

City of Port Phillip Annual Report 2016/17

Draft Report of Operations

Draft

Our vision for the City of Port Phillip

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

Our values

- working together
- courage and integrity
- creative and strategic thinking
- personal growth and performance
- accountability

Acknowledgement

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

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

We acknowledge and uphold their continuing relationship to this land.

Who this report is for

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

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

Feedback

We are committed to improving our annual reporting and welcome your feedback.

To provide feedback or for more information please contact us via:

www.portphillip.vic.gov.au/contact_us.htm

Phone: 03 9209 6777

Facsimile: 03 9536 2722

SMS: 0432 005 405

Why this report is different

Council is committed to transparent reporting on our performance and activities. In this year's Annual Report we outline our extensive achievements as well as the challenges that have impacted our performance during the year. In line with a commitment to our diverse neighbourhoods, we provide a summary of key activities in each of our nine neighbourhoods.

Disclaimer

This report uses the best available information. While great care has been taken to ensure the content in the report is accurate, it cannot be guaranteed at time of publication. There may be errors and omissions or it may not be wholly appropriate for your particular purposes. In addition, the publication is a snapshot in time based on historic information which is liable to change. The Port Phillip City Council accepts no responsibility and disclaims all liability for any error, loss or other consequence which may arise from you relying on any information contained in this report.

Draft

Table of contents

Welcome to the City of Port Phillip

About the City of Port Phillip

Mayor and CEO welcome

Challenges our City faces

Our ten year focus

A snapshot of our year

Our year in review

Our performance at a glance

What happened in your local neighbourhood?

What you got for \$100

Financial performance summary

Toward Zero progress snapshot

Governing our City

Role of local government

Good governance at City of Port Phillip

Port Phillip City Council

Council meetings

Councillor allowances and expenses

Supporting Council's decision making

Working in partnership

Community engagement

Accountability

Risk management

Our performance

Planning and accountability framework

Engaged - a well governed City

Healthy - a healthy, creative and inclusive City

Resilient - a strong, innovative and adaptive City

Vibrant - a liveable and connected City

Asset management performance

Achieving Toward Zero

Toward Zero progress report

Working for our community

Working with Council

Our organisational structure

Leading the way

Our people

Compliance and accountability

Statutory statements

Public documents

Contracts

Governance and management checklist

Financial report

Understanding the financial report

Financial statements

Performance statement

Glossary of terms

Index

Chapter 1 - Welcome

This chapter introduces the City of Port Phillip including where and who we are, our challenges and our ten year focus. Included in this welcome is:

- About the City of Port Phillip
- Mayor and CEO welcome
- Challenges our City faces
- Our ten year focus

Draft

About the City of Port Phillip

Our City

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

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

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

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

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

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

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

A snapshot of our community

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

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

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

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

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

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

Source: www.profile.id.com.au/portphillip

Mayor and CEO welcome

(To be included)

Draft

Challenges our City faces

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

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

Population growth

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

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

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

Urbanisation

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

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

Climate change

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

Rapid technological change

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

Legislative and policy influence

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

Traffic and parking

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

Changing economic conditions

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

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

Draft

Our 2027 focus

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

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

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

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

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

We will deliver our vision through six directions:

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

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

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

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

Integrated planning and delivery framework

(DIAGRAMS FROM COUNCIL PLAN pages 10 and 11)

We are committed to a continuous cycle of planning, implementing, reporting and review to ensure we deliver the best outcomes for the community. We regularly report on our progress towards achieving the outcomes of the Council Plan, our financial performance and project delivery. These reports are available online at www.portphillip.vic.gov.au

- Integrated Council Plan – ten year vision and strategic direction for the health and wellbeing of our people and places
- Core Strategies
 - City Plan – integrated spatial strategy and municipal strategic statement
 - Health and Wellbeing Implementation Strategy
- Implementation plans
 - Neighbourhood and place-based plans
 - Service plans

Engaging and reporting on the Council Plan 2017-27

- Community engagement
 - Annual council plan engagement
 - Community satisfaction surveys
 - Have your say haveyoursay.portphillip.vic.gov.au
- Integrated Council Plan
 - Over ten years
 - Strategic directions and outcomes
 - Financial plan and project portfolio
 - Outcome indicators
 - Over four years
 - Priority initiatives
 - Service performance measures
 - Resources
 - Yearly

- Budget
- Neighbourhood profiles
- Reporting and monitoring
 - Annual report
 - Monthly CEO Report
 - Local Government Performance Reporting Framework
 - Enterprise Reporting

Draft

Chapter 2 - A snapshot of our year

This chapter provides a short summary of Council's achievements throughout the municipality across the year. Included in this snapshot is:

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

Draft

The year in review

July 2016

- Celebrated NAIDOC week with flag raising and smoking ceremony at the St Kilda Town Hall
- Adopted Car Share Policy 2016-2021 to address the escalating transport problem in the City
- Ten local buildings opened their doors to the public for the fifth annual Open House Melbourne to connect people with good design and architecture in the City

August 2016

- Commenced installing CCTV cameras on Fitzroy Street to help keep residents, visitors and businesses safe
- Celebrated local music with 50 music acts performing at 45 gigs and two artists' development days as part of the free Live N Local Festival
- Completed construction of Centenary Reserve park upgrade, with an official community day to open the club in September

September 2016

- Digitised planning applications so community members can apply for and view planning applications online
- Commenced the caretaker period following Council's final meeting on 13 September

October 2016

- Worked with the Victorian Electoral Commission to run the local election on 22 October
- Acknowledged Mental Health Week with the annual Community Ball at the South Melbourne Town Hall featuring dinner and dancing for 200 residents
- Hosted our annual Seniors Festival with 39 events taking place across the city, engaging approximately 2,300 seniors
- Former CEO Tracey Slatter announced her resignation to take effect at the end of December 2016

November 2016

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

- Officially opened the new Acland Street plaza with a community day, 'Acland Street Spring Fling', after the streetscape and tram terminus upgrade works were completed in partnership with Public Transport Victoria and Yarra Trams
- Led local Ride2Work Day celebrations by preparing a free community breakfast for over 100 bike riders at South Melbourne Market
- Commenced construction of school and community facilities at Ferrars Street Education and Community Precinct

December 2016

- Council meeting schedule changed to the first and third Wednesday of each month
- Completed construction of the St Kilda Life Saving Club allowing the club to operate its vital beach and life saving services for the busy Christmas and New Year period. An official community day opened the club on 11 February
- Installed new light poles along the Port Melbourne light rail corridor to improve safety for pedestrians, cyclists and tram commuters
- Installed the second of three new street art murals on the corner of Fitzroy and Jackson streets, St Kilda to address tagging and illegal graffiti

January 2017

- Increased street cleaning services in Fitzroy Street and other commercial areas in response to community and trader feedback
- Entertained market goers with a range of stalls, food, bars and bands at the South Melbourne Market's ten week twilight market
- Welcomed 100 new citizens from 35 countries to Port Phillip as part of our annual Australia Day celebrations
- Raised the Rainbow Flag at all three town halls to celebrate the iconic Pride March and opening of the Midsumma festival

February 2017

- Engaged with our community on the development of the Council Plan 2017-27 with special focus groups workshops, targeted focus groups, surveys and pop-up conversations
- Kicked off St Kilda Festival with free Indigenous arts and music, with Festival Sunday attracting over 400,000 people
- Installed new fitness equipment at Cook Reserve, Port Melbourne with an open day held in April

