



Quarterly Financial Report

December 2007



Quarterly Financial Report from the Chief Executive Officer

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1. CEO ISSUES

Financial results

Work has proceeded on reviewing the mid year budget position. The results of this review will be reported to Council during the February cycle. There is likely to be a series of favourable and unfavourable variances impacting the result. It is not anticipated that there will be a material variation from the budget position notwithstanding these variances.

Capital Works

Significant progress continues to be made on two major capital works projects namely, the St Kilda Town Hall, and the Foreshore promenade. The promenade is on schedule and the first several stages have been opened for public use. They are proving very popular. The office building is now nearing completion. Occupation is anticipated in February 2008. Events are being planned for the formal launch of the building in March.

Approval from VCAT was received for the Skate Park in Fitzroy St. This work is proceeding on the basis of that approval.

Performance Monitoring

I am pleased to present the first formal report to Council incorporating the new KPI's agreed and developed during the business planning process in 2007. Overall the results are very pleasing. A number of performance issues have been identified and are being actioned. A number of targets are likely to require adjustment once a pattern emerges.

It is particularly pleasing to note the capital works results signifying that we are on track to arrest the significant roll over of capital funds that has been a feature in the last few years.

This system provides real data to assist in effective interventions.

Councillors will be aware that events on the St Kilda foreshore attracted significant media coverage over the New Year period. Since that time significant work has occurred in reviewing preparedness for this even and appropriate cleaning levels. Adjustments have already been made in high profile streets on hot days when visitation levels are likely to be higher.

Triangle Site redevelopment

Since the December meeting of Council a series of discussions have occurred with the developer, community groups and Councillors on a range of issues. Concurrently Council commissioned an independent economic and community impact study and authorised the design and review Committee to undertake some more work on views. Both these reports have been successfully completed within the allotted time and are being evaluated.

Staff recruitment

Mr Chris Pike has been appointed as Manager Corporate Planning and Performance. He commences on 29th January. There are no management roles currently vacant.

Investment with Grange Asset Management

Following the recent upheaval in international financial markets that has been linked to the sub prime mortgage crisis in the USA, a decision was taken by Council management to redeem the \$5 million investment in the Grange Cash Enhanced Fund in December 2007. While Council's capital has been kept intact following this redemption, the cumulative returns of 4.95% per annum from the Grange Fund underperformed relative to Council's average investment return of 6.49% over the corresponding 14 month period.



2. FINANCIAL OVERVIEW

2.1 RATE DETERMINATION STATEMENT FOR THE PERIOD ENDING 31ST DECEMBER 2007

Please Note:

- > The Forecast columns represent the Original Budget updated for any Forecast changes.
- > Amounts displayed in the variance column with () represent UNFAVOURABLE Variances, whereas amounts shown WITHOUT brackets represent FAVOURABLE Variances.

	YTD Actual \$'000	YTD Budget \$'000	Variance \$'000	Full Year Budget \$'000
Rates	35,440	35,409	31	70,847
Government Grants	4,001	3,700	300	7,647
Capital Revenue	860	822	38	1,645
Parking Revenue	10,808	11,215	(407)	22,429
Capital Grants	43	402	(360)	805
Fees & Charges	6,325	6,810	(485)	13,624
Interest Received	1,195	825	370	1,699
Other Income	4,117	3,912	205	8,033
Profit / (Loss) on sale of Assets	0	0	0	(10)
TOTAL REVENUE	62,788	63,095	(307)	126,718
EXPENDITURE				
Employee Costs	20,593	20,918	325	44,083
Contract Services	14,443	15,656	1,213	29,827
Materials & Other Costs	10,066	11,809	1,743	24,600
Depreciation	6,420	6,497	(77)	13,190
Interest Paid	130	109	(21)	270
TOTAL EXPENDITURE	51,652	54,989	3,337	111,970
Add Back Depreciation	6,420	6,497	77	13,190
Plus Other Non Cash Items	0	0	0	10
NET OPERATING SURPLUS / (EXPENDITURE)	17,556	14,604	2,952	27,949
Operating - Ex Capital Works	400	0	(400)	0
Capital Works Expenditure	4,137	3,720	(417)	19,055
Remediation Expenditure	67	100	34	300
Capital Carry Over 2006/2007	9,279	11,454	2,176	19,392
Capital Expenditure	1,212	1,426	214	3,182
Transfers (to) Statutory Reserves	860	823	(38)	1,645
TOTAL CAPITAL	15,954	17,523	1,569	43,574
NET OPERATING SURPLUS / (EXPENDITURE) AFTER CAPITAL WORKS	1,602	(2,919)	4,521	(15,625)
Loan Repayments	(4,274)	(4,274)	0	(4,497)
Transfers from Statutory Reserves	2,300	2,300	0	2,300
Net Transfers (To) / From General Reserves	2,028	4,059	(2,030)	(1,104)
SURPLUS / (DEFICIT)	1,656	(835)	2,491	(18,925)
2006/07 Carry Over Surplus/(Deficit)	1,880	1,880	0	1,880
B/Fwd Surplus to Fund Capital Carry Over	19,156	19,156	0	19,156
NET SURPLUS / (DEFICIT)	22,693	20,201	2,491	2,111



2.2 PROFIT & LOSS STATEMENT FOR THE PERIOD ENDING 31ST DECEMBER 2007

	YTD Actual	YTD Forecast	Variance	Full Year Forecast	Full Year Original Budget
	\$'000	\$'000	\$'000	\$'000	\$'000
REVENUE					
Rates	35,440	35,409	31	70,846	70,847
Grants	3,075	3,239	(164)	6,724	6,724
Interest	1,195	825	370	1,699	1,650
Grants Commission	946	864	82	1,728	1,728
Charges, Fees & Fines	17,133	18,024	(892)	36,053	36,053
Other	4,004	3,608	396	7,425	7,344
Contributions	860	822	38	1,645	1,645
TOTAL REVENUE	62,652	62,791	(139)	126,120	125,990
EXPENDITURE					
Employee Costs	20,593	20,918	325	44,083	41,412
Materials and Contracts	14,820	16,176	1,356	31,136	34,523
Utility Payments	890	965	75	2,172	2,172
Consultants	1,638	1,700	61	3,463	3,463
Debt Servicing Costs	130	109	(21)	270	218
Depreciation	6,420	6,497	77	13,190	13,000
Other Expenses	7,161	8,640	1,479	17,687	17,141
(Profit) / Loss on Disposal of N.C.A.	0	0	0	0	0
TOTAL EXPENDITURE	51,652	55,005	3,353	112,001	111,930
Significant Income/(Expenses)	0	0	0	0	0
SURPLUS / (DEFICIT)	11,000	7,787	3,214	14,119	14,061
NET SURPLUS / (DEFICIT)	11,000	7,787	3,214	14,119	14,061



2.3 BALANCE SHEET AS AT 31st DECEMBER 2007

	31-Dec-2007	31-Dec-2006
	\$'000	\$'000
Current Assets		
Cash	6,350	4,911
Receivables	16,664	16,162
Investments	22,600	28,100
Other	1,586	2,124
TOTAL CURRENT ASSETS	47,199	51,297
Current Liabilities		
Creditors	6,352	6,298
Provisions	7,834	7,941
Borrowings	4,720	560
TOTAL CURRENT LIABILITIES	18,905	14,798
NET CURRENT ASSETS	28,294	36,499
Non Current Assets		
Investments	5	5
Receivables	14	2,635
Property, Plant And Equipment	1,659,019	1,428,111
TOTAL NON CURRENT ASSETS	1,659,038	1,430,751
Non Current Liabilities		
Borrowings	(463)	8,124
TOTAL NON CURRENT LIABILITIES	(463)	8,124
NET NON CURRENT ASSETS	1,659,501	1,422,627
NET ASSETS	1,687,795	1,459,126
Equity		
Accumulated Surplus	578,785	555,801
Operating Profit (Loss) after Capital	748	503
NET Transfers (to) / from Reserves	1,168	3,697
Reserves	1,107,094	899,125
TOTAL EQUITY	1,687,795	1,459,126



3. KEY FINANCIAL STATUS INDICATORS

3.1 CONTRACT COMPLIANCE METRICS

Number	Measure	Result
1	% of vendors > \$100k requiring corrective action	11.8%
2	% value of vendors requiring corrective action	3.3%
3	% proportion of vendors > \$100k to total	5.9%

Comments

- Metric 1 – advises that 24 out of the 203 vendors that we spend > \$100k over a 2 year period (Nov 05 – Nov 07) require corrective action
- Metric 2 – advises that of the total vendors that we spend > \$100k, 3.3% of them require corrective action
- Metric 3 – advises that the % of vendors that we spend > \$100k is 5.9% of our total vendor spend

It is anticipated that the following metrics will be included in future reports

- Metric advising on the % split of contracts entered into for the quarter by delegation or by council resolution
- % of vendors that we forecast to spend > \$100k that require corrective action

3.2 INVESTMENTS AS AT 31st DECEMBER 2007

Please Note:

- > * Weighted Average Interest Rate to Maturity.
- > # Weighted Average No. of days to Maturity from Month End.

