<b>0</b>	<b>0%</b>	
<b>Adjustments for reserve movements:</b>									
• Discretionary Reserve Drawdown/ (Replenish)	1,978	2,749	(771)	(28%)	4,307	13,392	(9,085)	(68%)	
• Statutory Reserve Drawdown/ (Replenish)	0	(1,596)	1,596	(100%)	293	632	(339)	(54%)	
	<b>1,978</b>	<b>1,153</b>	<b>825</b>	<b>72%</b>	<b>4,600</b>	<b>14,024</b>	<b>(9,424)</b>	<b>(67%)</b>	4
<b>Current Year Cash Surplus/(Deficit)</b>	<b>15,557</b>	<b>9,677</b>	<b>5,880</b>	<b>61%</b>	<b>(254)</b>	<b>(758)</b>	<b>504</b>	<b>66%</b>	
Opening balance carry forward surplus	862	862	0	0%	862	1,192	(330)	(28%)	
<b>Accumulated Cash Surplus</b>	<b>16,419</b>	<b>10,539</b>	<b>5,880</b>	<b>56%</b>	<b>608</b>	<b>434</b>	<b>174</b>	<b>40%</b>	

## Notes to the Comprehensive Income Statement Converted to Cash

The following adjustments have been identified as at December 2019 and are reflected in the Comprehensive Income Statement Converted to Cash (see previous page).

**Note 1. Operating income forecast increased by \$7.53 million:**

**Net forecast income changes in the month of December 2019 included the following material items:**

↑	\$0.69m	Greater income from street occupation, road closures and skin bin fees than expected mainly due to several large development projects.
⇒	\$1.60m	A greater amount of open space contributions expected in 2019/20 as a number of large developments have reached the subdivision stage. These funds are to be quarantined in reserves for future open space enhancement projects.
⇒	\$0.97m	Council has approved a number of Right of Way divestments not required for servicing the community. Funds will be quarantined in reserve for future strategic property acquisition.
⇒	(\$0.53m)	Park St Bike Link part of the public realm improvements to the ANZAC station precinct has been rescheduled to align with the Masterplan timelines - completion expected in 2021/22. Additional community consultation will be required and Council will receive funding in line with new schedule.
⇒	(\$0.48m)	Council has been diverting offenders with multiple parking infringements to the Magistrate Court which has improved our cash position (higher collection rate and lower payments of lodgement fees). The accounting impact is lower filing fee income and lower lodgement fee expenditure for the financial year.
⇒	(\$0.15m)	Lower utilisation of council facilities partially offset by lower expenditure. Officers are undertaking a strategic review including future use of facilities, marketing, operational costs and pricing.
↓	(\$0.30m)	The Investment Income budget was prepared based on Deloitte Access Economic projections. Since then, the money market yield has dropped materially. Currently, investment yields offered by financial institutions are approximately 1.7%, approximately 1% lower than budgeted.
↓	(\$0.30m)	The implementation PayStay enabled a more convenience payment option for paid parking. Council has seen greater utilisation of our metered parking spaces and increased parking compliance, which has contributed to the reduction of Parking Infringement Notices issued.
↓	(\$0.10m)	Lower planning permit application fees income due to weaker activity levels particularly in the large development sector.

**Net forecast income changes year to date December 2019 included the following material items:**

↑	\$1.32m	Greater income from street occupation, road closures and skin bin fees than expected mainly due to several large development projects.
↑	\$0.58m	Greater utilisation of paid parking mainly due to the successful implementation of PayStay (a convenient payment option via mobile devices).
↑	\$0.56m	Unbudgeted compensation from Rails Project Victoria for the loss of Domain precinct paid parking income.
↑	\$0.43m	Project portfolio funding increased due to: <ul style="list-style-type: none"> <li>• Deferral of Kirrip Park works from 2018/19 including contribution from the Victorian Government \$0.16m.</li> <li>• 2018/19 Alma Park Stormwater Harvesting funding from State Government \$0.12m.</li> <li>• other minor \$0.06m.</li> </ul>
↑	\$0.34m	Unbudgeted Federal Government funding for Sports Fields lighting.
↑	\$0.16m	One-off unbudgeted Victoria Government support funding as a result of the Council's recycling contractor site closure.
↑	\$0.10m	The SKM recycling processing contract included \$0.10m of Bank Guarantee as collateral for non-performance of contract. This is to be remitted to Council this financial year.
⇒	\$1.60m	A greater amount of open space contributions expected in 2019/20 as a number of large developments have reached the subdivision stage. These funds are to be quarantined in reserves for future open space enhancement projects.
⇒	\$0.97m	Council has approved a number of Right of Way divestments not required for servicing the community. Funds will be quarantined in reserve for future strategic property acquisition.
⇒	\$3.50m	Council's Accounting Policy is to take up the market value of rent to community groups as non-cash income and expenditure in the financial year the new agreements have been agreed by Council. It is expected that Council will renew \$0.48 million of lease agreements in additional to the \$3.02 million recognised in 2018/19. This reflects GAAP obligations.
⇒	\$0.24m	Income relating to 2018/19 State Revenue Office land valuation services fully offset by valuation expenditure.
⇒	\$0.10m	Victorian Government awarded funding for Water Sensitive Urban Design at Langbridge/ Patterson Streets
⇒	(\$0.53m)	Park St Bike Link part of the public realm improvements to the ANZAC station precinct has been rescheduled to align with the Masterplan timelines - completion expected in 2021/22. Additional community consultation will be required and Council will receive funding in line with new schedule.
⇒	(\$0.48m)	Council has been diverting offenders with multiple parking infringements to the Magistrate Court which has improved our cash position (higher collection rate and lower payments of lodgement fees). The accounting impact is lower filing fee income and lower lodgement fee expenditure for the financial year.
⇒	(\$0.20m)	Lower utilisation of council run child care centres offset by lower expenditure.
⇒	(\$0.18m)	Realignment of Parking Infringement Notices cancellation budget and the Parking Infringement Notices doubtful debt provisions (net neutral impact).
⇒	(\$0.15m)	Lower utilisation of council facilities partially offset by lower expenditure. Officers are undertaking a strategic review including future use of facilities, marketing, operational costs and pricing.
↓	(\$0.30m)	The Investment Income budget was prepared based on Deloitte Access Economic projections. Since then, the money market yield has dropped materially. Currently, investment yields offered by financial institutions are approximately 1.7%, approximately 1% lower than budgeted.
↓	(\$0.30m)	The implementation PayStay enabled a more convenience payment option for paid parking. Council has seen greater utilisation of our metered parking spaces and increased parking compliance, which has contributed to the reduction of Parking Infringement Notices issued.
↓	(\$0.25m)	Lower planning permit application fees income due to weaker activity levels particularly in the large development sector.
↓	(\$0.15m)	Lower income from building permits than budgeted due to lower development activity.



## Notes to the Comprehensive Income Statement Converted to Cash (continued)

### Note 2. Operating expenditure forecast increased by \$2.27 million:

#### Net forecast operating expenditure changes in the month of December 2019 included the following material items:

➔	\$0.48m	Council has been diverting offenders with multiple parking infringements to the Magistrate Court which has improved our cash position (higher collection rate and lower payments of lodgement fees). The accounting impact is lower filing fee income and lower lodgement fee expenditure for the financial year.
➔	\$0.15m	Reduced expenditure to offset lower hall hire utilisation. Officers are undertaking a strategic review including future use of facilities, marketing, operational costs and pricing.
⬇	(\$0.15m)	Additional legal expenditure required for planning appeals and Fishermans Bend planning amendments.