March 2017

- Fitzroy Street announced as the home of Victoria's Pride Centre, the first of its kind in Australia
- Unveiled the refurbished Palais Theatre after addressing critical maintenance works in partnership with the State Government
- Supported 3,000 students across 14 local schools to participate in Ride2School Day
- Upgraded William Street Reserve, Balaclava to protect significant trees and address soil contamination issues

April 2017

- Organised 67 free events as part of the Premier's Active April for people of all fitness levels to take part in and enjoy
- Pledged our support for Zoos Victoria's campaign to reduce the use of balloons outdoors
- Resolved to seek a planning scheme amendment to close roads surrounding the proposed new community park in Montague, South Melbourne

May 2017

- Peter Smith commenced as CEO of the City of Port Phillip
- Adopted Council's second Reconciliation Action Plan 2017-19
- Commenced live streaming of Council meetings so those unable to attend can access Council decision making
- Officially celebrated the South Melbourne Market 150th anniversary with a free community barbeque street party, market exhibition and guided historical tours
- Showcased Australian short films at the St Kilda Film Festival with almost 3,000 people attending the opening night at the newly refurbished Palais Theatre

June 2017

- Endorsed the new Council Plan 2017-27 showcasing our ten year vision for our community
- Supported the St Kilda's Winter Garden event, presented by Map 57, which transformed the St Kilda Triangle into a glittering winter garden, with a pop up ice rink, comedy, theatre, music, carnival rides and more
- Hosted events for National Reconciliation Week, highlighting our shared histories and celebrating the contribution and achievements of Aboriginal and Torres Strait Islander peoples

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

Draft

Our performance at a glance

This is a snapshot of our performance for the year ending 30 June 2017.

Please refer to Chapter 4 Our Performance for more detailed information.

Delivering on the Council Plan 2013-17

In 2016/17 we focused our performance on delivering the four areas of our Council Plan 2013/17:

Engaged

A well governed City

Healthy

A healthy, creative and inclusive City

Resilient

A strong, innovative and adaptive City

Vibrant

A liveable and connected City

Overall performance results

- 86 per cent of Council Plan measures met targets (30 out of 34 measures).
- 98 per cent of Council Plan actions were on track (87 out of 89 actions).

Our performance highlights

Here are some highlights of our achievements this year.

Engaged – a well governed City

- Ran an innovative community engagement program to inform the development of the Council Plan 2017-27
- Maintained commitment to transparent decision-making with 93 per cent of Council decisions made in public
- Saved the community 72,258 days of waiting for Council services and generated \$1.324 million of operating savings, exceeding the \$1 million target
- Delivered local election and transitioned to new Council and three ward structure
- Exceeded annual targets for community satisfaction in the areas of consultation and engagement, Council's integrity, lobbying on behalf of the community and overall performance

Healthy – A healthy, creative and inclusive City

- Prepared a successful bid for Fitzroy Street, St Kilda to be the home of Victoria's Pride Centre
- Progressed work to establish a community and private housing development on the Marlborough Street, Balaclava car park site
- Worked in partnership with Public Transport Victoria and Yarra Trams to transform Acland Street into a more accessible and appealing plaza
- Completed construction of the new St Kilda Life Saving Club including public amenities, such as a Changing Places toilets for people with disabilities
- Exceeded annual targets for resident perceptions of Port Phillip as a welcoming place, with a culture of creative activity where people can participate in local community events
- Following the sale of the Gatwick Hotel officers, housing associations and the State Government worked together to rehouse the all residents in May

Resilient – A strong, innovative and adaptive City

- Installed a 172kW solar panel on the St Kilda Town Hall which will avoid 300 tonnes of greenhouse gas emissions each year
- Adopted Car Share Policy to address the escalating transport problem in the City

- Awarded the LGPro Award for Excellence – Sustainability Initiative, along with the cities of Banyule, Moreland, Stonnington and Yarra for incorporating sustainable design into the planning scheme
- Undertook detailed analysis to prepare our new sustainability and integrated transport strategies

Vibrant

- Commenced creation of Montague Community Park and new community facilities in partnership with the Victorian Government in the Ferrars Street Precinct
- Worked closely with Department of Premier and Cabinet, Department of Treasury and Finance, the Fishermans Bend Taskforce and City of Melbourne to ensure Council's objectives for Fishermans Bend are realised
- Worked in partnership with the Victorian Government to refurbish the Palais Theatre and reaffirm its standing as an internationally important live performance venue
- Achieved high level of resident satisfaction with our management of the impact of increased visitation over summer
- Awarded the Community Economic Development Award at the Economic Development Australia Awards for Vibrant Villages Program
- Made it quicker and easier to obtain a resident parking permit, which has contributed to increased community satisfaction with parking management
- Exceeded annual targets for resident perceptions of local retail areas, the South Melbourne Market, parks and open space, beach cleaning and street cleaning
- All local streets (excluding Fishermans Bend) signposted as 40 km per hour (this has been achieved three years earlier than planned)

Our performance challenges

Here are some challenges and setbacks we experienced through the year:

- slight delay in the implementation of a project designed to improve local walking and bike riding
- works to progress the next steps for the St Kilda Triangle were delayed
- we did not achieve targets for four Council Plan measures:
 - kerbside waste diversion (33.1% compared to a target of 35%)

- use of potable water (238ML compared to a target of 211.5ML)
- stormwater quality (44.1 tonnes of pollutant removed compared to a target of 47.2 tonnes)
- Number of traffic collisions has increased compared to the previous year (74 in 2015/16 compared to 62 in 2014/15)
- Independent review determined more work is required to meet the aspirational 2020 Toward Zero Sustainable Environment Strategy targets
- Ongoing Commonwealth Government reforms in the aged and disability sector
- Identification of contaminants in our two adventure playgrounds.

Draft

What happened in your local neighbourhood?

Neighbourhood	Activity
Montague	<ul style="list-style-type: none"> • Consulted on proposed planning scheme amendment and prepared a site for demolition to create a new park • Commenced construction work on community facilities as part of the new school development at Ferrars Street
South Melbourne	<ul style="list-style-type: none"> • Improved the streetscape and reconstructed the kerb and channel at Stead Street • Reconstructed bluestone pitcher pavement and stormwater drains and pits in right of ways adjacent to Palmerston Crescent • Installed pedestrian improvements at the intersection of Ferrars and Bank streets • Renamed a reserve, forecourt and two lanes in Emerald Hill to honour local community leaders and a Federal Minister • Completed civil works on Albert Road between Cecil and Clarendon streets • Delivered upgrades and safety improvements to the bike lane on Cecil Street • Upgraded 54 street litter bins along Clarendon Street
Sandridge and Wirraway	<ul style="list-style-type: none"> • Sought community feedback and ideas to shape a concept design for a new play space at JL Murphy Reserve • Prepared a concept design for JL Murphy pavilion upgrade with input from the resident sports clubs • Completed a lighting upgrade project at Woodruff Oval, JL Murphy Reserve • Prepared and consulted on Amendment C117 to implement the recommendations of the Fishermans Bend Heritage Study, including applying individual heritage overlays to specific properties in the Fishermans Bend renewal area. Amendment C117 was approved by the Minister for Planning and was gazetted on Thursday 4 May 2017