Financial Institution	S & P Rating		Type of investment	Principal Investment \$'000	Date Of Investment	Interest Rate %	No. of Days to Maturity
	Long (A-)	Short (A2)					
IMB Ltd	BBB	A2	term deposit	3,000	04-Dec-07	7.09	29
IMB Ltd	BBB	A2	term deposit	2,000	16-Oct-07	7.04	91
IMB Ltd	BBB	A2	term deposit	4,000	18-Dec-07	7.44	62
Suncorp Metway	A	A1	1 year term deposit	4,600	05-Jun-07	6.76	365
Adelaide Bank	-	AAA	AAA Award Saver	3,000	-	7.10	30
Adelaide Bank	BBB	A2	term deposit	2,000	04-Dec-07	7.25	59
Macquarie Bank	A	A2	term deposit	4,000	06-Dec-07	7.70	365
Total				22,600		7.20	101

3.3 LOAN STATUS

Financial Institution	Interest Rate %	Debt Principal	Principal Repaid	Debt Principal
		As At 30/09/2007 \$'000	Sept - Dec \$'000	As At 31/12/2007 \$'000
CBA Semi Government Loan 2	6.15	3,495	109	3,386
Total		3,495	109	3,386

NB: In May 1999 Council borrowed \$13.4 million from the Commonwealth Bank to acquit its share of the unfunded superannuation liability of the LASB. The borrowings are in the form of two loans, one for \$7.0



million, the other \$6.4 million at a fixed interest rate of 6.15% repayable quarterly over 15 years. Local Governments are able to negotiate fixed interest loans. Two loans were negotiated to enable early repayment of one if Council decided to do so in the future. Accordingly, in December 2007 the outstanding principal of \$3.941M for the CBA Semi Government Loan 1 (i.e. the \$7M loan) was repaid. The early repayment of this loan has resulted in the CoPP saving \$904K in interest repayments over the remainder of the loan term.

- Loan repayments are made quarterly on both principal and interest components.
- For the 2nd quarter October to December 2007, \$109K was repaid from the principal and \$55K has been repaid in interest.

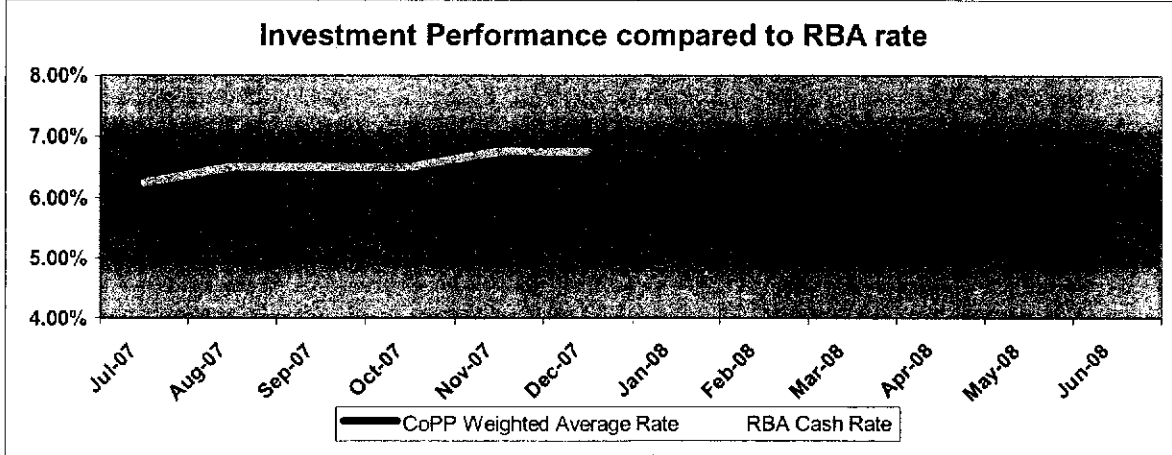


3.4 FINANCIAL INDICATORS

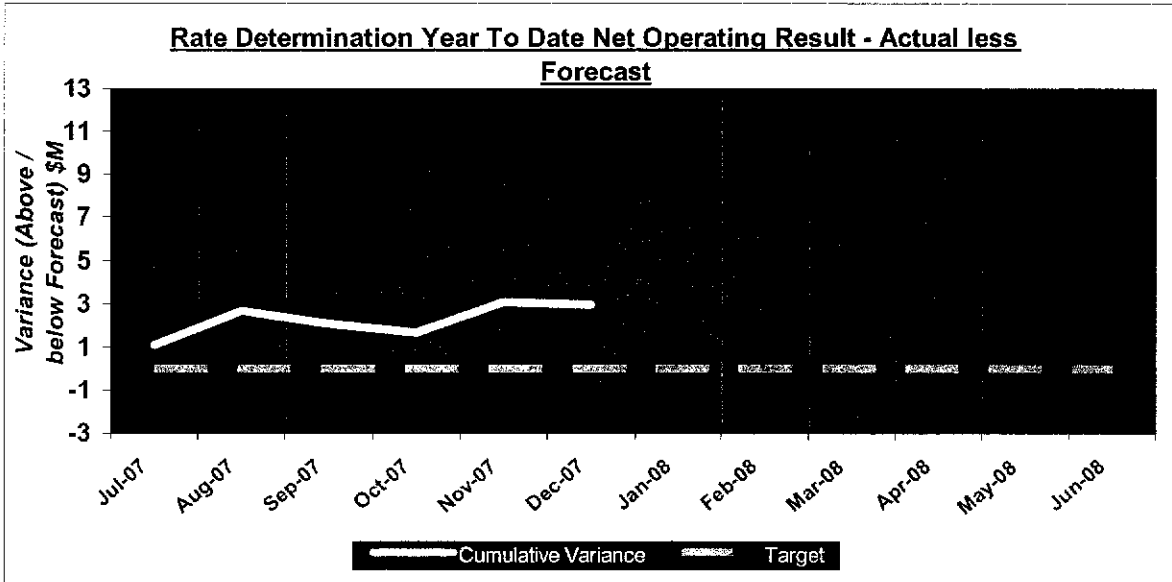
FINANCIAL MANAGEMENT

Dec-07

To ensure Council's ongoing financial viability by providing timely and relevant financial information.



Council's weighted average rate of interest on investments in December 2007 of 7.20%, is greater than the RBA rate of 6.75%.



The YTD net operating result to December 2007 (excluding capital expenditure, loan repayments and transfers (to)/from reserves) shows a favourable variance of \$2.952M compared to budget due to the following offsetting factors:

- YTD revenue is \$307K unfavourable compared to budget. This is largely due to unfavourable parking revenue (\$407K), capital grants (\$360K) and fees & charges (\$485K). Favourable interest income (\$370K) has partially offset this variance.
- YTD expenditure (excluding depreciation) is \$3.259M favourable compared to budget. This is due to favourable variances in contract payments (\$1.213M), wages & salaries (\$923K), contributions & donations (\$288K) and other expenses (\$389K). Unfavourable external labour (\$603K) has partially offset this variance.