#### Net forecast operating expenditure changes year to date December 2019 included the following material items:

➔	\$3.33m	Delays in procurement and rephasing following detailed planning with vendor for the Customer Experience program will result in budget deferrals to 2020/21.
➔	\$0.48m	Council has been diverting offenders with multiple parking infringements to the Magistrate Court which has improved our cash position (higher collection rate and lower payments of lodgement fees). The accounting impact is lower filing fee income and lower lodgement fee expenditure for the financial year.
⬆	\$0.33m	Reduced Employee costs due to vacancies across the Enterprise.
⬆	\$0.27m	Lower employee costs for Council managed childcare services due to active management of staffing levels in response to changes in utilisation, monitoring and minimising use of agency staff and where possible backfill with existing staff.
➔	\$0.15m	Reduced expenditure to offset lower hall hire utilisation. Officers are undertaking a strategic review including future use of facilities, marketing, operational costs and pricing.
⬆	\$0.13m	Efficiency savings from competitive tendering Public Liability insurance which resulted in lower premiums and greater insurance cover.
➔	(\$3.50m)	Council's Accounting Policy is to take up the market value of rent to community groups as non-cash income and expenditure in the financial year the new agreements have been agreed by Council. It is expected that Council will renew \$0.48 million of lease agreements in additional to the \$3.02 million recognised in 2018/19. This reflects GAAP obligations.
➔	(\$0.34m)	A number of 2018/19 Operating Portfolio project budgets were transferred to reserves to be used in 2019/20 including: Standard drawings & design, Art on Hoardings, Placemaking program, Parking controls & permit policy, and Business enablement & innovation fund.
➔	(\$0.24m)	Income relating to 2018/19 State Revenue Office land valuation services fully offset by valuation expenditure.
⬇	(\$1.20m)	Increased doubtful debt provision for parking debtors managed by Fines Victoria reflecting ongoing collection and system issues.
⬇	(\$0.62m)	Forecast additional cost of recycling processing due to market disruptions and contractor issues. This disruption is likely to continue to place cost pressure to Council.
⬇	(\$0.32m)	Project increase for Sports Playing Fields Renewal - Following the completion of tender documentation and an independent Opinion of Probable Costs to implement the full scope of the project will cost more than the allocated budget.
⬇	(\$0.28m)	A number of key changes to the St Kilda Marina lease project scope approved by Council for additional site investigates, planning scheme amendment, and advice for legal, procurement, probity and design.
⬇	(\$0.15m)	Additional legal expenditure required for planning appeals and Fishermans Bend planning amendments.
⬇	(\$0.11m)	Newly tendered South Melbourne Market Cleaning contract greater than budgeted due to market pricing.
⬇	(\$0.09m)	Gender Equality Game Jam - funding was received in 2018/19.

## Notes to the Comprehensive Income Statement Converted to Cash (continued)

**Note 3. Capital expenditure forecast decreased by \$4.66 million:****Net forecast changes to capital expenditure in month of December 2019 included the following material items.**

↑	\$0.31m	St Kilda Town Security Upgrade underspends expected due to reduced number of front counter reconfigurations required.
↑	\$0.14m	Safe Roof Access underspends to be transferred to Asset Renewal Reserve for future renewal requirements.
⇒	\$0.53m	Park St Bike Link part of the public realm improvements to the ANZAC station precinct has been rescheduled to align with the Masterplan timelines - completion expected in 2021/22. Additional community consultation will be required and Council will receive funding in line with new schedule.
⇒	\$0.46m	Palais Theatre renewal and upgrade works delivery is to be spread over 2019/20 and 2020/21 in order to minimise impact to the operations of Palais and continue to provide amenities to the public.
⇒	\$0.36m	EcoCentre Redevelopment experienced some delays with the appointment of architect and funding uncertainties for the construction phase. Expenditure deferred to 2020/21.
⇒	\$0.29m	Building Safety Corrective Actions project deferred to 2020/21 as some of the buildings identified will require significant changes and therefore triggering building permit requirements. Funds deferred to 2020/21.
⇒	\$0.20m	Fitzroy Street Streetscape Upgrade delays requiring Parks Victoria approval. Project deferred to 2020/21.
⇒	\$0.13m	Adventure Playgrounds Upgrade scope, scheduling and funding changes following community and council consultations will require a deferral of funds to 2020/21.
↓	(\$0.20m)	Chipton Reserve overspends mainly due to higher tendered prices. The project overspend will partially be offset from a drawdown on Open Space Reserves.
↓	(\$0.18m)	Hostile Vehicle Mitigation for Luna Park & Palais part of the rolling Public Space Security Program required additional funding to include public realm improvement works. The overspend will be funded from brought forward of 2020/21 funds.
↓	(\$0.17m)	RF Julier Reserve Pavilion and Park Improvement project require additional funding to meet design, installation of light and site contamination management. A drawdown from Open Space Reserve will be required to partially offset the additional expenditure.

**Net forecast changes to capital expenditure year to date December 2019 included the following material items:**

↑	\$0.40m	The Maritime Asset Audits which has determined that there are no design or rectification works required for 2019/20. Funds to be quarantined in Asset Renewal Reserve.
↑	\$0.31m	St Kilda Town Security Upgrade underspends expected due to reduced number of front counter reconfigurations required. Funds to be quarantined in Asset Renewal Reserve for future renewal requirements.
↑	\$0.14m	Safe Roof Access underspends to be transferred to Asset Renewal Reserve for future renewal requirements.
↓	(\$0.40m)	Additional budget required for JL Murphy Reserve to address costs associated with the poor structural condition of the building revealed during demolition and additional contaminated soil costs.
↓	(\$0.33m)	Accessibility Improvements in Council Buildings - three Disability Discrimination Act compliant and accessible public toilet facilities are to be delivered in 2019/20. Market driven pricing through the public tender process are higher than anticipated costs.
↓	(\$0.13m)	Cora Graves Accessibility Improvements - Project has been brought forward to meet urgent OH&S requirements as identified in the Audit report.
↓	(\$0.31m)	Gasworks Theatre Seats - additional budget required for works associated with the environmental assessment, design, structural, electrical and fire engineering works.
↓	(\$0.20m)	Chipton Reserve overspends mainly due to higher tendered prices. The project overspend will partially be offset from a drawdown on Open Space Reserves.
↓	(\$0.18m)	Hostile Vehicle Mitigation for Luna Park & Palais part of the rolling Public Space Security Program required additional funding to include public realm improvement works. The overspend will be funded from brought forward of 2020/21 funds.
↓	(\$0.17m)	RF Julier Reserve Pavilion and Park Improvement project require additional funding to meet design, installation of light and site contamination management. A drawdown from Open Space Reserve will be required to partially offset the additional expenditure.
⇒	\$6.55m	A number of project have been identified as deferrals to 2020/21. They include the South Melbourne Town Hall major works \$3.0m, Port Melbourne and St Kilda Town Hall accommodation strategy \$0.98m, St Vincent Gardens playground redevelopment \$0.5m, Palais Theatre \$0.46m, Gasworks Arts Park Reinstatement \$0.45m, EcoCentre Redevelopment \$0.36m, Building Safety Corrective Actions \$0.29m, Fitzroy St Streetscape (public toilets) \$0.20m, Adventure Playgrounds Upgrade \$0.13m and Shakespeare Grove Hostile Vehicle Mitigation works \$0.08m.
⇒	\$0.53m	Park St Bike Link part of the public realm improvements to the ANZAC station precinct has been rescheduled to align with the Masterplan timelines - completion expected in 2021/22. Additional community consultation will be required and Council will receive funding in line with new schedule.
⇒	(\$0.96m)	A number of 2018/19 Capital Portfolio project budgets were transferred to reserves to be used in 2019/20 including: Elwood public space wall & play space, Alma Park stormwater harvesting, Public space lighting - Bay Trail, Public space security improvements, Acland St CCTV, South Melbourne Town Hall Lift & Ramp, and South Melbourne Solar PV.
⇒	(\$0.34m)	Federal Government funding to be used on lighting at four Sporting fields in 2019/20.
⇒	(\$0.14m)	Ferrars St Streetscape works to be funded from general reserves and Victorian Government contributions.
⇒	(\$0.11m)	Victorian Government awarded funding for Water Sensitive Urban Design at Langbridge/ Patterson Streets

## Notes to the Comprehensive Income Statement Converted to Cash (continued)

### Note 4. Net drawdown on reserves decrease by \$9.42 million:

#### Net forecast changes to reserves in the month December 2019 included the following items:

- ➔ (\$1.60m) A greater amount of open space contributions expected in 2019/20 as a number of large developments have reached the subdivision stage. These funds are to be quarantined in reserves for future open space enhancement projects.
- ➔ (\$1.43m) A number of projects have been identified as deferrals to 2020/21 including: Palais Theatre \$0.46m, EcoCentre Redevelopment \$0.36m, Building Safety Corrective Actions \$0.29m, Fitzroy St Streetscape (public toilets) \$0.20m, and Adventure Playgrounds Upgrade \$0.13m.
- ➔ (\$0.97m) Council has approved a number of Right of Way divestments not required for servicing the community. Funds will be quarantined in reserve for future strategic property acquisition.