<p>Port Melbourne</p>	<ul style="list-style-type: none"> • Upgraded Centenary Reserve • Installed additional street lighting along the Port Melbourne Light Rail • Installed new signage at Station Pier to direct passengers from the Spirit of Tasmania to nearby shopping precincts • Repaired Beacon Cove Foreshore Promenade • Renewed the play space at Clark Street Children's Centre • Installed all abilities fitness equipment at Cook Reserve • Held community Family Picnic Day in Garden City Reserve hosted by the Port Melbourne Village Partnership Group in April • Constructed netball courts at RF Julier Reserve • Completed civil works at Ross Street between Bridge and Raglan streets • Commenced construction works to establish a separate queueing lane for Station Pier passengers
<p>Albert Park / Middle Park</p>	<ul style="list-style-type: none"> • Completed the Gasworks Theatre upgrade, including larger foyer, new toilets, new backstage areas, sound locks on theatres to reduce outside noise, and improved access for all • Improved lighting and safety at the intersection of Richardson and Wright streets and bike connections at Armstrong Street and Canterbury Road • Improved streetscape on Smith Street between St Vincent and Greig streets • Obtained coastal consent for redevelopment of South Melbourne Life Saving Club • Completed a parking review in Albert Park and Middle Park • Replaced furniture at Albert Park library
<p>St Kilda Road</p>	<ul style="list-style-type: none"> • Reduced speed limits from 50 km per hour to 40 km per hour in local streets to improve safety for all road users

	<ul style="list-style-type: none"> • Undertook traffic modelling and worked with VicRoads on options regarding proposed protected bike lanes on St Kilda Road • Installed all abilities fitness equipment at Kings Way (Bowen Crescent) Reserve
<p>St Kilda / St Kilda West</p>	<ul style="list-style-type: none"> • Created a pedestrian plaza in Acland Street • Planted trees and improved Wellington Street to make it safer for all users • Renewed the playground at Rotary Park • Refreshed beach showers at West Beach • Installed new access paths and seating along with minor landscaping works at Marina Reserve. • Completed construction of the St Kilda Life Saving Club • Refreshed the footbridge on the Upper Esplanade to create a bright and welcoming entrance • Implemented sustainable and accessible streetscape works at Dickens Street • Completed kerb extensions at Marlton Crescent and Robertson Avenue
<p>St Kilda East / Balaclava</p>	<ul style="list-style-type: none"> • Renewed Alma Park West pathway • Supported a well-known street artist to paint walls and fences along the Charles Street laneway • Completed park upgrade and soil remediation works at William Street Reserve • Refreshed the children's space at the St Kilda Library
<p>Elwood / Ripponlea</p>	<ul style="list-style-type: none"> • Renewed the public toilets at Point Ormond • Upgraded fitness equipment, seating and landscaping at Moran Reserve • Installed shade shelter at Elwood Neighbourhood House • Installed additional light poles along the bay trail in Elwood • Implemented sustainable and accessible streetscape works at Quat Quatta Avenue, Ripponlea • Refreshed beach showers at Elwood beach

	<ul style="list-style-type: none">• Improved building safety for Elwood Life Saving Club and the Sails on the Bay restaurant• Completed civil works at Kendal Street between Brighton Road and Tennyson Street
--	---

Draft

What you got for \$100

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

- Transport and parking \$20.76
- Public space maintenance \$9.84
- Amenity \$9.02
- Governance \$5.62
- Children \$5.51
- Arts, culture and heritage \$7.13
- Waste reduction \$4.85
- Public space planning and delivery \$4.43
- Libraries \$3.78
- Customer service and engagement \$3.08
- Ageing and accessibility \$2.68
- Community programs and facilities \$4.91
- Organisational support \$2.52
- City planning and urban design \$2.63
- Recreation \$2.81
- Families and young people \$1.47
- Development compliance \$0.49
- Sustainability \$1.97
- Festivals and markets \$2.33
- Municipal emergency management \$1.27
- Economic development and tourism \$0.94
- Local laws and animal management \$0.87
- Affordable housing and homelessness \$0.44
- Health services \$0.65
- Public space permitting \$0.00

Financial performance snapshot

Provided as an attachment in separate report - Financial and Performance Statements

Draft

Toward Zero progress snapshot

This is a snapshot of progress on our Toward Zero targets, which is outlined in more detail in Chapter 5 Achieving Toward Zero.

Toward Zero is the City of Port Phillip's sustainable environment strategy to 2020, with nine challenges covering:

1. greenhouse gas emissions
2. potable water use
3. waste
4. contamination and pollution
5. sustainable transport
6. sustainable urban design and development
7. net loss of natural heritage
8. sustainable purchasing and procurement
9. climate change.

Each challenge has targets to achieve by 2020. The Annual Report communicates Council's progress on these targets.

Highlights for 2016/17

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

During the year Council:

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

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

During the year Council:

- increased stormwater harvesting from Elster Creek to irrigate Elwood Park
- commissioned leak detection and repairs of irrigation assets
- commenced submetering at South Melbourne Market to better understand where water is being used

- continued working with partners to plan for a major stormwater harvesting scheme at Albert Park Lake which, if feasible, will be a significant contributor to Council achieving its 2020 target for potable water use

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

During the year Council:

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

Challenges

Council does not currently have access to data to track the community's progress on key Toward Zero targets. This is being addressed through a data collection project that will inform the 2017/18 Toward Zero report. This will enable Council to develop the new Community Action Plan, which will deliver a range of initiatives to support the community to reduce their waste, water and energy use.

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

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

Chapter 3 Governing our City

This chapter provides details of our governing frameworks which ensure we are accountable to our local communities.

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

Draft

Role of local government

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

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

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

In Victoria, the role of a council is to:

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

The functions of councils include:

- advocating and promoting proposals in the best interests of the local community
- planning for and providing services and facilities for the local community
- providing and maintaining community infrastructure in the municipal district
- undertaking strategic and land use planning for the municipal district
- raising revenue to enable the council to perform its functions
- making and enforcing local laws

- exercising, performing and discharging the duties, functions and powers of councils under the *Local Government Act 1989* and other Acts
- any other functions relating to the peace, order and good governance of the municipal district.

Draft

Good governance at the City of Port Phillip

An open and engaging Council

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

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

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

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

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

Councillor Code of Conduct

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

The Code of Conduct requires Councillors to agree to respect and be committed to the stewardship of the City of Port Phillip, and to lead in good governance practice. It also requires Councillors to embed best practice through a constructive team culture to meet legislative responsibilities. It calls for Councillors to develop and maintain good working relationships with each other and with the organisation so they can deliver positive outcomes and value to the community. The Code of Conduct requires Councillors to agree to abide by the *Local Government Act 1989*, Section 3C "Objectives of a Council", which states that the primary objective of a council is to endeavour to achieve the best outcomes for the local community having regard to the long term and cumulative effects of decisions.

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

The Councillor Code of Conduct is available on our website at www.portphilip.vic.gov.au/councillors_code_conduct.htm

Draft

Port Phillip City Council

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

Until 22 October 2016 the City of Port Phillip was divided into seven wards with one Councillor representing each. As a result of an electoral representation review conducted by the Victorian Government, the structure of the Port Phillip City Council was changed from 22 October 2016 from seven single member wards to three wards with three Councillors per ward. The three wards are:

- Canal Ward
- Gateway Ward
- Lake Ward.