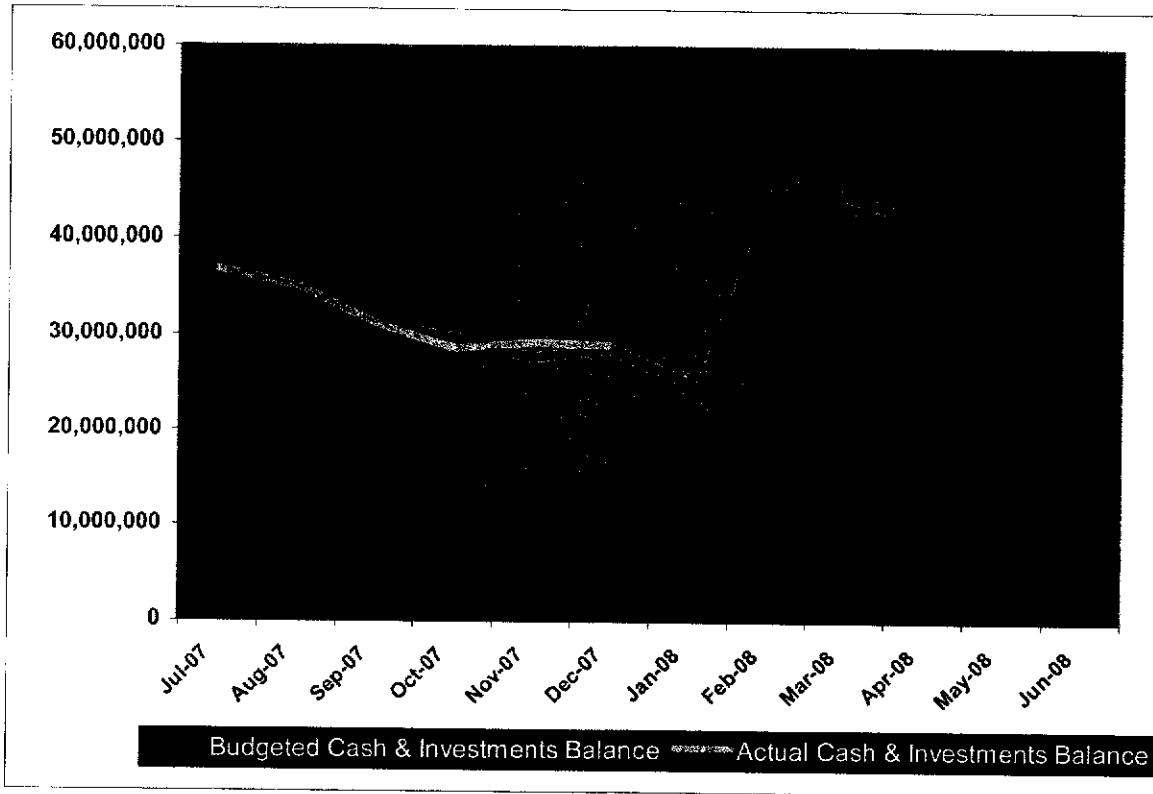
Legend ★ ★ ★ Favourable ★ ★ In Line ★ Unfavourable



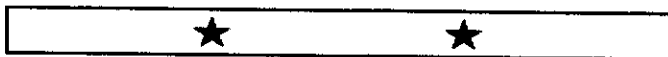
CASH FLOW FORECAST

Dec-07

To show total cash on hand in comparison to budgeted expectations on a monthly basis, to ensure Council's ongoing financial viability by providing timely and relevant financial information



Council's cash position of \$29.692M is in line with the year to date budget of \$28.596M.



Legend

- ★★★ Favourable
- ★★ In Line
- ★ Unfavourable



4. KEY DIVISIONAL HIGHLIGHTS

4.1 ORGANISATION SYSTEMS & SUPPORT

ACHIEVEMENTS

Finance & Investments

- Implemented the Divisional Management Accountant model and centralised the function in Finance.
- Reviewed Council's mid year financial position with the co-operation of all departments which will be signed off by Council in February 08.
- Assumed responsibility for all Aurion System Administration and ePod and control of Fleet Management
- Completed Annual Victorian Grants Commission return
- Claim Number 2 for Pensioner Rate Remissions processed as per schedule.
- Voters Roll generated in production.
- Accommodation Project Cleanup days at Carlisle and Liardet successfully managed by Records and Archives staff.

Governance & Community Relations

- Ministerial approval given to VEC recommended electoral structure.
- Launch of Community Plan publication, Small Poppy grants scheme and thankyou event for Community Summit volunteers and workers.
- Ran governance arrangements for Statutory Planning Committee meeting for 700 people (triangle site meeting 13 December)
- Finished rollout of stakeholder management workshops for all divisions.
- Facilitated first regular report on organizational contract compliance.

Information Technology Services

- Replaced core switching and routing for St Kilda.
- Virtualised servers to decrease power consumption and increase Disaster recovery capabilities as specified in the IT Strategic Plan.
- Implemented updated data communications to 9 of the 13 remote sites.
- Formulated plan for the moving of data in relation to staff moving back to St Kilda Town Hall.

Corporate Planning and Performance

- Corporate Planning and Performance Planning Day held.
- Measurement analysis training workshop held for CPP team
- New Team formed and permanent positions filled

Organisational Development

- MAV survey ranked CoPP 2nd best workcover performer in the state
- Corporate Training benchmarking exercise completed
- 351 Staff attended general EEO Respect for Others session, 72 attended Manager/Supervisor sessions
- Staff from across the organisation participated in the reward and recognition conversations survey
- Successful selection of IT training provider through a tender process



CHALLENGES

Finance & Investments

- Upgrade to latest version of Power Budget and Axs-one
- Co-ordinating a smooth transition to the St Kilda Town hall during the budget with minimal disruption.
- Implementation of training in IBIS Rates & Valuations software
- CEO's Voters List extraction and testing for accuracy delayed until January
- Commence Assist/Cashiering integration project and review processes
- Coordinating (with CPP's assistance) the rollout of Budget & Business Planning Day for all CoPP managers and coordinators in February

Governance & Community Relations

- Finalising the property strategy
- Implementing Community Leadership Program and other aspects of Community Plan
- Implementing new risk management templates and KPI
- Preparing for East Timor trip Feb 2008 and arrival of Obu exchange staff member

Information Technology Services

- Continue implementation of improved Project management methodology
- South Melbourne Town Hall redevelopment will require ongoing input from IT
- Continue to implement the IT Services Strategic Plan as per agreed targets.
- Move Phones (Landlines) over to Optus as per Government TPAMS deal

Corporate Planning and Performance

- Coordinating (with Finance's assistance) the rollout of Budget & Business Planning Day for all CoPP managers and coordinators in February

Organisational Development

- Roll out of Development plans to whole of organisation
- Implementation of Training Business Plan
- Development of a CoPP Management program
- Re-establishing evacuation plans for CoPP buildings and divisional OHS workplans (in light of all staff moving to the St Kilda Town Hall)
- Organisational skills audit



4.2 COMMUNITY DEVELOPMENT & PLANNING

ACHIEVEMENTS

Environment & Renewal

Environment

- Continued Activity Centre Place Management discussions – confirmed projects within the capital works program.
- Confirmed commitment to prepare a Master plan for Fitzroy Street within the financial year.
- Concept Design for Coventry Street Prepared
- Princes Pier further design work has been modified to include a better quality public open space.

Culture & Recreation

Youth Services

- “Distortion on the Green” Youth Music Festival launched the Kool Skools CD.
- Completion the new change rooms at the Port Melbourne Soccer ground, which will enable an increase in participation for juniors and women.
- VCAT granted permit for the construction of the St Kilda Skate Park

Adventure Playgrounds

- Adventure Playgrounds were successful in obtaining funding from Artists for Kids Culture Trust
- St Kilda Junction abstract and Skinners Adventure Playground selected to present at the Australian Institute of Criminology Crime and Community Safety Conference to be held in Melbourne in February 2008

Joint Councils Access for All Abilities (JCAAA)

- Recurrent funding gained from Department of Human Services for JCAAA programs, now all JCAAA programs are recurrently funded (Eight in total with one extra pilot program funded from reserves).

Sport, Leisure and Recreation

- Sport and Recreation Summer lifestyle program fully booked for Yoga, Tennis, Pilates, Kayaking and Kite Surfing.

Arts and Festivals

- Access Arts Fringe Festival 2007 won the *Vic Health Community Culture Development Award* (Sept)
- City of Port Phillip *Rupert Bunny Foundation Fellowship* of \$15,000 awarded to artist Valerie Sparkes for photographic project (Oct)
- Secured \$30,000 sponsorship from Australian Film Commission for 2008 St Kilda Film Festival and National Tour (Nov)

Library Services

- Establishment of wireless Internet access for patrons at St Kilda library. Sessions last for 2 hours and users are limited to one session per day.
- The library has established a Book Club for kids. Called Lightning Readers, the club is aimed at 7-12 year old reading enthusiasts, and meets in the children's area at St Kilda on the first Wednesday of each month.
- The library is participating in the Out There & Active Pedometer Loan Scheme to support and encourage older adults to increase their fitness by walking daily.
- The ever-popular Wheelbarrow Library has re-commenced its summer sojourns along the foreshore.