#### Net forecast changes to reserves year to date December 2019 include following material items:

- |   |           |  |
|---|-----------|--|
| ➔ | \$1.87m   | Net drawdown on Asset Renewal Reserve for additional expenditure on JL Murphy, Council Buildings Accessibility Improvement, Cora Graves Accessibility Improvements, Gasworks Theatre Seats, Sport Playing Fields Renewal, and St Kilda Marina Lease Project.   |
| ➔ | \$0.96m   | A number of 2018/19 Capital Portfolio project budgets were transferred to reserves to be used in 2019/20 including: Elwood public space wall & play space, Alma Park stormwater harvesting, Public space lighting - Bay Trail, Public space security improvements, Acland St CCTV, South Melbourne Town Hall Lift & Ramp, and South Melbourne Solar PV.  |
| ➔ | \$0.34m   | A number of 2018/19 Operating Portfolio project budgets were transferred to reserves to be used in 2019/20 including: Standard drawings & design, Art on Hoardings, Placemaking program, Parking controls & permit policy, and Business enablement & innovation fund.  |
| ➔ | (\$7.07m) | A number of project have been identified as deferrals to 2020/21. They include the South Melbourne Town Hall major works \$3.0m, Port Melbourne and St Kilda Town Hall accommodation strategy \$0.98m, St Vincent Gardens playground redevelopment \$0.5m, Palais Theatre \$0.46m, EcoCentre Redevelopment \$0.36m, Building Safety Corrective Actions \$0.29m, Fitzroy St Streetscape (public toilets) \$0.20m, Adventure Playgrounds Upgrade \$0.13m and Shakespeare Grove Hostile Vehicle Mitigation works \$0.08m. |
| ➔ | (\$3.33m) | Delays in procurement and rephasing following detailed planning with vendor for the Customer Experience program will result in budget deferrals to 2020/21.  |
| ➔ | (\$1.60m) | A greater amount of open space contributions expected in 2019/20 as a number of large developments have reached the subdivision stage. These funds are to be quarantined in reserves for future open space enhancement projects.   |
| ➔ | (\$0.97m) | Council has approved a number of Right of Way divestments not required for servicing the community. Funds will be quarantined in reserve for future strategic property acquisition.  |
| ➔ | (\$0.48m) | The lodging of offenders with multiple parking infringement notices through the Magistrate Court has resulted a reduction in lodgement fee to Fines Victoria and the offsetting lower Filing fee income. This initiative has a positive cash flow impact as the recovery rate of lodgement fees improved from 69% in 2018/19 to 99% in 2019/20.  |

## Legislative update

### Legislative changes

No legislative changes were made during December 2019 that may affect the City of Port Phillip.

### Material legislative breaches

No material legislative breaches were recorded in December 2019.

Year to date, one material breach was recorded during August 2019. It was a breach of the Local Government Act over a two-year period where the \$150,000 threshold was exceeded for untendered activity. This attributed to paid social media communications – which is a legitimate form of advertising and promotion.

The City of Port Phillip has received Ministerial approval for the purposes of section 186(5)(c) of the *Local Government Act 1989*, to engage directly with Facebook Australia Pty Ltd for the provision of advertising services through its social media platform from 1 October 2019 until 30 September 2021.

## Direction 1

# We embrace difference, and people belong

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

### Outcome indicators

Measure	2015/16	2016/17	2017/18	2018/19	YTD 2019/20	Target 2019/20
Residents that agree Port Phillip is a welcoming and supportive community for everyone	93 %	94 %	93 %	92 %	No data	>95 %
No updated data is available, the next annual survey of residents will be conducted in February 2020.						
Social housing as a percentage of housing stock	7.2 %	7.1 %	6.9%	No data	No data	7.2 %
Results for the proportion of social housing compared with overall housing stock are not available.						
Wellbeing index	77.5	No data	No data	No data	No data	>77.5
Results for our wellbeing index (sourced from a VicHealth Indicators Survey every four years) are not available.						

### Four year priority progress

Priority	Not started	In progress	Completed
<b>1.1 A safe and active community with strong social connections</b>			
Plan and deliver a long term program of sports field and pavilion upgrades to enhance capacity and broaden community participation in sport and recreation.			
Redevelop the South Melbourne Life Saving Club to provide contemporary clubhouse facilities and public amenities.			
Invest in a long term program of community facility upgrades to ensure they are fit for purpose and meet current and future community needs.			
Establish outdoor gyms and fitness stations in open space and continue to upgrade recreation reserves and skate parks to facilitate an active, healthy community.			
Deliver community strengthening programs that harness community knowledge and expertise to support leadership, learning and volunteering, improve safety and foster positive social and health outcomes.			
Implement a whole of Council and community approach to preventing and responding to family violence.			
Collaborate with partners to understand and minimise the harms associated with alcohol and drug use.			
Provide funding to groups and organisations that support local networks, encourage community participation and support access and inclusion.			

Priority	Not started	In progress	Completed
<b>1.2 An increase in affordable housing</b>			
Implement In Our Backyard - Growing Affordable Housing in Port Phillip 2015-2025 to increase the supply and diversity of affordable housing aligned to priority local needs: low income families, older people, key workers, and singles at greatest risk of homelessness.			
Review and implement the Homelessness Action Strategy 2015-2020 and provide support for people experiencing homelessness to access suitable housing.			
Use Council property assets (land and air space contributions) and supporting cash contributions to facilitate delivery of new community housing units by local housing organisations, including progressing development of 46-58 Marlborough Street, Balaclava.			
Work with the Victorian Government and local community housing organisations to optimise benefits from existing social housing sites, through increased yield, quality and housing type aligned to local needs.			
Facilitate partnerships between the community housing, private and philanthropic sectors that fund and deliver new housing projects, including in Fishermans Bend.			
<b>1.3 Access to services that support the health and wellbeing of our growing community</b>			
Deliver new community spaces as part of the integrated Ferrars Street Education and Community Precinct at Fishermans Bend.			
Implement outcomes from reviewing Council's role in aged care and disability support services, in the context of national sector reforms and with the aim of facilitating continued access to relevant, quality services.			
Complete the review of children's services to determine Council's future role in early childhood education and care.			
Explore new models of providing services and advocate to ensure the right mix and level of services, to improve access and health equity for our communities.			
Implement improvements to maternal and child health services, and family support services that respond to growing and changing demands.			
Investigate the feasibility of a dedicated youth space, including through potential partnership arrangements.			
Collaborate with partners and service providers to undertake neighbourhood based planning and delivery of community infrastructure, services, programs and outreach that promote health and social inclusion and are aligned to community needs.			
Provide funding to community organisations and service providers to ensure access to relevant services and programs.			
Review and implement the City of Port Phillip Access Plan to support universal access, and implement accessibility improvements to council buildings, streets and public spaces, including the beach.			
<b>1.4 Community diversity is valued and celebrated</b>			
Establish the Pride Centre in St Kilda.			
Work with the Port Phillip Health and Wellbeing Alliance, Youth Advisory Committee, Older Persons Consultative Committee, Access Network, Multicultural Forum and Multifaith Network to develop policy, services and infrastructure that best meet diverse community needs.			
Continue delivery of programs and events that celebrate our diverse communities, including multicultural and multifaith events, seniors events, and the Pride March.			
Review the Port Phillip Social Justice Charter.			
Retain Council's Access and Ageing Department Rainbow Tick accreditation to ensure LGBTIQ-inclusive service delivery.			
Implement our second Reconciliation Action Plan 2017-2019, including the Aboriginal and Torres Strait Islander employment policy, and update the Aboriginal and Torres Strait Islander Arts Plan.			

## Services that contribute to this direction

### Affordable housing and homelessness

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

#### Service measures

Measure	2015/16	2016/17	2017/18	2018/19	YTD 2019/20	Target 2019/20
Council facilitated units on Council land	645 (total baseline)	No data	68 (additional)	No data	<b>No data</b>	No interim target-
No updated data is available, data will be published in the annual report.						

### Ageing and accessibility

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

#### Service measures

Measure	2015/16	2016/17	2017/18	2018/19	YTD 2019/20	Target 2019/20
Resident satisfaction with services that support older people and people living with disabilities	93 %	94 %	90 %	91 %	<b>No data</b>	>94 %
No updated data is available, the next annual survey of residents will be conducted in February 2020.						