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

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

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

Our Councillors

(From 7 November 2016)

Councillor Tim Baxter	Canal Ward
Councillor Louise Crawford	Canal Ward
Councillor Dick Gross	Canal Ward
Councillor Marcus Pearl	Gateway Ward
Councillor Ogy Simic	Gateway Ward
Councillor Bernadene Voss (Mayor)	Gateway Ward

Councillor Andrew Bond	Lake Ward
Councillor David Brand	Lake Ward
Councillor Katherine Copsey (Deputy Mayor)	Lake Ward

Councillor profiles

Cr Bernadene Voss, Mayor, Gateway Ward

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

Cr Katherine Copsey, Deputy Mayor, Lake Ward

First elected	2016
Email	Katherine.Copsey@portphillip.vic.gov.au
Telephone	0466 478 949
Committee membership	Cultural Development Fund Reference Committee, Health and Wellbeing Alliance Committee, and Metropolitan Transport Forum.

Cr Tim Baxter, Canal Ward

First elected	2016
Email	Tim.Baxter@portphillip.vic.gov.au
Telephone	0466 495 250
Committee membership	Friends of Suai/Covalima Community Reference Committee, Association of Bayside Municipalities,

	Municipal Association of Victoria (substitute), Port Phillip Multifaith Network Steering Committee, and Victorian Local Governance Association.
--	---

Cr Louise Crawford, Canal Ward

First elected	2016
Email	Louise.Crawford@portphillip.vic.gov.au
Telephone	0466 514 643
Committee membership	Community Grants Assessment Panel, Gasworks Arts Inc. Board of Management, Metropolitan Waste and Resource Recovery Group (reserve), and Council Neighbourhood Programs Committee.

Cr Dick Gross, Canal Ward

First elected	2016
Email	Dick.Gross@portphillip.vic.gov.au
Telephone	0466 355 640
Committee membership	Audit and Risk Committee, Older Persons Consultative Committee, Association of Bayside Municipalities (reserve), Metropolitan Waste and Resource Recovery Group, and Municipal Association of Victoria.

Cr Marcus Pearl, Gateway Ward

First elected	2016
Email	Marcus.Pearl@portphillip.vic.gov.au
Telephone	0466 448 272
Committee membership	Community Grants Assessment Panel.

Cr Ogy Simic, Gateway Ward

First elected	2016
Email	Ogy.Simic@portphillip.vic.gov.au
Telephone	0466 517 360

Committee membership	Fishermans Bend Community Forum, Multicultural Forum, Port Phillip Housing Association Ltd. Board of Directors, and South Melbourne Market Management Committee.
----------------------	--

Cr Andrew Bond, Lake Ward

First elected	2012
Email	Andrew.Bond@port Phillip.vic.gov.au
Telephone	0481 034 028
Committee membership	Esplanade Market Advisory Committee, St Kilda Tourism Association, Statutory Planning Committee, and South Melbourne Market Management Committee.

Cr David Brand, Lake Ward

First elected	2016
Email	David.Brand@port Phillip.vic.gov.au
Telephone	0466 445 807
Committee membership	Esplanade Market Advisory Committee, Fishermans Bend Community Forum, Rupert Bunny Foundation Visual Art Fellowship Reference Committee, Linden Board of Management Inc., and Metropolitan Transport Forum.

Outgoing Councillors

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

(1 July 2016 – 22 October 2016)

Councillor Amanda Stevens	Albert Park Ward
Councillor Vanessa Huxley	Carlisle Ward
Councillor Serge Thomann (Deputy Mayor)	Catani Ward
Councillor Anita Horvath	Emerald Hill Ward
Councillor Jane Touzeau	Point Ormond Ward

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

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

Draft

Council meetings

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

From February 2017 the regular meeting cycle was altered to consist of two Ordinary Council meetings each month held on the first and third Wednesday commencing at 6.30 pm, and a Planning Forum held at 10.15 am on the day of the Council meetings if Council is discussing statutory or strategic planning items. The Planning Forum is open to the public and hears the community's views on the statutory planning permit applications and planning scheme amendments that are being considered by Council that night.

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

Councillor meeting attendance

1 July 2016 – 22 October 2016

Councillor Andrew Bond

Ordinary Council meetings	6
Statutory Planning Committee meetings	4
Special Council meetings	0
Attendance	100%

Councillor Anita Horvath

Ordinary Council meetings	5
Statutory Planning Committee meetings	3
Special Council meetings	0
Attendance	80%

Councillor Vanessa Huxley

Ordinary Council meetings	4
Statutory Planning Committee meetings	2

Special Council meetings	0
Attendance	60%

Councillor Amanda Stevens

Ordinary Council meetings	5
Statutory Planning Committee meetings	4
Special Council meetings	0
Attendance	90%

Councillor Serge Thomann

Ordinary Council meetings	6
Statutory Planning Committee meetings	3
Special Council meetings	0
Attendance	90%

Councillor Jane Touzeau

Ordinary Council meetings	6
Statutory Planning Committee meetings	4
Special Council meetings	0
Attendance	100%

Councillor Bernadene Voss

Ordinary Council meetings	6
Statutory Planning Committee meetings	4
Special Council meetings	0
Attendance	100%

7 November 2016 – 30 June 2017

Councillor Tim Baxter

Ordinary Council meetings	13
Statutory Planning Committee meetings	1
Special Council meetings	5
Attendance	100%

Councillor Andrew Bond

Ordinary Council meetings	13
Statutory Planning Committee meetings	1
Special Council meetings	5
Attendance	100%

Councillor David Brand

Ordinary Council meetings	13
Statutory Planning Committee meetings	1
Special Council meetings	5
Attendance	100%

Councillor Katherine Copsey

Ordinary Council meetings	13
Statutory Planning Committee meetings	1
Special Council meetings	5
Attendance	100%

Councillor Louise Crawford

Ordinary Council meetings	11
Statutory Planning Committee meetings	1
Special Council meetings	5
Attendance	89%

Councillor Dick Gross

Ordinary Council meetings	11
Statutory Planning Committee meetings	1
Special Council meetings	5
Attendance	89%

Councillor Marcus Pearl

Ordinary Council meetings	13
Statutory Planning Committee meetings	1
Special Council meetings	5
Attendance	100%

Councillor Ogy Simic

Ordinary Council meetings	13
Statutory Planning Committee meetings	1
Special Council meetings	5
Attendance	100%

Councillor Bernadene Voss

Ordinary Council meetings	13
Statutory Planning Committee meetings	1
Special Council meetings	5
Attendance	100%

Ordinary meetings of Council

Date	Location
Tuesday 12 July 2016	Port Melbourne Town Hall
Tuesday 26 July 2016	St Kilda Town Hall
Tuesday 9 August 2016	South Melbourne Town Hall
Tuesday 23 August 2016	St Kilda Town Hall
Tuesday 13 September 2016	St Kilda Town Hall
Tuesday 4 October 2016	Port Melbourne Town Hall
Tuesday 15 November 2016	St Kilda Town Hall
Tuesday 22 November 2016	St Kilda Town Hall

Tuesday 13 December 2016	St Kilda Town Hall
Wednesday 1 February 2017	Port Melbourne Town Hall
Wednesday 15 February 2017	St Kilda Town Hall
Wednesday 1 March 2017	South Melbourne Town Hall
Wednesday 15 March 2017	St Kilda Town Hall
Wednesday 5 April 2017	Port Melbourne Town Hall
Wednesday 19 April 2017	St Kilda Town Hall
Wednesday 3 May 2017	South Melbourne Town Hall
Wednesday 17 May 2017	St Kilda Town Hall
Wednesday 7 June 2017	Port Melbourne Town Hall
Wednesday 21 June 2017	St Kilda Town Hall