Community Development

Ageing and Diversity Policy and Partnerships

- ISEPICH held an Integrated Chronic Disease Management Forum (11/10/07).
- Consultation Forum held in Elwood on Linking Residents - Seniors Register Project (13/11/07).
- ISEPICH Partnership Review conducted across 46 member agencies (20/11/07)
- St Vincent's Place Street Party hosted by residents of Hambleton House 18/11/07

Community and Health Development

- The creation and launch of the new health and wellbeing plan
- Released a downloadable i-pod version of a historical walking tour through St Kilda and Port Melbourne
- Obtained funding for the Safe City Taxi rank
- The CoPP Interfaith Network commenced.

Social Planning and Policy

- The CoPP Seniors' Festival was held from 11-18 October. Almost 900 people attended 15 events scheduled throughout the week. The Community Ball was also held during the Seniors Festival.
- Information sessions were held on the proposed redevelopment works at Betty Day Community Centre which was well received by user groups and surrounding residents.
- 2 community training sessions were held on Census 2006 data. A diverse mix of community groups attended to find out about the Community Profile 2006.

Community Development Policy and Programs

- Civic Awards were held in December with over 200 people attending the event.
- Anti Poverty Week event held which was well attended and co-hosted by Port Phillip Community Group.
- The Community Picnic and Concert at Port Melbourne Primary School was held in December. It was managed through a community committee which submitted a successful funding proposal to CoPP Arts and Festivals Grants program.

Health and Amenity

Animal Management

- Animal registration door knocks resulted in significant registration increases as well as fines, for those who failed to register.
- A number of high profile cases have been successfully prosecuted at Court.

Local Laws

- Successful recruitment of two permanent staff members.
- Continued consistent enforcement despite at times being low on staff.
- Successful joint patrol with police and Planning enforcement of entertainment precincts.

Health Services

- Full time appointment of two Environmental Health Officers.
- Completion of Tobacco Education inspection visits.

Parking Systems

- Selection process for machine maintenance contract concluded.
- Income generated from paid parking showing ongoing favourable trend.



CHALLENGES

Environment & Renewal

Place Management and Renewal – Activity Centres

- No funding commitment has yet been achieved to facilitate a program of works to address aspects raised in the Master plan.
- Acland Street –regular trial of street closures likely to not progress until next summer (issue with tram terminus).

Place Management and Renewal – Port Melbourne

- Influence the timing and commitment for buffer zones inclusive of landscape and Public Artworks between the POMC land and Port Melbourne residents.
- Undertake necessary changes to the CoPP planning scheme to accommodate the Beacon Cove Development.

Culture and Recreation

Youth Services

- Some service disruption due to the weather, very hot and wet weather have resulted in closures at St Kilda and Skinners Adventure Playground.

Library Services

- Some service disruption and building damage in December due to the heavy storm activity, particularly at Port Melbourne and Albert Park branches.

Community Development

Ageing and Diversity Policy and Partnerships

- Awaiting heritage assessment for St Vincent's Orphanage Site as potential site for nursing home.

Social Planning and Policy

- Progression of the Betty Day Community Centre redevelopments.

Health and Amenity

Animal Management

- Developing better quality briefs to help reduce legal costs.
- Maintaining service whilst staff are ill/on leave.

Local Laws

- Finding appropriately trained agency staff to fill gaps in service, during the busy time of year.

Parking Systems

- Maintaining required service standards with outgoing contractor (Citywide).

Parking Enforcement

- Finding appropriately trained agency staff to fill gaps in service, during the warm season.
- Recruiting committed and reliable staff due to departure of two key staff.
- Maintaining productivity during the holiday season.



4.3 COMMUNITY ASSETS & SERVICES

ACHIEVEMENTS

Infrastructure Services Department

Infrastructure Maintenance

- The Partnering Agreement between the City of Port Phillip and Fulton Hogan Pty Ltd has been signed. The arrangement is valid for a period of 7 years commencing April 2007.

Street and Beach Cleaning

- The Memorandum of Understanding (MoU) between the City of Port Phillip and Streetsahead Cleaning Service has been signed. The arrangement is valid for a period of 5 years commencing July 2007.

Waste Management

- The new Recycling Transfer Station at Laverton has been commissioned in November 2007. Recyclables collected are now been transported to the new facility.

Buildings and Green Services Department

Parks and Open Space Services

- Base mulching of a large number of trees continuing. The sites are in order of priority commencing with Significant Parks.
- Sub-surface dripper irrigation has been installed to improve tree health in Alma Park. Other sites will be programmed in coming months.

Landscape and Urban Design

- Williams reserve playground upgrade was completed this month. Feedback on the upgrade has been positive and usage has increased markedly.

Open Space Planning

- Water maps have been completed to reduce water usage within JL Murphy Reserve, St Kilda Botanic Gardens and Port Melbourne Football Ground. This is a state government requirement to reduce water usage in sites where usage exceeds 10 Mega litres per year.
- Parks and Open Space Business cases for 2008-09 capital works program have been completed and shall be reviewed for inclusion in 2008.

Customer Services Department

- The internal Meetings & Events Unit successfully delivered a range of external and internal events during the quarter including:
 - Local Government Chief Officer Group Conference (which ran over three days at various venues within the City of Port Phillip)
 - Statutory Planning Committee Meeting about Triangle Site development
 - Port Phillip Community Ball
 - St Kilda Foreshore Promenade Launch
 - Anti Poverty Week Community Lunch
 - Seniors Week Launch at Cora Graves Community Centre
 - Elwood Chess Tournament (3 days)
 - City of Port Phillip Community Awards
 - City of Port Phillip Mayoral Elections
- A new Telstra call centre system, called Solidus, was implemented during the quarter. Managed and operated through user PC's, it will revolutionise the way we provide telephone contact and monitor service levels.



Community Services Department

Family & Children's Services

- Jo Smale and Dr Kylie Smith (Centre for Equity and Innovation in Early Childhood) presented the City of Port Phillip's Municipal Early Years Plan (MEYP) and Respecting Children as Citizens in Local Government action research project in Brussels at the DECET European conference Foundations for Equal Opportunities for All in Early Childhood Care and Education and in Utrecht, Holland at the MUTANT professional development day. The MEYP and action research project generated much interest and excitement, confirming that these initiatives are indeed groundbreaking and of international relevance.
- The Respecting Children as Citizens in Local Government action research project was also successfully presented at the Centre for Equity and Innovation in Early Childhood international conference in Melbourne.
- Parents/guardians, community service providers, council representatives and Victorian and international academics attended the Mayor's 'Participate and Protect' Think Tank exploring the impact adult concepts of protecting children have on their freedom and children's rights to independence and mobility. The conversations arising from the Think Tank will contribute to the creation of a child friendly Port Phillip.
- Poets Grove Family and Children's Centre, Elwood was officially opened by Janet Bolitho Mayor of City of Port Phillip and Maxine Morand Minister for Early Childhood Development.

Community Care

- A proposed route and timetable for the new Community Bus was developed and presented at a Councillor Briefing. This received a very positive response.
- For 3 consecutive months we reached our target hours in Home Support.

Asset Services Department

South Melbourne Market

- Stallholder relocations have now been finalized in preparation for Food Tenancy operator on the corner of York and Cecil Streets.
- EFT pos terminal has been installed into cashiers, further increasing payment options.

CHALLENGES

Infrastructure Services Department

Infrastructure Maintenance

- Infrastructure Maintenance Services is committed to complete the approved capital program within the agreed time frames.

Street and Beach Cleaning

- Maintaining clean beaches during extreme weather with large number of people has been an ongoing challenge.

Waste Management

- Domestic Waste audit recommends Council to run education campaigns to divert recyclables entering waste stream. This will increase the recovery rates for plastic, aluminum cans & foils, steel/aerosol cans and LPB cartons.

Buildings and Green Services Department

Parks and Open Space Services

- Drought continues to be the ongoing challenge for all parks and open space; however recent weather has been favourable.