### Children

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

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

#### Service measures

Measure	2015/16	2016/17	2017/18	2018/19	YTD 2019/20	Target 2019/20
Proportion of state regulated family, youth and children's services that meet or exceed national quality and accreditation standards	100 %	100 %	100 %	100 %	<b>100 %</b>	100 %
Resident satisfaction with services that support families, youth and children	97 %	94 %	93 %	94 %	<b>No data</b>	>95 %
No updated data is available, the next annual survey of residents will be conducted in February 2020.						
<b>Participation</b>						
Participation in first MCH home visits*	103.89 %	103.25 %	100.54 %	93.80 %	<b>101%</b>	100 %
Participation in the MCH service*	84.22 %	82.89 %	84.80 %	74.28 %	<b>44%</b>	>85 %
Participation in the MCH service by Aboriginal children*	87.23 %	84.84 %	94.74 %	80.00 %	<b>81%</b>	>85 %
The participation rate is marginally lower than the previous reporting period however MCH nurses are proactive in contacting families who have missed key ages and stages visits. This is a cumulative result and is anticipated to increase as the year progresses.						
<b>Service standard</b>						
Infant enrolments in the MCH service*	99.78 %	100.00 %	96.83 %	100.95 %	<b>101%</b>	100 %
<b>Service cost</b>						
Cost of MCH service per hour*	\$73.37	\$71.80	\$76.50	\$75.54	<b>\$78.47</b>	<\$85.00
The cost is inclusive of salaries and materials associated with delivering the MCH service. Although there is a slight increase in cost of service it is consistent with other reporting periods. This is attributed to less hours worked by our MCH nurses compared to the same period last year.						

\* This measure is required under the Local Government Performance Reporting Framework.



## Community programs and facilities

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

### Service measures

Measure	2015/16	2016/17	2017/18	2018/19	YTD 2019/20	Target 2019/20
Resident perception regarding whether City of Port Phillip services contribute to the overall health and wellbeing of the community	66 %	64 %	49 %	59 %	No data	67 %
No updated data is available, the next annual survey of residents will be conducted in February 2020.						

## Families and young people

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

### Recreation

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

### Service measures

Measure	2015/16	2016/17	2017/18	2018/19	YTD 2019/20	Target 2019/20
Community rating of Council's recreational facility performance (index)	76	73	73	74	No data	>75
No updated data is available, the next annual survey of residents will be conducted in February 2020.						
Participation per capita in sport and recreation across formal and informal activities	Establish baseline	19 %	19 %	31 %	5%	1 % increase on baseline
The data above includes recreational participation for example Sport Phillip and Walk to School day. This is expected to increase as the year progresses. Of these results 26 per cent of our participants were female, this is a baseline result and will continue being monitored for progress.						

## Direction 2








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

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

### Outcome indicators

Measure	2015/16	2016/17	2017/18	2018/19	YTD 2019/20	Target 2019/20
Number of fatal and serious traffic collisions involving all road users	97	78	60	70	No data	<119
No updated data is available, data will be published in the annual report.						
Number of private passenger vehicle trips	No data	128,000	No data	No data	No data	No data
No updated data is available, surveys are undertaken every four years and will be available in 2020/21.						
Number of walking trips	No data	153,000	No data	No data	No data	No data
No updated data is available, surveys are undertaken every four years and will be available in 2020/21.						
Number of bike riding trips	No data	17,000	No data	No data	No data	No data
No updated data is available, surveys are undertaken every four years and will be available in 2020/21.						
Number of public transport trips	No data	42,000	No data	No data	No data	No data
No updated data is available, surveys are undertaken every four years and will be available in 2020/21.						
Number of cars owned by Port Phillip residents	No data	51,200	No data	No data	No data	No data
No updated data is available, surveys are undertaken every four years and will be available in 2020/21.						

### Four year priority progress

Priority	Not started	In progress	Completed
<b>2.1 An integrated transport network that connects people and places</b>			
Develop and deliver an Integrated Transport Strategy, including network plans for all modes and intermodal connections.			
Implement walking projects that create safe, high amenity walking routes and reduce barriers to people walking across arterial roads.			
Improve the attractiveness of bike riding as part of delivering Council's bike network.			
Deliver the Beach Street separated queuing lane to reduce traffic delays associated with cruise ship arrivals.			
Plan for and deliver Kerferd Road safety and streetscape improvements to enhance walking and bike riding (subject to state funding).			
Work with Public Transport Victoria and Yarra Trams to deliver a pipeline of tram projects that will improve place and movement.			
Deliver program of renewals and improvements to laneways, roads, footpaths and street signage.			

Priority	Not started	In progress	Completed
<b>2.2 Demand for parking and car travel is moderated as our City grows</b>			
Develop a Parking Management Plan as part of the Integrated Transport Strategy.			
Develop new policies for paid parking, on-street permits and parking provision rates for new development.			
Investigate Council's car parks for future development opportunities that deliver increased community benefit.			
Implement clever parking initiatives that help manage parking supply and turnover, and improve customer experience.			
Expand the on-street network of car share vehicles, and encourage provision in new developments.			
Integrate land use and transport planning through a review of the Municipal Strategic Statement.			
<b>2.3 Our streets and places are designed for people</b>			
Implement blackspot safety improvements at high collision locations.			
Work with partners on the St Kilda Junction safety upgrade and St Kilda Road safety improvement study to facilitate walking, bike riding and use of public transport.			
Complete the streetscape and intersection upgrade of Wellington Street to improve safety and amenity.			
Improve local community travel choices, especially by schools, by investing in infrastructure and behaviour change programs.			
Progressively review and upgrade disabled parking spaces in commercial areas to meet updated Australian Standards.			
Review Council's design and technical standards for streets and public spaces.			

### *Services that contribute to this direction*

#### **Transport and parking management**

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

## Service measures

Measure	2015/16	2016/17	2017/18	2018/19	YTD 2019/20	Target 2019/20
Resident satisfaction with traffic management	No score	61	56	58	No data	>55
Resident satisfaction with parking management	79 %	81 %	79 %	75 %	No data	>80 %
Resident satisfaction with resident parking permits	74%	80 %	83 %	81 %	No data	>75 %
No updated data is available, the next annual survey of residents will be conducted in February 2020.						
<b>Satisfaction</b>						
Sealed local road requests per 100 km of sealed local roads*	52	65	69	57	47	<70
The number of customer service requests received by Council is consistent with this time last year. The result reflects a high standard of Council's local road network and requests received in relation to VicRoads assets.						
Satisfaction with sealed local roads*	70	70	67	68	No data	>70
No updated data is available, the next annual survey of residents will be conducted in February 2020.						
<b>Service cost</b>						
Cost of sealed local road reconstruction (per m <sup>2</sup> )*	\$156.51	\$190.87	\$152.85	\$91.10	\$150.29	\$0.00
This reflects works commenced in quarter one which was unable to be reported during that period						
Cost of sealed local road resealing (per m <sup>2</sup> )*	\$43.03	\$49.90	\$55.26	\$31.12	\$22.45	<\$65.00
Cost of sealed local road reconstruction shows a slight increase from this time last year associated with increased costs. Council are continuing to trial recycled plastic asphalt mix which will assist Council reaching its sustainability targets.						
Cost of sealed local road resealing (per m <sup>3</sup> )	\$136.21	\$138.26	\$140.80	No data	No data	<\$148.00
Data is being produced and will be available in the annual report.						
<b>Condition</b>						
Sealed local roads below the intervention level*	97 %	97 %	97 %	97 %	97%	97 %
Sealed local roads below intervention level remains stable.						
Number of schools participating in 'Walk to School' month	No data	7	No data	No data	11	8
Eleven schools participated in the 'Walk to School' month in October 2020 with 3,628 students participating.						
Number of schools participating in 'Ride to School' day	No data	13	No data	No data	No data	14
'Ride to School' day will be held on 13 March 2020 with results published in the annual report.						
Number of car share vehicles based in Port Phillip	79	103	147	No data	No data	235
Data is available annually and will be available in the annual report.						