Statutory Planning Committee meetings

Date	Location
Tuesday 19 July 2016	St Kilda Town Hall
Tuesday 16 August 2016	St Kilda Town Hall
Tuesday 20 September 2016	St Kilda Town Hall
Tuesday 18 October 2016	St Kilda Town Hall
Tuesday 6 December 2016	St Kilda Town Hall

Special meetings of Council

Date	Location
Tuesday 7 November 2016	St Kilda Town Hall
Tuesday 10 November 2016	St Kilda Town Hall
Tuesday 6 December 2016	St Kilda Town Hall
Wednesday 15 February 2017	St Kilda Town Hall
Wednesday 8 March 2017	St Kilda Town Hall

Councillor allowances

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

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

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

Councillor expenses

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

Councillor	Travel expenses	Car mileage expenses	Childcare expenses	Information and communication technology expenses	Conference and training expenses	Total
Cr Horvath <i>(until 22 Oct 2016)</i>				\$435.48		\$435.48
Cr Huxley <i>(until 22 Oct 2016)</i>				\$370.72		\$370.72
Cr Stevens	\$33.54		\$756.25	\$434.97		\$1,224.76

<i>(until 22 Oct 2016)</i>						
Cr Thomann <i>(until 22 Oct 2016)</i>	\$169.90			\$437.23		\$607.13
Cr Touzeau <i>(until 22 Oct 2016)</i>	\$37.28			\$451.55	\$601.82	\$1,090.65
Cr Baxter <i>(from 7 November 2016)</i>	\$900.49		\$1,668.52	\$1,132.88	\$2,198.62	\$5,900.51
Cr Bond <i>(from 1 July 2016)</i>	\$51.81			\$1,780.03		\$1,831.84
Cr Brand <i>(from 7 November 2016)</i>	\$226.62			\$1,192.84	\$168.18	\$1,587.64
Cr Copsey <i>(from 7 November 2016)</i>	\$1,140.95			\$1,137.87	\$4,907.72	\$7,186.54
Cr Crawford <i>(from 7 November 2016)</i>	\$51.81			\$1,133.48	\$4,253.92	\$5,439.21
Cr Gross <i>(from 7 November 2016)</i>	\$51.81	\$1,118.70		\$1,491.58	\$100.00	\$2,762.09
Cr Pearl <i>(from 7 November 280.212016)</i>	\$104.49			\$1,142.78	\$18.18	\$1,265.45
Cr Simic <i>(from 7 November 2016)</i>	\$677.14			\$1,227.02	\$186.36	\$2,090.52
Cr Voss <i>(Mayor from 1 July 2016)</i>	\$10,625.35*		\$11,006.60	\$1,972.21	\$827.27	\$24,431.43

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

Supporting Council's decision making

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

Community Reference Committees

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

Art Acquisition Reference Committee

Cr Brand (Chair)

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

Audit and Risk Committee

Mayor Cr Voss and Cr Gross

The Audit and Risk Committee advises Council on the effectiveness of the organisation's systems, processes and culture for managing risk, and compliance with its legal and financial obligations. More detail on the Audit and Risk Committee is provided on page xx.

Community Grants Assessment Panel

Cr Crawford and Cr Pearl

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

Cultural Development Fund Reference Committee

Cr Copsey (Chair)

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

Cultural Heritage Reference Committee

Mayor Cr Voss (Chair)

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

Esplanade Market Advisory Committee

Cr Bond (Chair) and Cr Brand

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

Fishermans Bend Community Forum

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

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

Friends of Suai/Covalima Community Reference Committee

Cr Baxter

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

Multicultural Forum

Cr Simic (Chair)

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

Older Persons Consultative Committee

Cr Gross

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

Rupert Bunny Foundation Visual Art Fellowship Reference Committee

Cr Brand (Chair)

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

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

A different Community Member is Chair for each group

Village Partnership Groups bring people together to activate vibrant and enjoyable places in our villages. The groups meet regularly to work together with the community to implement their ideas.

External committees

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

Association of Bayside Municipalities

Cr Baxter and Cr Gross (Reserve)

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

Board of Bubup Womindjeka Family and Children's Centre

Mayor Cr Voss

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

Gasworks Arts Inc. Board of Management

Cr Crawford

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

Health and Wellbeing Alliance Committee

Cr Copsey and Mayor Cr Voss (Reserve)

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

Inner South Metropolitan Mayors Forum

Mayor Cr Voss

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

Linden Board of Management Inc.

Cr Brand

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

Metropolitan Transport Forum

Cr Copsey and Cr Brand

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

Metropolitan Waste and Resource Recovery Group

Cr Gross and Cr Crawford (Reserve)

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

Municipal Association of Victoria

Mayor Cr Gross and Cr Baxter (Substitute)

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

Port Phillip Multifaith Network Steering Committee

Cr Baxter

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

Port Phillip Housing Association Ltd Board of Directors

Cr Simic

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

St Kilda Tourism Association

Cr Bond

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

Victorian Local Governance Association

Cr Baxter and Mayor Cr Voss (Reserve)

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

Special committees

Under Section 86 of the Local Government Act 1989, Council can delegate particular decisions to formally established committees, called 'pecial committees'.

In 2016/17 there were four Special Committees:

Statutory Planning Committee (2016 only)

All Councillors (Cr Bond Chair)

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

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

Council Neighbourhood Programs Committee

Mayor Cr Voss (Chair) and Cr Crawford

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

South Melbourne Market Management Committee

Mayor Cr Voss, Cr Simic and Cr Bond

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

Inner Melbourne Action Plan (IMAP) Committee

Mayor Cr Voss

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

Draft

Working in partnership

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

Report on the activities of the Inner Melbourne Action Plan

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

A new 10 year plan, Inner Melbourne Action Plan 2015-2025, was adopted by the five IMAP Councils in 2016. The plan sets out five goals and 27 strategies to help achieve the vision for Inner Melbourne to “continue to improve its internationally-renowned liveability whilst responding to the challenges of rapid growth”. Some of the key achievements of IMAP during 2016/17 include:

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

Valuing contribution of local volunteers

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

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

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

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

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

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

Draft

Community engagement

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

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

Highlights

In 2016/17 we engaged our community on over 30 initiatives, including:

- Council Plan 2017-27
- Fishermans Bend Urban Renewal Area
- Ferrars Street Education and Community Precinct
- Sustainable City Community Action Plan
- Affordable Housing Strategy
- Events Strategy
- Commercial recreation activities along the foreshore
- Acland Street upgrade
- St Kilda motorcycle parking restrictions
- Greyhound Hotel heritage assessment
- Elwood Play Space
- Port Melbourne Waterfront design guidelines
- Peanut Farm Reserve sport pavilion
- JL Murphy play space and sports pavilion
- RF Julier Reserve Playground
- St Kilda Life Saving Club
- South Melbourne Life Saving Club
- Gasworks Theatre building upgrade
- New outdoor fitness stations
- Safer speed limits for local streets

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

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

We sought community feedback on the Ferrars Street Education and Community Precinct streetscape design in February and March 2017. We provided detailed information to local residents and businesses in the precinct, and to the Fishermans Bend Community Forum, to show what was proposed and how it might affect them. Following this community engagement, Council endorsed the delivery of streetscape works in April 2017.

Community engagement on the JL Murphy Reserve pavilion design continued, with Council regularly consulting the tenant sporting clubs. We finalised the draft concept design in June 2017.