Customer Services Department

- In order to achieve one point of contact for customers, service desk reception staff will be multi-skilled, providing both cashiering and customer service functions. This initiative will



be implemented as early as practicable in 2008, after a review of customer service activities, operational logistics and staff skills is completed.

- The Customer Request Management System is being modified to allow for the greater identification of service failures i.e. where council has failed to delivered an agreed service. This is an important element in achieving a stronger service focus right across Council in 2008.

Community Services Department

Community Care

- Staff recruitment continued to be a challenge during this quarter. From direct care staff to more senior positions we have often had to advertise more than once to fill single vacancies. Agency staff have been utilised to maintain our service hours.
- As the result of the internal promotion of the Community Care Coordinator and the position filled in an acting capacity, the Community Bus project has slowed and the implementation of GoldCare Food Services module and updates has been placed on hold.

Asset Services Department

South Melbourne Market

- Food hall and other locations within the market have been flooded numerous times over the past 2 months due to the amount of rain. Internal guttering has not been able to handle the amount of run off resulting in shops and stock being damaged.
- Substation is currently operating at full capacity, and as such, load reduction attempts are being made to reduce power consumption for the time being. City Power is investigating options for this situation to be rectified.



5. ORGANISATIONAL OPERATING STATEMENT

Council's YTD net operating surplus of \$16.653M compares favourably to the YTD budget of \$13.379M as detailed below.

Net Operating Surplus/(Deficit)	YTD Actual	YTD Forecast	Variance	Full Year Forecast	Full Year Original Budget
	\$' 000	\$' 000	\$' 000	\$' 000	\$' 000
Organisation Systems & Support	29,877	28,299	1,577	57,501	57,432
Community Assets & Services	(14,770)	(15,936)	1,165	(33,294)	(33,385)
Community Development & Planning	1,547	1,016	532	1,292	1,202
Net Operating Surplus / (Expenditure)	16,653	13,379	3,274	25,499	25,249

Please Note:

- > *The Forecast columns represent the Original Budget updated for any Forecast changes.*
- > *Amounts displayed in the variance column with () represent UNFAVOURABLE Variances, whereas amounts shown WITHOUT brackets represent FAVOURABLE Variances.*

For further details regarding the actual versus budget variances for each Division, please refer to Section 6 – Divisional Variance Analysis.



6. DIVISIONAL VARIANCE ANALYSIS

6.1 ORGANISATION SYSTEMS & SUPPORT

ORGANISATION SYSTEMS & SUPPORT

2ND QUARTER 2007/08

The Organisation Systems & Support Division encompasses the following Departments:

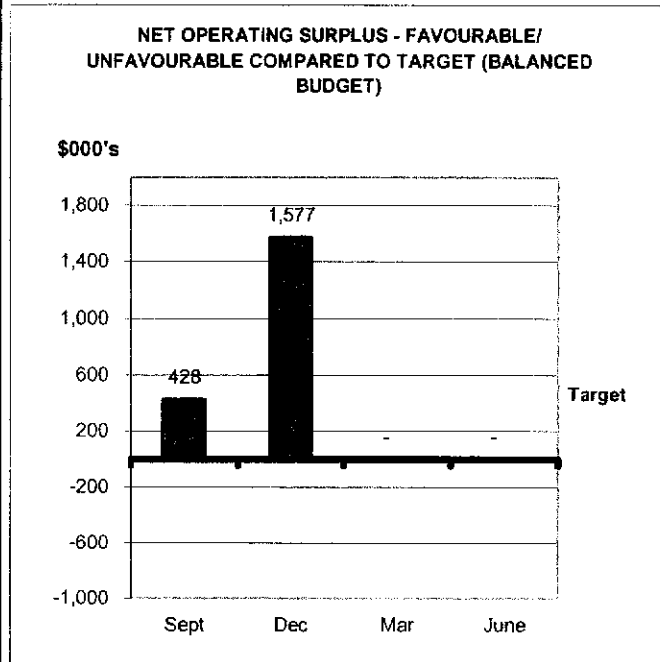
- Finance & Investments
- Governance & External Relations
- Organisational Development
- Corporate Planning & Performance
- Information Technology Services

The major sources of income in this Division are rates, interest on investments and commercial rentals. Income flows are generally stable throughout the year.

Income is offset by the major sources of expenditure for rates collection, CoPP insurance costs and contribution to the Melbourne Fire Brigade Levy, and maintenance costs for I.T. Services.

The Organisation Systems & Support Division generates more income than it expends due to the significant amount of CoPP income (mainly Rates) collected by this Division. The essential function of the division is to provide support for the organisation's internal functions.

A favourable variance from target of \$1.577M was achieved for the six months ended 31st December 2007. This includes results from the CEO.



Legend

★ ★ ★
Favourable

★ ★
In Line

★
Unfavourable

Organisation Systems & Support YTD net operating surplus of \$29.877M is \$1.577M favourable compared to the YTD forecast of \$28.299M, as per the departmental variance analysis below.

Director Organisation Systems & Support YTD net operating deficit of \$388K is \$65K unfavourable compared to the YTD forecast of \$323K due to earlier than projected expenditure on professional services.

Finance & Investments' YTD net operating surplus of \$35.558M is \$663K favourable compared to the YTD forecast of \$34.895M. This is primarily due to the following variances:

- Contract payments \$105K favourable, primarily due to savings following the termination of the revenue management contract and delays in the upgrade of the financial management system (Computron).
- Interest Income \$362K favourable due to higher interest rates and extra funds being available for investment.
- Government Grants \$62K favourable due to the receipt of greater than anticipated funds from the Victorian Grants Commission. This is a permanent variance.
- Postage \$30K favourable due to delays against expending the phased budget.



Organisation Development's YTD net operating deficit of \$820K is \$16K unfavourable compared with the YTD forecast of \$836K primarily due to:

- Contract Payments \$45K unfavourable due to greater than anticipated recruitment costs, offset by favourable professional services \$32K.

Information Technology Services' YTD net operating deficit of \$1.616M is \$210K favourable compared to the YTD forecast of \$1.826M. This is due to the following variances:

- Salaries and wages \$57K favourable due to delays in filling vacant positions.
- Contract Payments \$29K favourable due to phasing issues.
- Telephone charges \$55K favourable due to delay of invoices from Telstra.

Governance & Community Relations' YTD net operating deficit of \$2.201M is \$864K favourable compared to the YTD forecast of \$3.066M primarily due to the following variances:

- Wages and salaries \$84K favourable due to budgeted positions that are not yet filled.
- Other expenses \$103K favourable due to timing issues – this is a temporary variance only.
- Other Income \$266K favourable due to \$111K received for insurance premium reimbursement from PPHA for 2005/06 which was not raised as a debt last year and \$155K favourable due to new kiosk agreements.
- Contract payments \$105K favourable due to timing, primarily in relation to valuations and market research/campaigns contracts.
- Insurance \$190K favourable due to maintaining a provision for the settlement of 50% of all outstanding claims and a provisional allowance for additional insurance premiums.

Corporate Planning & Performance net operating deficit of \$384K is \$84K unfavourable compared to the YTD budget of \$300K, as per the departmental variance analysis below.

- Salaries and Wages \$75K unfavourable due to higher than budgeted labour numbers. The CPP labour budget was based on an FTE of 4.0 but has been carrying an FTE of 7.0 during the copp.means.business process. This will continue, due to Workforce Planning approval for a permanent increase in FTE to 7.0.