\* This measure is required under the Local Government Performance Reporting Framework

### Direction 3

# We have smart solutions for a sustainable future
















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

### Outcome indicators

Measure	2015/16	2016/17	2017/18	2018/19	YTD 2019/20	Target 2019/20
Total canopy cover	19 %	No data	No data	No data	No data	No data
Total canopy cover is measured every five years; no data is available this year.						
Council's greenhouse gas emissions	6,464	6,464	4,750	4,736	No data	2,010
No updated data is available, data will be published in the annual report.						
Council's gross greenhouse gas emissions	11,720	10,950	11,205	10,758	No data	2,010
No updated data is available, data will be published in the annual report.						
Council's electricity usage from renewable sources	4 %	4 %	5 %	23 %	No data	100 %
No updated data is available, data will be published in the annual report.						
Council's potable water use (ML)	258	238	226	298	No data	238
No updated data is available, data will be published in the annual report.						
Municipality-wide greenhouse gas emissions (tonnes)	No data	No data	1,704,000	No data	No data	No interim target set
No updated data is available.						
Kerbside collection waste diverted from landfill*	34 %	33 %	32 %	29 %	19.31 %	>35 %
Kerbside collection waste diverted from landfill was lower than target due to Council taking recyclable material to landfill during the period of SKM's closure. This is expected to improve in the Quarter 3 as Council have signed new contractor, Cleanaway, to take process kerbside recycling, and are trialling kerbside glass separation in Garden City and communal glass separation in Albert Park and South Melbourne to help improve resource recovery. Further to this, direct engagement with multi-unit developments and single-unit developments is ongoing, with waste education materials provided to residents in areas where contamination in recycling bins has been identified.						
House kerbside collection waste diversion from landfill	No data	No data	33 %	29 %	No data	No interim target set
Apartment kerbside collection waste diversion from landfill	No data	No data	23 %	21 %	No data	No interim target set
Reduction in waste produced by houses	No data	No data	No data	5.6kg per week	No data	No interim target set
Reduction in waste produced by apartments	No data	No data	No data	6.5kg per week	No data	No interim target set
Hard and dumped rubbish diverted from landfill	70 %	70 %	70 %	70 %	No data	70 %
No updated data is available, data will be published in the annual report.						

\* This measure is required under the Local Government Performance Reporting Framework.

## Four year priority progress

Priority	Not started	In progress	Completed
<b>3.1 A greener, cooler and more liveable City</b>			
Promote green buildings by applying environmentally sustainable design planning policy and guidelines.			
Develop a heat management plan to help cool the City and reduce the impact on health.			
Implement and review progress on the Greening Port Phillip Plan – An Urban Forest Approach, including implementing the street tree planting program 2017-2022 and ongoing investment in street and park trees and streetscape improvements, including in Fishermans Bend.			
Investigate opportunities to protect vegetation and increase canopy cover on private property.			
Complete an Ecological Biodiversity Study, in partnership with the EcoCentre and local experts.			
<b>3.2 A City with lower carbon emissions</b>			
Develop a sustainability strategy for beyond 2020, including considering United Nations sustainability goals and targets and baselining municipal-wide greenhouse gas emissions.			
Invest in renewable energy and energy efficiency measures in Council buildings and in the Melbourne Renewable Energy Project, a group purchasing model to drive investment in renewable energy.			
Embed sustainability into Council's procurement, fleet and investment policies and practices and investigate opportunities to install electric car charging stations.			
Implement guidelines that enable increased uptake of environmentally sustainable design features, including rooftop solar, in heritage areas.			
<b>3.3 A City that is adapting to climate change</b>			
Deliver behaviour change and education programs through the Sustainable City Community Action Plan and support environmental education programs in schools.			
Develop tools to help the community understand how they can adapt to the impacts of climate change			
Examine the effectiveness of establishing a Port Phillip energy foundation, or partnering with an existing foundation, to undertake advocacy, research, advisory and community engagement initiatives			
Work with partners to develop a bay-wide coastal hazard assessment and advocate for a planning scheme tool to identify and manage coastal inundation.			
Contribute to the EcoCentre redevelopment and continue to invest in EcoCentre programs that support an environmentally aware community.			
Work with partners to develop a long-term action plan for the Elster Creek catchment to mitigate flooding.			
Develop and implement a framework to increase Council asset resilience to the impacts of climate change.			

### 3.4 A water sensitivity City

Undertake integrated water management planning, including partnering with Melbourne Water and others to review and implement relevant plans.	
Plan and deliver water sensitive urban design interventions to reduce contaminants in water entering Port Phillip Bay.	
Investigate and implement (subject to viability) stormwater harvesting and flood mitigation works at key locations.	
Increase the permeability of ground surfaces across public streets and spaces, and work with the community to achieve greater permeability on private property.	
Develop a Stormwater Asset Management Plan and continue to invest in drainage improvements.	
Develop a Stormwater Management Policy and Guidelines to require onsite stormwater detention for new developments.	

### 3.5 A sustained reduction in waste

Develop and implement a new municipal Waste Management and Resource Recovery Strategy, including an implementation plan to divert organic waste from landfill.	
Increase investment in street cleaning, litter bins and equipment to improve amenity and responsiveness, and investigate opportunities for further improvements to service delivery.	
Work with the Melbourne Metro Waste Group to develop a business case to establish an inner metropolitan organic waste management service.	
Pursue waste innovations in Fishermans Bend.	
Update waste management guidelines for apartment developments, and implement education programs.	

## Services that contribute to this direction

### Sustainability

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

### Service measures

Measure	2015/16	2016/17	2017/18	2018/19	YTD 2019/20	Target 2019/20
New trees planted per year	1,466	1,117	1,519	1,325	No data	1,200
No updated data is available, data will be published in the annual report.						
Resident satisfaction with making Port Phillip more environmentally sustainable	91 %	91 %	86 %	75 %	No data	>90 %
No updated data is available, the next annual survey of residents will be conducted in February 2020.						
Megalitres of water use from alternative sources	1.68	10.51	14.15	19.12	No data	≤20
This is the cumulative result, results are expected to increase as the year progresses.						
Total suspended solids removed from stormwater (tonnes)	38.9	44.1	46.5	55.9	No data	70.8
No updated data is available, data will be published in the annual report.						
Investments in fossil free institutions	49 %	86 %	77 %	85 %	81%	60-80 %
Investment in fossil free institutions dropped slightly from last year, but remained within the target range.						



## Waste management

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

### Service measures

Measure	2015/16	2016/17	2017/18	2018/19	YTD 2019/20	Target 2019/20
Council waste production per FTE (tonnes)	53.4T	50.4T	59.6T	56.0T	<b>No data</b>	No interim target
No updated data is available, data will be published in the annual report.						
Resident satisfaction with waste and recycling collections	92 %	93 %	89 %	83 %	<b>No data</b>	>90 %
No updated data is available, the next annual survey of residents will be conducted in February 2020.						
<b>Satisfaction</b>						
Kerbside bin collection requests per 1,000 households*	33.57	29.29	27.84	29.31	<b>27.31</b>	<35
Kerbside bin collection requests remain stable compared to previous year performance..						
<b>Service standard</b>						
Kerbside collection bins missed per 10,000 bin lifts*	2.67	1.73	3.91	3.40	<b>2.35</b>	<4.35
<b>Service cost</b>						
Cost of kerbside garbage bin collection service per bin*	\$63.68	\$69.65	\$68.97	\$53.07	<b>\$61.93</b>	<\$80.00
Cost of kerbside recyclables collection*	\$33.93	\$36.07	\$39.57	\$46.55	<b>\$46.23</b>	<\$36.00
Cost of kerbside recycling collection was higher than target due to additional fees incurred when Council was taking recyclable material to landfill during the period of SKM's closure. This is expected to improve in the Quarter 3 as Council have signed new contractor, Cleanaway, to take process kerbside recycling, and are trialling kerbside glass separation in Garden City and communal glass separation in Albert Park and South Melbourne to help improve resource recovery. Further to this, direct engagement with multi-unit developments and single-unit developments is ongoing, with waste education materials provided to residents in areas where contamination in recycling bins has been identified.						
<b>Waste diversion</b>						
Kerbside collection waste diverted from landfill*	34.11 %	32.94 %	31.71 %	29.18 %	<b>19.31%</b>	35.00 %
Kerbside collection waste diverted from landfill was lower than target due to Council taking recyclable material to landfill during the period of SKM's closure. This is expected to improve in the Quarter 3 as Council have signed new contractor, Cleanaway, to take process kerbside recycling, and are trialling kerbside glass separation in Garden City and communal glass separation in Albert Park and South Melbourne to help improve resource recovery. Further to this, direct engagement with multi-unit developments and single-unit developments is ongoing, with waste education materials provided to residents in areas where contamination in recycling bins has been identified.						

\* This measure is required under the Local Government Performance Reporting Framework.