In February 2016, Council commenced a trial of motorcycle parking restrictions on the footpath outside the main entrance to Luna Park, outside the Vineyard and in Shakespeare Grove in St Kilda. From December 2016 to March 2017, as part of the trial's evaluation, we asked for feedback on whether Council should make these restrictions permanent. Members of motorcycle groups, local businesses and the broader community were invited to respond and pedestrians were surveyed in Acland and Fitzroy streets.

After reviewing all responses and listening to alternative community suggestions, in May 2017 Council resolved to maintain motorcycle parking restrictions on the footpath from outside the main entrance to Luna Park and outside the Vineyard, and remove the trial motorcycle parking restrictions from the car park entrance opposite Chaucer Street to the end of Shakespeare Grove.

This year saw the completion of many exciting projects across our City – all of which were shaped by significant community input. We delivered the Acland Street streetscape and tram terminus upgrade in partnership with Public Transport Victoria and Yarra Trams. The 'Acland Street Spring Fling' community day in November 2016 celebrated the finish of the works and the street's transformation into a more accessible and appealing place.

We celebrated the completion of St Kilda Life Saving Club redevelopment in February 2017 with a community open day at the new facility, which featured lifesaving demonstrations and fun, free family entertainment. We were thrilled to

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

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

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

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

Draft

Accountability

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

Audit and Risk Committee

As part of Council's governance obligations to its community, Council seeks probity advice from its Audit and Risk Committee. This is an independent committee whose primary purpose is to advise Council on the effectiveness of our systems, processes and culture for managing risk and compliance with our legal and financial obligations. The specific objectives of the Audit and Risk Committee are outlined in the Committee's Charter, which is reviewed annually and is available on our website at <http://www.portphillip.vic.gov.au/audt-risk-committee-charter-2016-v5.pdf>

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

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

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

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

The following internal audit reports were presented to the Committee:

- Risk Management Framework Review

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

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

- Council's performance including monthly CEO reports
- Draft Council Plan 2017-27
- Protected Disclosure Procedures
- Annual Vendor Procurement Compliance reports
- Annual Project Portfolio Risk updates
- Management of Occupational Health and Safety
- Customer Service transformation updates
- Fixed Asset Accounting Policy
- Council policies bookcase

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

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

Audit and Risk Committee membership

External Representatives

Independent members are remunerated in accordance with Council policy.

Ms Helen Lanyon

Member (12 Dec 2011 - current)

Chair (25 Feb 2014 - current)

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

information technology. Ms Lanyon also has extensive experience on a broad range of advisory committees.

Mr Brian Densem

Member (13 Dec 2010 - current)

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

Mr Densem was reappointed to a further three-year term in April 2016.

Ms Kerryn O'Brien

Member (10 Dec 2013 - current)

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

Internal representatives

Cr Bernadene Voss (Mayor)

(Nov 2014 - current)

Under the Audit and Risk Committee Charter, the elected Mayor must be a member of the committee.

Cr Dick Gross

(Nov 2016 – current)

Risk Management

Capability and commitment

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

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

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

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

Structure and improvement

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

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

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

Risk Registers, treatments and reporting

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

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

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

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

Business continuity planning

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

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

Reporting on our performance

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

This includes:

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

These reports are available online at www.portphillip.vic.gov.au/results_reports.htm

Chapter 4 Our performance

This chapter provides a summary of Council's performance for the year ending 30 June 2017.

Draft

Delivering the final year of the Council Plan 2013-17

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

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

A summary of Council's progress against delivering the Council Plan 2013-17 and Budget 2016/17 is outlined below.

Council Plan measures achieved

2013/14	79 per cent (30 out of 38 measures)
2014/15	78 per cent (25 out of 32 measures)
2015/16	85 per cent (29 out of 34 measures)
2016/17	86 per cent (30 out of 34 measures)

Council Plan actions achieved

2013/14	97 per cent (93 out of 96 actions)
2014/15	99 per cent (95 out of 96 actions)
2015/16	100 per cent (90 actions)
2016/17	98 per cent (87 out of 89 actions)

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

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

The impact of our performance on the community is primarily measured through two satisfaction surveys: the City of Port Phillip Community Satisfaction Survey, which is

undertaken every six months, and the annual Local Government Victoria Community Satisfaction Survey. Performance measures are also collected by internal departments through the use of applications and systems.

Draft

Engaged - A well governed City

Our strategic objectives

- 1.1 Provide clear and open communication and engagement that is valued by the community
- 1.2 Value transparent processes in Council decision making
- 1.3 Build and facilitate a network of active and informed communities
- 1.4 Build strategic relations with our partners
- 1.5 Achieve a reputation for organisational and service excellence

Performance highlights

Innovative community engagement

Council's engagement doubles community input into the integrated Council Plan

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

Local election

Local election in November and transition to new Council and ward structure

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

Transparent decision making

Council has maintained commitment to transparent decision-making with 93 per cent of Council decisions made in public

This year 93 per cent of Council decisions were made in public. The result was similar to last year with only 15 out of 201 Council decisions made at meetings

closed to the public. Confidential items discussed included contractual matter, proposed development and legal advice.

Live streaming Council meetings

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

Better services for our community

Making it easier to use Council services

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

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

Reducing wait time and generating savings

Council's productivity and efficiency efforts have saved the community 72,258 days of waiting for Council services and generated \$1.324 million of operating savings, exceeding the \$1 million target. Read more about Council's productivity and efficiency achievements in the Best Value Report, in Chapter 7.

Exceeding annual community satisfaction targets

We exceeded annual targets for community satisfaction in the areas of Council's integrity, lobbying on behalf of the community and overall performance

This year indicators of satisfaction in the areas of Council's integrity, lobbying on behalf of the community and overall performance were above target and industry benchmarks.

Looking forward

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

Working prudently to maximise organisational efficiencies has meant we will be able to reduce the impact of the rates cap gap over the next ten years while keeping pace with the needs of our rapidly growing communities.

The Plan commits Council to investing in technology and innovation to deliver better outcomes in the municipality. Council will continue to seek input and expertise from our diverse communities through improved and deeper community engagement and catalysing local action.

Draft

Measures of success

Measure	2013/14 result	2014/15 result	2015/16 result	2016/17 result	Target achieved
Community satisfaction with Council's consultation and engagement in decision making on key local issues is consistent with industry benchmarks (Target: At least an index score of 57)	62	61	62	59	Yes
Community satisfaction respondents agree Council is trustworthy, reliable and responsible (Target: At least 80% respondents give rating of average, good or very good)	92%	94%	91%	93%	Yes
Percentage of Council decisions made in public is consistent with industry benchmarks (Target: 91% of all Council decisions made in public)	Not available	98%	93%	93%	Yes
Community satisfaction survey respondents agree they feel proud of, connected to and enjoy their neighbourhood (Target: At least 80% respondents are neutral, agree or strongly agree)	97%	97%	96%	97%	Yes
Community rating of Council's performance in lobbying on behalf of the community consistent with industry benchmarks (Target: At least an index score of 56)	59	59	56	57	Yes
Community satisfaction with the overall performance of council is consistent with industry benchmarks (Target: At least an index score of 64)	67	68	64	67	Yes

Total council expenditure per property assessment is consistent with industry benchmarks (Target: Less than \$2,950 expenditure per property assessment)	NA	\$2,591.55	\$2,619.67	\$2,798.66	Yes
---	----	------------	------------	------------	-----

Draft

Services we delivered and what they cost

Business area	Description of services	Net cost (\$000)	
		Actual	<u>Budget</u> Variance
Customer service and engagement	Inform our community about the services available to them, provide customer support for community queries and requests, facilitate inclusive engagement with our community to support decision making and produce Divercity magazine	4,916,151	
			<u>4,933,000</u>
			16,849
Governance	Enable good governance by supporting Councillors to make well-informed decisions, managing freedom of information, maintaining records, and ensuring robust planning, reporting and risk management	10,100,582	
			<u>9,420,000</u>
			(680,582)
Organisational Support	This service guides and enables the organisation to deliver better value to our growing community. We do this by supporting a high performing, safe and healthy workforce, supporting the organisation to be efficient and effective, and maintaining healthy financial sustainability in an environment of growth.	3,865,605	
			<u>4,909,000</u>
			1,043,395

Material variation explanations

Organisational Support: Delays in several building compliance and building renewal projects including South Melbourne Town Hall Lifts and Safe Roof Access works. Less fleet replacement during the year resulted in an underspend to budget. They are to be completed in 2017/18.