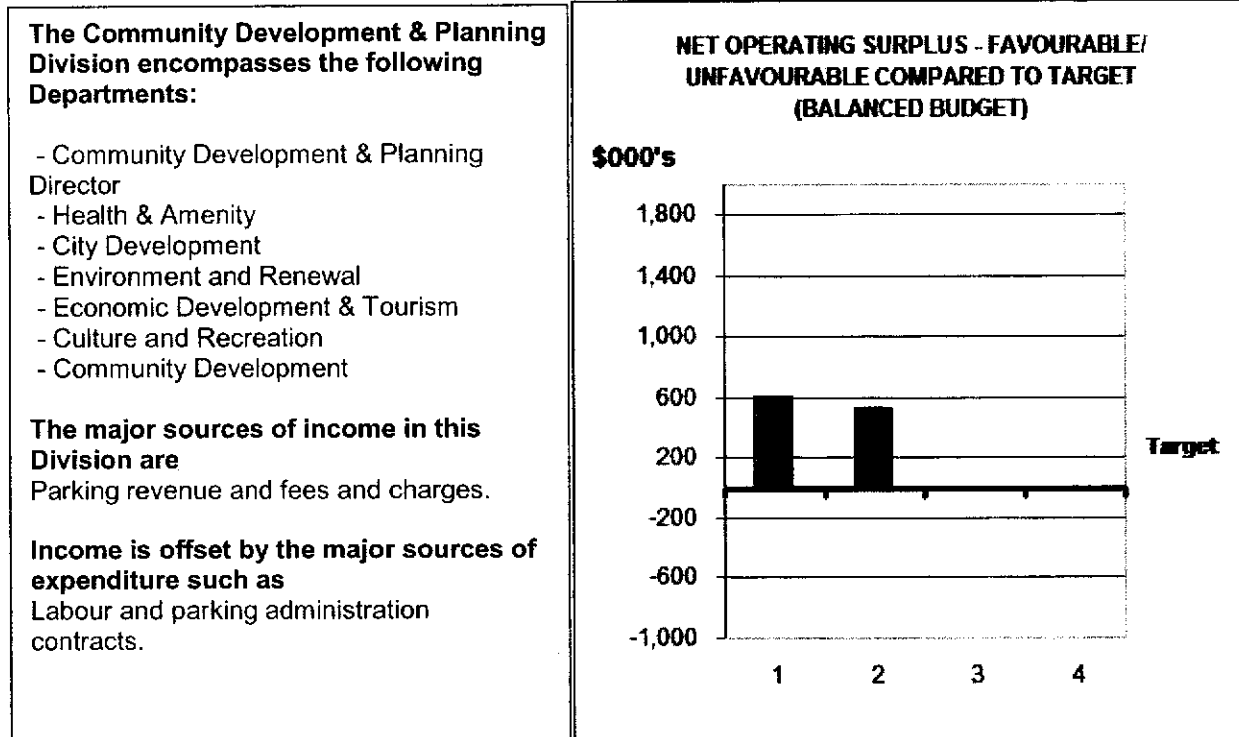
Chief Executive Officer's net operating deficit of \$272K is \$28K unfavourable and in line with the YTD forecast of \$245K



6.2 COMMUNITY DEVELOPMENT & PLANNING

COMMUNITY DEVELOPMENT & PLANNING

2nd QUARTER 2007/08



Legend



Favourable

In Line

Unfavourable

Community Development & Planning's Net Operating Surplus of \$1.547M is \$532K favourable compared to the YTD Forecast of \$1.016M as per the departmental variance analysis set out below:

Director Community Development & Planning's Net Operating Deficit of \$445K is \$88K unfavourable compared to the YTD Forecast of \$357K. This is primarily due to:

- Salaries and wages \$118K unfavourable due to staff in acting arrangements while Long Service Leave being taken by Director.

Environment and Renewal Net Operating Deficit of \$835K is \$132K favourable to the YTD forecast of \$967K due to:

- Environment \$145K favourable due to Parking Permit income exceeding expectations (\$75K) and delays in delivering activities/programs (\$99K).

City Development's Net Operating Deficit of \$1.411M is \$191K favourable compared to the YTD Forecast of \$1.602M. This is primarily due to:

- Wages & Salaries (including external labor) \$110K favourable due to delays in staff recruitment within Strategic Planning and Statutory Planning.
- Fee income \$68K favourable, predominantly as a result of Urban Planning fees (\$14K) and unbudgeted Building Control fees (\$51K)

Economic Development and Tourism's Net Operating Surplus of \$1K is \$7K unfavourable and in line with the YTD Forecast of \$(6) K.



Culture and Recreation's Net Operating Deficit of \$2.467M is \$37K unfavourable compared to the YTD Forecast of \$2.430M. This is primarily due to:

- Sponsorship income \$139K unfavourable due to delays in receipt of Arts & Festivals funding. (Note that this income has subsequently been received)
- Government grants \$50K favourable as a result of increased grant income for Libraries (\$14K) and Youth & Recreation (\$77K). The Youth & Recreation's SRV grant income is greater than expected due to JCAAA moving from a 4 council model to a 2 council model and is a permanent variance reflected in the mid year review.
- Lease charges \$37K favourable, specifically for equipment hire for Arts & Festivals.

Community Development's Net Operating Deficit of \$940K is \$174K favourable compared to the YTD Forecast of \$1.113M. This is primarily due to:

- Other income \$43K favourable as a result of increased hire revenue from community centres.
- Government grants \$60K favourable as a result of higher than anticipated grants for Ageing & Diversity Policy & Partnerships (\$44K) and unbudgeted grants in Community Health & Development (\$16K).
- Wages & Salaries \$33K favourable due to delays in staff recruitment within Community Development Policy & Programs and Ageing & Diversity Policy & Partnership.

Health and Amenity's Net Operating Surplus of \$7.644M is \$152K favourable compared to the YTD Forecast of \$7.492M. This is primarily due to:

- Other income \$458K favourable as a result of :
 - Street occupation fees \$226K favourable. This is largely due to the Coles (Clarendon Street) & Red Bears developments and this variance is expected to reduce as the year proceeds.
 - Sundry income \$157K favourable. This is primarily vehicle crossing fees (\$141K).
- Parking Revenue \$482K unfavourable as a result of:
 - PIN Income \$432K unfavourable. This is due to less than projected infringements issued.
 - PERIN Doubtful Debts \$145K unfavourable.
 - PINS cancellations \$97K favourable which potentially indicates the quality of PINS issued.
- Labour costs (including Agency Staff) \$122K favourable due to staff departures and difficulties in filling vacant positions subsequent to these departures.
- Contract payments \$211K favourable which is a timing difference due to delays in receiving invoices from Tenix, Reino and Citywide.
- Maintenance costs \$145K unfavourable which is maintenance of ticket machines outside the realms of the contracted services (i.e. breakdown, vandalism).



6.3 COMMUNITY ASSETS & SERVICES

COMMUNITY ASSETS & SERVICES

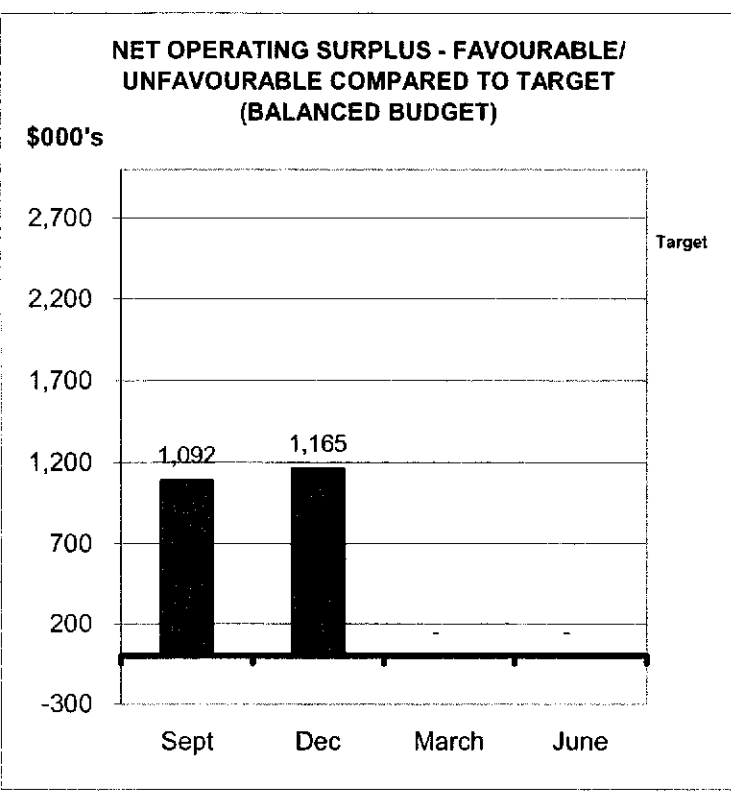
2ND QUARTER 2007/08

The Community Assets and Services Division encompasses the following Departments:

- Executive Director
- Infrastructure Services
- Asset Services
- Buildings and Green Services
- Community Services
- Customer Service

The major sources of income in this Division are
Rates,
Government Grants (the larger being for Community Care, Home Based Child Care, Street & Beach Cleaning),
Fees & Charges from User Groups,
Sale of ROWs,
Road Reinstatement fees,
Vic Roads and other smaller activities.