## Direction 4

# We are growing and keeping our character

### 4.1 Liveability in a high density City

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

#### Outcome indicators

Measure	2015/16	2016/17	2017/18	2018/19	YTD 2019/20	Target 2019/20
Residents who feel a sense of safety and security in Port Phillip	85 %	85 %	82 %	81 %	No data	>85 %
No updated data is available, the next annual survey of residents will be conducted in February 2020.						
Residents who are proud of, connected to and enjoy living in their neighbourhood	96 %	97 %	96 %	96 %	No data	>95 %
No updated data is available, the next annual survey of residents will be conducted in February 2020.						
Residents who agree the local area is vibrant, accessible and engaging	96 %	97 %	95 %	93 %	No data	>95 %
No updated data is available, the next annual survey of residents will be conducted in February 2020.						
Planning decisions upheld at VCAT*	71 %	70 %	61 %	72 %	88%	>70 %
The number of decisions upheld by VCAT significantly exceeds target (70%) with 87.5% of council decisions not set-aside by VCAT and considerably exceeds the metropolitan and State wide averages of 56.56% and 61.19%, respectively.						

\* This measure is required under the Local Government Performance Reporting Framework.

#### Four year priority progress

Priority	Not started	In progress	Completed
<b>4.1 Liveability in a high density City</b>			
Partner with the Victorian Government to ensure the Fishermans Bend Framework and precinct plans maximise outcomes for current and future Port Phillip residents, including employment, housing choice, quality public space and community facilities, and early delivery of fast, frequent public transport.			
Deliver open space remediation and streetscape works in Fishermans Bend, particularly in the Montague Precinct and at the Ferrars Street Education and Community Precinct.			
Work with the Victorian Government to effectively manage soil contamination and remediation on open space sites, including at Gasworks Arts Park.			
Review and update the Port Phillip Planning Scheme, and Municipal Strategic Statement, to ensure an effective framework of local policy and controls to manage growth and support healthy communities.			
Implement planning scheme amendments that strengthen design and development controls in areas undergoing significant change.			
Invest in improving parks, playgrounds and street and public space lighting.			
Develop a new public space strategy.			
Review Council's design and technical standards for streets and public spaces.			

Priority	Not started	In progress	Completed
<b>4.1 Liveability in a high density City (continued)</b>			
Deliver the Design and Development Awards, to showcase and promote design excellence in Port Phillip.			
Continue to improve community safety by evaluating CCTV, undertaking community safety audits and implementing crime prevention through environmental design guidelines.			
Continue to maintain a high standard of amenity, ensure compliance with planning requirements and local laws, and support public health and safety through service improvements and mobile technology.			
Review Council's local law to manage and improve community amenity.			
Review (Completed in 2017) and implement Council's Domestic Animal Management Plan, which promotes animal welfare and responsible pet ownership.			
Work with the Victorian Government to improve the safety of buildings in our municipality.			
<b>4.2 A City of diverse and distinctive neighbourhoods and places</b>			
Effectively manage the St Kilda Marina lease process, including developing design guidelines through stakeholder and community engagement.			
Advocate for and partner to develop a vision and plan for St Kilda Junction.			
Develop an urban design framework for St Kilda Road North ANZAC Station precinct and surrounds			
Develop a strategic plan for the St Kilda precinct, including a strategy to revitalise Fitzroy Street.			
Develop design guidelines for key foreshore destinations including the St Kilda Triangle and Port Melbourne Waterfront.			
Implement a program to strengthen heritage controls including; assessing sites of cultural and social significance and implement the review of Heritage Overlay 6 (East St Kilda) through the planning scheme.			
Review the Housing Strategy to ensure new residential development is well located and respects the character and heritage of established neighbourhoods.			
Review the Heritage Policy in the Port Phillip Planning Scheme to improve guidance on the retention and adaptive reuse of the City's heritage fabric.			
Reflect and interpret the City's history through the installation of plaques, memorials and monuments.			
Upgrade the foreshore including vegetation projects and maritime infrastructure renewals.			

## Services that contribute to this direction

### Amenity

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

### Service measures

Measure	2015/16	2016/17	2017/18	2018/19	YTD 2019/20	Target 2019/20
Resident satisfaction with street cleaning	89 %	88 %	87 %	87 %	<b>No data</b>	>90 %
Resident satisfaction with beach cleaning	92 %	95 %	93 %	95%	<b>No data</b>	>90%
No updated data is available, the next annual survey of residents will be conducted in February 2020.						
Street cleaning audit compliance	95 %	94 %	94 %	95 %	<b>94%</b>	>95 %
We continued to see a high level of compliance with our audit of street cleaning.						

### City planning and urban design

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

### Development approvals and compliance

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

### Service measures

Measure	2015/16	2016/17	2017/18	2018/19	YTD 2019/20	Target 2019/20
Resident satisfaction with Council's planning services	79 %	78 %	78 %	60 %	<b>No data</b>	>80 %
No updated data is available, the next annual survey of residents will be conducted in February 2020.						
<b>Timeliness</b>						
Time taken to decide planning applications*	75	78	77	78	<b>83</b>	<75
The result for quarter two remained consistent with the result of quarter one and was higher than target of 75.						
<b>Service standard</b>						
Planning applications decided within required timeframes*	58 %	60 %	61 %	57 %	<b>66%</b>	>60 %
66% of applications were decided within agreed timeframes. This is due to the high rate of VicSmart applications decided on time (90%) combined with the result within 60 days (61%).						
<b>Service cost</b>						
Cost of statutory planning service per planning application*	\$2,104.35	\$2,554.87	\$2,764.04	\$2,617.25	<b>\$2,799.22</b>	<\$2,500.00
This measure now reflects service costs based on all applications received rather than new applications. This is consistent with previous results. This high result is attributed to a decrease in the number of applications received compared to previous periods.						

\* This measure is required under the Local Government Performance Reporting Framework.

## Health

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

### Service measures

Measure	2015/16	2016/17	2017/18	2018/19	YTD 2019/20	Target 2019/20
<b>Timeliness</b>						
Time taken to action food complaints*	1.76 days	1.67 days	1.58 days	1.74 days	<b>1.68 days</b>	<2 days
Time taken to action food complaints remain stable.						
<b>Service standard</b>						
Percentage of required food safety assessments undertaken*	100 %	100 %	100 %	100%	<b>100 %</b>	100 %
All food safety assessments were undertaken as required.						
<b>Service cost</b>						
Cost of food safety service per premises*	\$547.92	\$521.41	\$551.11	\$591.00	<b>\$609.93</b>	<\$562
A increase has been experienced year to date, and has achieved target.						
<b>Health and safety</b>						
All critical and major non-compliance notifications about food premises followed up on the due date*	99 %	99 %	100 %	100 %	<b>100 %</b>	>95 %
All critical and major non-compliance notifications about food premises were followed up on the due date.						

\* This measure is required under the Local Government Performance Reporting Framework.

## Local laws and animal management

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

### Service measures

Measure	2015/16	2016/17	2017/18	2018/19	YTD 2019/20	Target 2019/20
<b>Timeliness</b>						
Days between receipt and first response actions for all animal management requests	1 day	1 day	1 day	1 day	<b>1 day</b>	<2 days
Council prioritises animal management requests and strives to respond promptly and within the 24 hour timeframe. The focus on responsiveness to requests has resulted in an improved initial engagement with customers. The result is consistent with the previous reporting period and is expected to continue to remain steady throughout the year.						
Days between receipt and first response actions for all local laws requests	3 days	2 days	2 days	2 days	<b>2 days</b>	<3 days
<b>Service standard</b>						
Percentage of animals reclaimed*	59 %	48 %	48 %	56 %	<b>53%</b>	>55 %
There was a decrease in animals reclaimed from quarter one result of 60 per cent. This was due to large quantities of cats surrendered to council. Council actively works to contact pet owners to collect their pets and is focused on educating the community on pet ownership and responsibilities						
<b>Service cost</b>						
Cost of animal management service*	\$75.10	\$61.36	\$69.52	\$66.16	<b>\$76.81</b>	<\$76.00
Expenditure is higher this quarter compared to quarter one of \$68.60. The cost of animal services will continue to be under pressure due to pound service fee increases.						
<b>Health and safety</b>						
Successful animal management prosecutions*	5	2	6	6	<b>11</b>	<10
This quarter we have received 7 favourable animal management prosecutions, a cumulative result of 11. Despite being above target, this is a result of our proactive efforts to mitigate irresponsible pet ownership.						