Results for local government performance reporting measures

Service / indicator / measure	2014/15 result	2015/16 result	2016/17 result	Comment
Governance				
Transparency Council decisions made at meetings closed to the public [Number of Council resolutions made at Ordinary or Special meetings of Council or at meetings of a Special Committee consisting only of Councillors closed to the public / Number of Council resolutions] x 100	1.8%	7.3%	7.4%	Council is committed to transparent and open decision making. In 2016/17, 15 out of 201 Council decisions were made at meetings closed to the public which is consistent with the previous year and below the annual target of <12%.
Consultation and engagement Community satisfaction with community consultation and engagement [Community satisfaction rating out of 100 with how Council has performed on community consultation and engagement]	61	62	59	There was a small decrease in community satisfaction with our consultation and engagement processes however it remains above the state and Melbourne metropolitan averages. Council strongly values community input and will continue to look at ways we can improve levels of satisfaction in this area.
Attendance Councillor attendance at Council meetings [The sum of the number of councillors who attended each Ordinary and Special Council meeting / (number of Ordinary and Special Council meetings) x (number of councillors)	92.2%	91.9%	96.08%	Councillors attended a very high proportion of the 23 Ordinary and Special Council meetings held in 2016/17.

elected at the last Council election)] x 100				
Service cost	\$55,333	\$59,459	\$48,688	The cost of governance has reduced due to the increase in councillors from seven to nine.
Cost of governance per Councillor [Direct cost of the governance service / number of councillors elected at the last Council general election]				
Satisfaction	58	59	57	Satisfaction with Council decisions made in the interest of the community has decreased this year and is below the target of 59. It remains on par with the Melbourne metropolitan average of 58 which also experienced a drop this year. We will continue to provide consultation opportunities to ensure Council decisions are informed by our community's views.
Community satisfaction with Council decisions [Community satisfaction rating out of 100 with how Council has performed in making decisions in the interest of the community]				

Service statistics

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

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

Governance

Legislative breaches	4	9	4	Decrease
----------------------	---	---	---	----------

Explanation of significant variations

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

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

Draft

Healthy - A healthy, creative and inclusive City

Our strategic objectives

- 2.1 Ensure our City is a welcoming and safe place for all
- 2.2 Support our community to achieve improved health and wellbeing
- 2.3 Ensure quality and accessible family, youth and children's services that meet the needs of our community
- 2.4 Foster a community that values lifelong learning, strong connections and participating in the life of our City
- 2.5 Promote an improved range of cultural and leisure opportunities that foster a connected and engaged community

Highlights

Growing affordable housing

Implementation of In Our Backyard – Growing Affordable Housing in Port Phillip 2015-2025

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

Improved community assets and infrastructure

New plaza for Acland Street

We celebrated the delivery of the new look Acland Street with the Spring Fling community day on 12 November 2016. The works feature more pedestrian space and a new plaza. A program of events to activate the area were delivered throughout the year.

New St Kilda Life Saving Club

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

Gasworks Arts Park Theatre reopens

We completed \$2.4 million upgrade works to the Gasworks Arts Park Theatre in June 2017. The makeover addressed maintenance and access issues with new universal access paths and ramps, improved public toilets, sound locks allowing multiple events at the same time and segregated dressing rooms.

Supporting the health and wellbeing of our diverse communities

Making an impact in our community

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

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

Reconciliation Action Plan renewed

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

Port Phillip is a great place to live

Residents rate living in the area highly

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

Challenges

Temporary closure of adventure playgrounds

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

Changes to aged and disability sector

In response to ongoing Commonwealth Government reforms in the aged and disability sector, Council made some minor structural changes to our service delivery

model and can no longer report on home and community care measures. These changes will continue to have an impact on Council's operations into our immediate future.

Change in the way people use our library services

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

Looking forward

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

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

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

Measures of success

Measure	2013/14 result	2014/15 result	2015/16 result	2016/17 result	Target achieved
Community satisfaction survey respondents believe that Port Phillip is a welcoming and supportive community for everyone (Target: At least 80% respondents are neutral, agree or strongly agree)	93%	96%	93%	94%	Yes
Community satisfaction survey respondents feel a sense of safety and security in Port Phillip (Target: At least 80% respondents are neutral, agree or strongly agree)	84%	86%	85%	85%	Yes
Local Health and Wellbeing Index (Target: index result above 100)	Data not available	111	111	103	Yes
Community rating of Council's recreation facility performance is consistent with industry benchmarks (Target: At least an index score of 73)	77	NA	76	73	Yes
Community satisfaction survey respondents are satisfied with the performance of Council around services that support families, youth and children (Target: At least an index score of 68)	71	69	69	69	Yes
All assessed state-regulated family, youth and children's services meet or exceed accreditation standard (Target: 100% of all Council-operated and state-regulated services are accredited)	100%	100%	100%	100%	Yes
Community satisfaction survey respondents feel they have opportunities to participate in affordable local community events and activities of their choosing	92%	94%	92%	95%	Yes

(Target: At least 80% respondents are neutral, agree or strongly agree)					
Community satisfaction survey respondents agree Port Phillip has a culture of creativity, learning and physical activity (Target: At least 80% respondents are neutral, agree or strongly disagree)	94%	92%	95%	94%	Yes
Maintained or improved community satisfaction with the service performance of libraries (Target: At least 90% respondents give rating of average, good or very good)	96%	98%	97%	99%	Yes

Draft

Progress against major initiatives

Gasworks Arts Park remediation

Actual: \$0 Budget: \$50,000

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

Ferrars Street Education and Community Precinct

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

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

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

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

Community engagement has been a key focus with Council officers participating in community information sessions about South Melbourne Ferrars Street Primary School to share information about the community facilities in the building. The

centralised childcare waiting list was opened to families seeking a place for their child at the new Ferrars Street long day care kindergarten in 2018.

JL Murphy Reserve Pavilion upgrade

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

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

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

Peanut Farm Reserve Pavilion upgrade

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

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

South Melbourne Life Saving Club

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

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

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

An expression of interest process to procure a builder commenced in June. Officers continue to work with the club and Life Saving Victoria to resolve the way lifesaving services will be delivered during the construction phase. The project underspend in 2015/16 was due to a higher volume of public feedback than anticipated, which required additional time to process, impacting the time to proceed to concept design. Council will carry out further planning and detailed design works in 2016/17.