Income is offset by the following major sources of expenditure
Labour, food production, infrastructure maintenance, building maintenance, maintenance of parks and open spaces, street & beach cleaning costs and waste management operations.



Legend
 ★★ Favourable ★★ In Line ★ Unfavourable

The Community Assets & Services' net operating deficit of \$14.770M is \$1.165M favourable compared to the YTD forecast of \$15.936M, as per the departmental variance analysis set out below:

Executive Director Community Assets & Services' net operating deficit of \$262K is \$35K favourable compared to the YTD forecast of \$297K. This is primarily due to the following variance.

- Professional Services favourable \$24K YTD. The division's legal fees have been consolidated into one area. Whilst it currently shows a favourable variance, it is not unreasonable to maintain this during the second half of the FY.

Infrastructure Services' YTD net operating deficit of \$6.471M is \$44K unfavourable compared to the YTD forecast of \$6.427M. This is primarily due to the following offsetting variances:

- Contract Management Waste unfavourable \$122K YTD. This variance is due to over accruing December's recycling contract payment. An adjustment has been processed and expenditure will be brought into line in January.
- Waste Management Operations favourable \$43K YTD. Payments for the hard & green waste collection are often unpredictable and will vary according to volumes collected. Seasonal changes and an expected increase in hard & green waste bookings in the second half of the year should address favourable variance.



Buildings and Green Services' YTD net operating deficit of \$5.051M is \$493K favourable compared to the YTD forecast of \$5.545M. This is primarily due to the following variance:

- Building Maintenance Services favourable YTD \$437K. This is largely due to the lack of staffing resources to deliver the desired programmed maintenance regime. Additional staffing resources have been appointed in November and this variance has now started to trend down.

Asset Services' YTD net operating deficit of \$90K is \$279K favourable compared to the YTD forecast of \$369K. This is primarily due to the following variances.

- Manager Asset Services favourable \$67K YTD. Salaries and wages favourable \$26K YTD. Variance primarily due to the vacant Manager's position not filled for three months. Also, contract payments favourable \$25K YTD. Budget has been committed to establishing the Access and Inclusion reference group and accessible signage at the St Kilda Town Hall. Expenditure will be captured in later periods of the FY.
- South Melbourne Market favourable \$119K YTD. Fees and charges income favourable \$35K YTD. Variance predominantly due to higher than anticipated receipt of income from ATMs and increased penalty fees, administration charges and footpath trading at the South Melbourne Market. Also, expenditure favourable \$85K YTD. Variance predominantly related to timing differences, and expenditure will be incurred in later months of the FY.
- Vic Roads favourable \$68K YTD. Vic Roads contract payments favourable \$52K YTD. Works are currently in progress, and will be captured during the latter periods of the FY.
- Project Services favourable \$40K YTD. Wages and Salaries \$15K favourable YTD. This is due to a vacancy in Project Services not having been filled until November. Additional short term staff have been employed to catch up on work.

Customer Service YTD net operating deficit of \$880K is \$53K favourable compared to the YTD forecast of \$933K. This is primarily due to the following offsetting variances.

- ASSIST salaries & wages expenditure is \$68K favourable YTD. This is primarily due to staff vacancies within the ASSIST unit. New recruitment initiatives will bring expenditure back on budget within the next two months.
- Customer Service department's professional services expenditure is \$25K favourable YTD. These funds are likely to be expended in early 2008 for market research activities.
- Meetings & Events commercial hire revenue is \$44K unfavourable YTD. We expect to make up this shortfall after the refurbished St Kilda Town Hall facilities become available. This situation will continue until February/March 2008.

Community Services' YTD net operating deficit of \$2.016M is \$348K favourable compared to the YTD net operating forecast of \$2.364M. This is primarily due to the following offsetting variances:

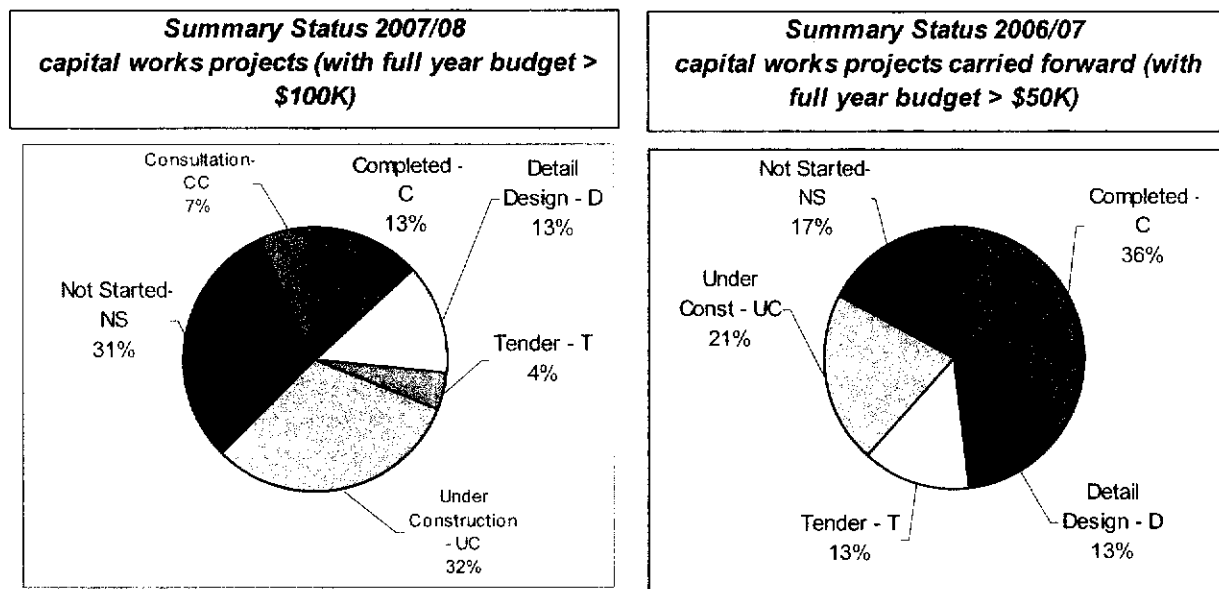
- Income from child care charges is \$209K unfavourable, primarily due to delays in completion of additional places at a number of centres including North St Kilda and Coventry, however this is offset by \$113K in wage & salary savings.
- West St Kilda CCC is net unfavourable \$36K as it has remained unopened for financial year to date because it is being used as an alternative location for centres which are being renovated.
- External agency costs of home care and child care are \$155K unfavourable due to difficulties in recruiting permanent staff in these areas
- Timing differences associated with completed service agreements in Maternal & Child Health, and kindergarten grants are, respectively, \$41K and \$50K favourable
- Building Levy and Maintenance Levy transfers to Reserves and Building Maintenance are yet to take place and appear to be favourable, respectively, \$130K and \$180K. These are internal transfers and don't affect Council's overall financial position.



7. CAPITAL WORKS

7.1 CAPITAL WORKS SUMMARY

Implementation of the capital program is monitored by expenditure to date and progress of the projects against milestones created at the beginning of the financial year.



7.2 FINANCIAL IMPLEMENTATION OF CAPITAL WORKS

Description	YTD	YTD	Full Year	Full Year
	Actual	Forecast	Forecast	Original Budget
	\$' 000	\$' 000	\$' 000	\$' 000
Buildings	980	1,077	4,282	4,282
Roads	1,041	1,344	5,858	5,858
Drainage	582	218	2,050	2,050
Footpaths	560	566	1,680	1,680
Streetscapes & Open Spaces	805	499	5,030	5,030
Signage & Street Works	174	118	455	455
Community Housing	12	0	0	0
SUB-TOTAL	4,153	3,820	19,355	19,355
Projects Carried Forward	9,279	11,454	19,302	19,302
GRAND TOTAL	13,431	15,275	38,656	38,656



7.3 MAJOR CAPITAL WORKS BY CATEGORY

Only Capital Works Projects with a Full Year Budget of \$100K or greater have been selected for this table.