*Public space*

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

Service measures

Measure	2015/16	2016/17	2017/18	2018/19	YTD 2019/20	Target 2019/20
Resident satisfaction with parks and open space	94 %	96 %	94 %	95 %	<b>No data</b>	>90 %
No updated data is available, the next annual survey of residents will be conducted in February 2020.						
Contract delivered to standard for parks and open space	95 %	99 %	99 %	99 %	<b>No data</b>	>95 %
Public space community requests resolved on time	86 %	88 %	87 %	78 %	<b>79%</b>	>85 %
A high proportion of public space community requests continue to be resolved on time.						

*Municipal emergency management*

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

## Direction 5

# We thrive by harnessing creativity

5.1 A City of dynamic and distinctive retail precincts

5.2 A prosperous City that connects and grows business

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

### Outcome indicators

Measure	2015/16	2016/17	2017/18	2018/19	YTD 2019/20	Target 2019/20
Visitors to the City of Port Phillip	3.4 mil	3.5 mil	3.7 mil	4.3 mil	No data	3.5 mil
Data is available annually and will be presented in the annual report.						
Residents who agree they have the opportunity to participate in affordable local community events and activities	90 %	95 %	90 %	84 %	No data	>92 %
Residents who agree Port Phillip has a culture of creativity	90 %	94 %	90 %	85 %	No data	>95 %

No updated data is available, the next annual survey of residents will be conducted in February 2020.

\* This measure is required under the Local Government Performance Reporting Framework.

### Four year priority progress

Priority	Not started	In progress	Completed
<b>5.1 A City of dynamic and distinctive retail precincts</b>			
Trial an approach that brings together residents, property owners, businesses and place users to agree a future vision and new place identity for our shopping precincts.			
Leverage opportunities to improve the Carlisle Street retail precinct, including tram stop upgrade (completed in 2018), Marlborough Street redevelopment of the supermarket precinct to enhance the retail offer and surrounding street spaces.			
Review footpath trading policies to promote street activity and accessibility - (completed 2019)			
Continue to collect special rates to support traders and fund the promotion, marketing and development of retail precincts.			
Develop a strategic business case for the South Melbourne Market to shape the future direction and investment, and plan for and deliver renewal works.			
Work with inner Melbourne councils to develop approaches to better manage licenced premises and entertainment precincts.			
Develop a process to require developers to work with Council to commission art on hoardings.			



## 5.2 A prosperous City that connects and grows business

Develop a creative and prosperous city strategy that features all elements of our City's economy – (completed 2018)	
Map the innovation and creative ecosystem of the City to understand and prioritise options to address issues of affordability and availability of space.	
Work with the inner city Councils and Victorian Government to protect, promote and grow the local creative and innovative economy.	
Develop and implement a marketing plan to promote the local environment, attractions and events to locals and visitors.	
Connect local industry associations, including visitor and volunteer groups like the Port Melbourne Waterfront Welcomers with the broader visitor economy.	

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

Optimise our investment in our key arts and culture venues, including engaging with operators of Gasworks Arts Park and Linden Gallery to ensure we foster access, participation, local arts development and Port Phillip as a cultural destination.	
Support the community to plan and produce festivals that celebrate local culture and talent.	
Implement a new competitive multi-year grant program for arts and cultural organisations.	
Implement the Events Strategy through event attraction and communications.	
Deliver improvements to library branches and the library collection, including preparing Library Action Plan and planning for redeveloping the St Kilda Library.	
Protect and develop the Port Phillip City Collection by acquiring, preserving and exhibiting artworks.	
Develop and implement a Live Music Action Plan to better support, facilitate and grow a dynamic live music scene.	

### Services that contribute to this direction

#### Arts, culture and heritage

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

#### Service measures

Measure	2015/16	2016/17	2017/18	2018/19	YTD 2019/20	Target 2019/20
Resident satisfaction with delivering arts and festivals	97 %	96 %	92 %	90 %	No data	>90 %
No updated data is available, the next annual survey of residents will be conducted in February 2019.						

### Economic development and tourism

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

#### Service measures

Measure	2015/16	2016/17	2017/18	2018/19	YTD 2019/20	Target 2019/20
Residents who agree their local area has a good range of business services and local conveniences	94 %	95 %	92 %	92 %	No data	>90 %
No updated data is available, the next annual survey of residents will be conducted in February 2020.						
Resident satisfaction with visitor management	92 %	94 %	86 %	84 %	No data	>90 %
No updated data is available, the next annual survey of residents will be conducted in February 2020.						

### Festivals

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

### Libraries

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

#### Service measures

Measure	2015/16	2016/17	2017/18	2018/19	YTD 2019/20	Target 2019/20
Visits to library per capita	6.5	6.4	6.0	5.7	5.6	>6.3
Year to date, we have experienced a slight drop in visits to our libraries, continuing to fail to meet target. We have received 10,000 less visits compared to the same period last year.						
<b>Utilisation</b>						
Rate of turnover for physical items (loans per item)*	4.8	4.5	4.4	4.33	4.70	>4.5
Quarter two is within target, with an increase from quarter one of 4.38. The major change for this measure being the exclusion of non-physical items (e-books etc) from the result.						
<b>Resource standard</b>						
Collection items purchased in the last five years (standard of library collection)*	47 %	51 %	51 %	49 %	49%	49 %
The result remains consistent with previous years. The collection performance measure is tracking well against target to date, we would expect some further improvement with additional material being added to the collection across a range of formats throughout the year.						
<b>Service cost</b>						
Cost per capita of library service*	\$38.38	\$39.10	\$39.16	\$37.42	\$19.26	<\$6.47
This measure now reflects service costs based on population rather than visits. The annualised result is forecast to be around \$35.50, which is slightly lower than previous years. Although over target the result this is being reviewed as part of the Council Plan and Budget development.						
<b>Participation</b>						
Active library members in the municipality*	19.4 %	19.1 %	19.1 %	18.6 %	13%	≥ 20 %
While the active membership result is under target it there has been an increase from quarter one of 10.65% and is consistent with result achieved for the same period last year. Target will be reviewed as part of the Council Plan and Budget development.						

\* This measure is required under the Local Government Performance Reporting Framework.

**Markets**

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

**Service measures**

Measure	2015/16	2016/17	2017/18	2018/19	YTD 2019/20	Target 2019/20
Residents who agree South Melbourne Market is a significant benefit to residents	99 %	98 %	98 %	98 %	<b>No data</b>	>90 %
No updated data is available, the next annual survey of residents will be conducted in February 2020.						

## Direction 6

# Our commitment to you

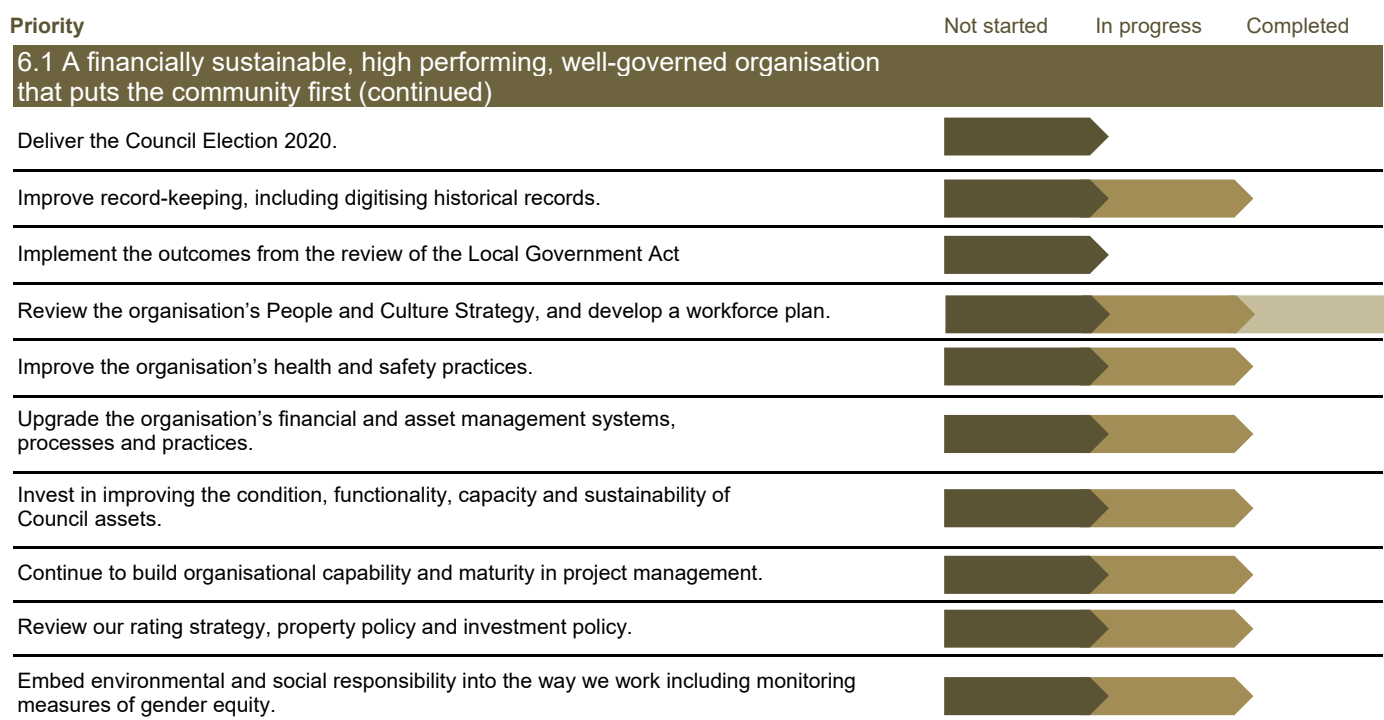
### 6.1 A financially stable, high performing, well-governed organisation that puts the community first.

#### Outcome indicator

Measure	2015/16	2016/17	2017/18	2018/19	YTD 2019/20	Target 2019/20
Satisfaction with community consultation and engagement (index)*	62	60	56	61	No data	>60
No updated data is available, the next annual survey of residents will be conducted in February 2020.						
Proportion of residents who have participated in community engagement activities	No data	No data	5 %	5 %	No data	6 %
No updated data is available, the next annual survey of residents will be conducted in February 2020.						
Satisfaction with the overall performance of Council (index)	64	67	63	65	No data	>65
No updated data is available, the next annual survey of residents will be conducted in February 2020.						
Overall financial sustainability risk rating	Low	Low	Low	Low	Low	Low
Council continues to maintain a low financial sustainability risk rating.						
Efficiency savings as a percentage of operating expense (excluding depreciation)	1.8 %	1.2 %	1.0 %	1.0 %	No data	1.8 %

#### Four year priority progress

Priority	Not started	In progress	Completed
<b>6.1 A financially sustainable, high performing, well-governed organisation that puts the community first</b>			
Implement our Customer Experience Improvement Plan and Information and Communications Technology Strategy to streamline processes, improve systems, improve workforce mobility and transition to digital service delivery.			
Be the partner of choice for other councils and organisations to work with, to enable improved customer experience, productivity and innovation.			
Be catalysts for greater community action, including by opening up more of our data to the public.			
Develop and implement a Community Engagement Policy.			
Develop and implement an advocacy strategy to advance Council and community priorities – (completed 2018)			
Improve our enterprise planning, performance, risk and compliance frameworks.			



## Services that contribute to this direction

### Asset management

Ensure effective management of our assets and property.

#### Service measures

Measure	2015/16	2016/17	2017/18	2018/19	YTD 2019/20	Target 2019/20
Asset management maturity	883	815	952	1,025	No data	>1,000
No updated data is available, data will be published in the annual report.						
Asset renewal as a percentage of depreciation*	72 %	92 %	58 %	63 %	77%	≥ 69 %

### People, culture and capability

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

#### Service measures

Measure	2015/16	2016/17	2017/18	2018/19	YTD 2019/20	Target 2019/20
Staff engagement score	74 %	73 %	74 %	74 %	No data	>74 %
No updated data is available, data will be published in the annual report.						
Staff alignment score	59 %	57 %	60 %	62 %	No data	>59 %
No updated data is available, data will be published in the annual report.						
Staff turnover*	10.4 %	11.4%	11.5 %	18.04 %	7.03%	10 %
Total recordable injury frequency rate per million work hours	19.4	15.7	30.34	36.40	25.67	21.8

\* This measure is required under the Local Government Performance Reporting Framework.

### Finance and project management

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

### Service measures

Measure	2015/16	2016/17	2017/18	2018/19	YTD 2019/20	Target 2019/20
Return on financial investments	2.88 %	2.67 %	2.60 %	2.65 %	<b>2.62%</b>	2.70 %
Return on financial investments remains stable and was slightly below target.						
Percentage of significant priority projects on track	68 %	93 %	61 %	90 %	<b>87%</b>	>80 %
Project management maturity score	18.1	19.3	20.4	23.0	<b>No data</b>	>21
No updated data is available, data will be published in the annual report.						
Rate collection rate	98 %	98 %	98 %	98 %	<b>No data</b>	≤ 98 %
No data available, data will be published in the annual report.						

\* This measure is required under the Local Government Performance Reporting Framework.

### Governance, risk and policy

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

### Service measures

Measure	2015/16	2016/17	2017/18	2018/19	YTD 2019/20	Target 2019/20
Material legislative breaches	9	4	5	4	<b>1</b>	0
Year to date, one material breach was recorded during August 2019. It was a breach of the <i>Local Government Act 1989</i> over a two-year period where the \$150,000 threshold was exceeded for untendered activity. This attributed to paid social media communications – which is a legitimate form of advertising and promotion – The City of Port Phillip has received Ministerial approval for the purposes of section 186(5)(c) of the <i>Local Government Act 1989</i> , to engage directly with Facebook Australia Pty Ltd for the provision of advertising services through its social media platform from 1 October 2019 until 30 September 2021.						
Audit actions completed on time	93 %	92 %	86 %	100 %	<b>91%</b>	>90 %
A high proportion of audit actions have been completed on time, year to date, meeting target.						
Community satisfaction with advocacy (index)	59	57	56	58	<b>No data</b>	60
No updated data is available, the next annual survey of residents will be conducted in February 2020.						
<b>Transparency</b>						
Council decisions made at meetings closed to the public*	7.31 %	7.43 %	7.93 %	9.10 %	<b>7.60%</b>	<10 %
The proportion of Council decisions made at meetings closed to the public remains stable compared to previous years.						
<b>Satisfaction</b>						
Community satisfaction with Council decisions*	59	57	57	59	<b>No data</b>	60
No updated data is available, the next annual survey of residents will be conducted in February 2020.						
<b>Attendance</b>						
Councillor attendance at Council meetings*	92 %	96 %	93 %	94 %	<b>92%</b>	>90 %
Councillor attendance dropped slightly compared to previous years; however, it remained above target and a very high result.						
<b>Service cost</b>						
Direct cost of delivering Council's governance service per Councillor*	\$57,337	\$57,459	\$48,688	\$56,441	<b>\$54,162</b>	<\$62,000.00
Cost of governance service per Councillor includes Councillor allowances, training and development, travel, and phone and equipment costs, and achieved our target of less than \$62,000.00.						

\* This measure is required under the Local Government Performance Reporting Framework.

### Technology

Develop information, communication and technology strategy and policy; design and deliver process and system improvements to support service delivery; provide technology, continuous improvement and records management training, advice and support; manage Council's technology assets, records, data and information; and provide data analysis and reporting and process and system improvement services.

*Customer experience*

Develop the customer experience strategy and policy; manage the Customer Experience Improvement Program, which includes replacement of customer service systems, tools, training, advice and support; report on customer service performance; provide customer service through counters at Council towns halls and a customer call centre; service design and evaluation, including service reviews.

Service measures

Measure	2015/16	2016/17	2017/18	2018/19	YTD 2019/20	Target 2019/20
Community time saved (days)	19,054	72,258	4,344	5,482	<b>430</b>	11,000
Staff time saved (hours)	3,401	4,430	5,818	15,926	<b>No data</b>	4,000
Community satisfaction with customer service (index)	71	72	72	74	<b>No data</b>	>70
No updated data is available, the next annual survey of residents will be conducted in February 2020.						
Calls answered within 30 seconds	78 %	83 %	82 %	83 %	<b>No data</b>	>80 %
Officers continue to answer calls within 30 seconds at a high rate.						
Requests resolved within agreed timeframes	91 %	94 %	94 %	93 %	<b>93%</b>	>90 %
A high proportion of requests were resolved within agreed timeframes, meeting target and remaining stable against previous years.						
Percentage of residents that agree the website is easy to use and navigate through the sections you want	87 %	88 %	<b>87 %</b>	89 %	<b>No data</b>	90 %
No updated data is available, the next annual survey of residents will be conducted in February 2020.						