Description	YTD	YTD	Full Year	Full Year	Status
	Actual	Forecast	Forecast	Original Budget	
	\$' 000	\$' 000	\$' 000	\$' 000	
Buildings					
90173 South Port Life Saving Club	0	1	150	150	CC
90174 Elwood Pk Sports Pavilion Maj Redev	17	60	200	200	NS
90175 51 Broadway Elwood Comm Ctre Refurb	0	25	250	250	D
90176 St Kilda Childern Ctre Renovations	35	60	800	800	D
90177 Nth Stk Childern Centre Renovation	385	550	550	550	C
90179 Urban History Centre (Design/Dev)	8	0	150	150	NS
90180 Community Housing Fund 2007/08	0	0	400	400	C
90181 Building Condition Audit 2007/08	507	300	800	800	UC
90214 St Kilda Town Hall Stratergy 2007/08	0	0	300	300	UC
90219 Sth Melb Town Hall Stratergy 2007/09	0	0	500	500	NS
90220 Betty Day Comm Centre Redevelopment	0	0	100	100	D
Roads					
90201 Carlisle St Streetscape Improvement	13	330	658	658	UC
90202 Beach Road Bike Lanes 3 & 4	0	30	250	250	CC
90203 St Kilda Precinct Pedestrian Signage	0	100	100	100	UC
90205 Pedestrian Safety Byron Tennyson St	0	0	100	100	CC
90206 Pedestrian Safety Clarendon St	0	0	200	200	NS
90208 Local Area Traffic Safety Imp 07/08	0	0	100	100	T
90281 ROW R1955 Danks St To Page St	27	40	120	120	UC
90291 Rd Rehab Milton St-Mitford-Southey	73	0	180	180	UC
90292 Rd Rehab Linton St-Inkerman-SouthEn	162	110	230	230	C
90293 Rd Rehab Southey St-Milton-Sth Crt	138	120	160	160	C
90302 Rd Rehab Rothesay Ave-b/n Mitford	234	180	220	220	C
90303 Rd Rehab Nott St-Graham-Liardet	0	90	295	295	T
90304 Rd Rehab Goldsmith StShelly St	36	20	180	180	UC
Drainage					
90182 McGregor St A'Park Drain Impr 07/08	0	50	100	100	NS
90183 Local Flooding Mitigation Program	7	0	250	250	NS
90184 Unallocated Drainage Renewal Works	1	0	590	1,000	NS
90275 Drainage Hotspot Study	0	0	100	100	UC
90276 Statigic Drainage Study	0	0	200	200	UC
Streetscape & Open Spaces					
90187 Sport & Recreation Minor Imprv Pro	0	59	250	250	UC
90188 Alma Park Senior Playground St Kilda	0	0	160	160	NS
90189 StKilda/Brighton Rd S'scape Plan	0	0	100	100	NS
90190 Port Melb Light Rail Reserve Stage 5	0	0	230	230	NS
90191 StKilda Foreshore Promenade & Pier	616	80	2,300	2,300	UC
90192 Gasworks Park Remediation	67	100	300	300	NS
90193 Greening P'Phillip Tree Plant 07/08	18	20	300	300	NS
90195 Elwood Foreshore Mgmt Plan Stage 3	0	0	520	520	D
90196 Murphy Reserve L'scape Plan Stage 1	0	10	350	350	NS
90197 William Street Playground	106	100	100	100	C
90198 Foreshore Asset & Beach Improvement	0	0	100	100	D
90199 Tree Plant St Kilda Rd-Dand'ng Rd	0	0	120	120	NS
90200 Adventure Playgrounds Update Program	0	0	120	120	D
Signage And Street Works					
90215 Sign & Street Furniture NEW Works	0	0	105	200	UC
90216 Street Furniture Replacement 07/08	125	118	200	200	UC
90218 Signage Rationalisation Progam 07/08	0	0	100	100	UC

LEGEND

CC = Consultation, D = Detail Design, T = Tender, UC = Under Construction, C = Completed, NS = Not Started.



7.4 CARRY OVER CAPITAL

Please Note: These projects are identified as definitely being partly or totally carry forward projects.

Only Carry over Capital Works Projects with a Full Year Budget of \$50K or greater have been selected for this table.

Description	YTD	YTD	Full Year	Full Year	Status
	Actual	Forecast	Forecast	Original Budget	
	\$'000	\$'000	\$'000	\$'000	
09383 STK Skate Park	1	0	280	280	D
09654 St.Kilda Foreshore Promenade & Pier	17	60	89	89	UC
09785 Kerb&Chnntl Clark-Poolman-Graham	90	51	51	51	C
09768 Rouse Street Median PM Streetscape	0	0	85	85	T
09765 Cleve Plaza Fitzroy St Pedestrian	9	30	62	62	NS
09757 Adventure Playgnds Upgrade & Refurb	11	8	68	68	D
09752 West Beach Pavilion L'scape Wks	0	0	50	50	NS
09747 St Kilda Foreshore Promenade & Pier	699	585	645	645	UC
09873 Thalls Strategy St Kilda Townhall	1,455	1,455	1,455	1,455	C
09725 Elwood Family & Children's Svs Hub	245	565	726	726	C
09723 Disability Audit Compliance Stk TH	100	100	100	100	C
09721 Ada Mary A'Beckett Compliance Wks	380	380	380	380	C
09719 Pt Melb THall Business Continuity	12	100	100	100	UC
09718 St Kilda Town Hall Strategy	0	733	1,433	1,433	UC
09872 SM Market Complete Stqf Upgrade	60	70	672	672	UC
09874 Pmelb Thall Business Continuity Wks	300	300	300	300	C
09875 Conventry St Childerens Ctr Renovation	201	205	205	205	C
09876 Disability Audit Compliance Program	101	100	100	100	C
09877 PM Soccer Club Changerooms	209	235	235	235	C
09878 Elwood Family & Child Sve Centre	163	0	162	162	C
09880 Pmelb Family & Childhub SchoolBuild	19	130	130	130	C
09881 Thalls Strategy Sth Melb Townhall	0	300	2,050	2,050	NS
09882 Building Condition Audit RectifyDef	83	89	89	89	C
09883 Alma Park Heritage Rotunda Restore	7	79	79	79	T
09886 Betty Day Centre Refurbishment	49	70	70	70	D
09887 Ada Mary A'Beckett Child Ctr Renova	703	865	1,190	1,190	UC
09888 Middle Pk Community Ctr Imp	129	150	150	150	C
09889 McGregor St A'Park Drainage Improve	0	0	490	490	NS
09878 Elwood Family & Children's Svs Centre	163	0	162	162	C
90026 Elwood Community Hub Parks & Infrass	225	366	366	366	UC
09654 St Kilda Foreshore Promenade & Pier	17	60	89	89	UC
90027 St Kilda Foreshore Promenade & Pier	1,652	1,380	2,605	2,605	UC
90028 Sandridge Beach Masterplan Stage4	6	70	115	115	NS
90029 Elwood Foreshore Mgmt Plan Stage2	30	20	348	348	D
90037 West Beach Pavilion L'scape Wks	0	0	250	250	NS
90038 Middle Park Beach Long Term Renouri	0	0	300	300	D
90039 Foreshore Asset & Beach Improvement	167	180	180	180	C
90041 Point Ormond Hill Paths & Landscape	54	60	82	82	UC
90044 Tree Planting St Kilda Rd	5	30	100	100	NS
90048 Local Area Traffic Study Improvement	17	40	70	70	T
90051 Danks Street West Median Port Melb	128	150	150	150	UC
90052 Rouse Street Median PM Streetscape	0	0	100	100	T
90054 Cleve Plaza Signage & St Furniture	19	0	100	100	NS
90059 John Cribbes Bridge Refurbishment	3	200	200	200	T
90061 ROW R3995 Erindale Ave to Lyndon St	17	149	149	149	C
90096 Rd Rehab Elwood Beach Car Park	29	0	237	237	D
90155 Kerb&Chnntl Redan St-Crimea-Chapel	31	70	70	70	C
90050 Cleve Plaza Fitzroy St & Jacka Blvd	0	105	350	350	NS
09628 StK THall Accommodation Strategy	1,550	1,584	1,584	1,584	C
09521 VSAP 2003/04	1	70	100	100	T
09522 VSAP 2003/05 Elster Ck	0	0	50	50	T

LEGEND

CC = Consultation, D = Detail Design, T = Tender, UC = Under Construction, C = Completed, NS = Not Started.