St Kilda Life Saving Club

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

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

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

Services we delivered and what they cost

Business area	Description of services	Net cost (\$000)	
		Actual	Budget
		Variance	
Ageing and accessibility	Facilitate independence for older people and those living with a disability by providing in-home support services, social inclusion programs, accessible arts and sports programs and consultation with Council's Older Persons Consultative Committee	10,615,672	
			<u>11,398,000</u>
			782,328
Children	Fund and directly provide early childhood education and care, and maternal and child health services	21,258,675	
			<u>21,503,000</u>
			244,325
Families and young people	Support families and young people through programs, facilities and case management services for vulnerable families	4,525,265	
			<u>5,807,000</u>
			1,281,735
Affordable housing and homelessness	Support people at risk of, or experiencing, homelessness, and support an adequate supply of affordable housing	672,217	
			<u>1,316,000</u>
			643,783
Community programs and facilities	Support inclusion for all people in our diverse community regardless of age, ethnicity, gender identity, sexuality, faith or socio economic status by working with community organisations and through planning, programs, grants and facilities	8,030,516	
			<u>9,322,000</u>
			1,291,484
Libraries	Provide branch and in-home library services including technology, literacy and lifelong learning programs	6,681,460	
			<u>6,449,000</u>
			(232,460)

Business area	Description of services	Net cost (\$000)	
		Actual	Budget
		Variance	
Recreation	Support our community to remain active and healthy through programs and support for local sports clubs and sports facilities	5,911,766	
		<u>4,811,000</u>	(1,100,766)
<hr/>		14,354,919	
Amenity	Manage rubbish collection and cleaning of public toilets, barbecues, roads, footpaths and medians	<u>14,021,000</u>	(333,919)
<hr/>			
Health Services	Monitor public swimming pools, registered food premises, accommodation properties, registered hairdressers, tattooists and beauty parlours, and provide an immunisation program and syringe disposal service	2,007,071	
		<u>1,958,000</u>	(49,071)
<hr/>			
Local Laws and animal management	Ensure community safety by enforcing local laws, responding to nuisance and illegal activity complaints, and encouraging responsible pet ownership through education and registration	2,262,774	
		<u>2,377,000</u>	114,226
<hr/>			
Municipal emergency management	Ensure our community is safe in the event of, and supported to recover from, an emergency	2,085,415	
		<u>2,123,000</u>	
<hr/>			37,585

Material variation explanations

Families and young people: Lower expenditure than budgeted due to the fact that the Child Care Infrastructure Levy was not utilised in 2016/17 and has been quarantined in reserves for future child care facility structural works.

Community programs and facilities: Lower than budgeted expenditure mainly due to delays with the Ferrars Street Precinct works. The funds have been carried over to 2017/18.

Recreation: Higher than budgeted expenditure due to the 2015/16 funded upgrade works for St Kilda Lifesaving Club being completed in 2016/17.

Results for local government performance reporting measures

Service / indicator / measure	2014/15 result	2015/16 result	2016/17 result	Comment
Maternal and child health (MCH)				
Satisfaction	104.4%	103.9%	103.3%	The greater than 100 per cent result was due to more visits than birth notifications because around 40 babies were born late last financial year and received a visit this financial year. In 2016/17, 1,302 parents participated in first MCH home visits and the majority of our first visits occurred within month of birth.
Participation in first MCH home visit [Number of first MCH home visits / Number of birth notifications received] x 100				
Service standard	99.8%	99.8%	100.0%	Council received 1,261 birth notifications and enrolled all infants in our MCH service at the first home visit in 2016/17.
Infant enrolments in the MCH service [Number of infants enrolled in the MCH service (from birth notifications received) / Number of birth notifications received] x 100				
Service cost	-	\$73.37	\$71.80	A small increase in the hours of service provided by our MCH nurses has slightly reduced the unit cost this year.
Cost of the MCH service per hour [Cost of the MCH service / Hours worked by MCH nurses]				
Participation	83.6%	84.2%	82.89%	Our participation rate in key ages and stages visits has exceeded

<p>Participation in the MCH service</p>				<p>our annual target of 70 per cent. Families can participate through our MCH centres every weekday as well as two Saturday mornings per month. We also provide an outreach service in homes, childcare centres and kindergartens.</p>
<p>[Number of children who attend the MCH service at least once (in the year) / Number of children enrolled in the MCH service] x 100</p>				
<p>Participation in MCH service by Aboriginal children</p>	69.1%	87.2%	84.5%	<p>Participation of Aboriginal children slightly decreased compared to the previous year however we experienced an increase in the number of Aboriginal children who received a MCH service (up four from previous year). This result meets our annual target of 60 per cent.</p>
<p>[Number of ATSI children who attend the MCH service at least once (in the year) / Number of ATSI children enrolled in the MCH service] x 100</p>				
<p>Libraries</p>				
<p>Utilisation</p>	4.8	4.8	4.5	<p>Community members access printed material and digital material at our five library branches and via our home library service. During the year we made almost one million loans however, library collection usage has decreased compared to last year. This can be attributed to an</p>
<p>Number of times a library resource is borrowed</p>				
<p>[Number of library collection item loans / Number of library collection items]</p>				

				increase in library collection items.
Resource standard	46%	47%	51%	We have increased the number of items available by about 15,000 to over 223,000 at our five library branches and via our home library service.
Proportion of library resources less than 5 years old [Number of library collection items purchased in the last five years / Number of library collection items] x 100				
Service cost	\$5.76	\$6.13	\$6.17	Increased visits to the library have maintained our unit cost at a consistent level.
Cost of library service per visit [Direct cost of library service / Number of visits]				
Participation	20.1%	19.4%	19.2%	While the proportion of the municipal population actively borrowing library items has not changed and is below our annual target of 20 per cent we have experienced a three per cent increase in visitors to our libraries with 687,565 people attending the libraries.
Active library members in municipality (Percentage of the municipal population who are active library users) [Number of active library members / Municipal population] x 100				
Animal management				
Timeliness	1.0 day	1.0 day	1.0 day	Council responded quickly to animal management requests. All had a first response within one day which is below the annual target of less than ten.
Time taken to action animal management request [Number of days between receipt and first response action for all animal management requests / Number of animal management requests]				

Service standard	55%	59%	48%	This result shows the proportion of registered animals collected by their owners. If we included animals that were registered upon release our reclaimed rate increases to 69 per cent. Compared with the previous year, Council collected a lower number of animals however there was an increase in the number of feral animals (55) collected.
Animals reclaimed from Council [Number of animals reclaimed / Number of animals collected] x 100				
Service cost				Compared with the previous year, the service cost has decreased due to operational efficiencies and an increase in the number of registered animals. The City of Port Phillip provides an extra 24 hour on-call service, which many other councils do not offer. We also manage additional animals on beaches belonging to visitors. Currently we do not have the appropriate space to manage an onsite pound and therefore contract this service out to the Lost Dogs' Home.
Cost of animal management service per registered animal [Direct cost of the animal management service / Number of registered animals]	\$74.30	\$75.10	\$61.36	

Health and safety	4	5	2	Successful animal management prosecutions have decreased compared with the previous two years indicating an improvement in the effectiveness of our animal management service.
Animal management prosecutions				
[Number of successful animal management prosecutions]				
Food safety				
Timeliness	1.8 days	1.8 days	1.7 days	Council endeavours to investigate food complaints on the same day they were received. The result is below the target of less than ten.
Time taken to action food complaints				
[Number of days between receipt and first response action for all food complaints / Number of food complaints]				
Service standard	100%	100%	100%	All of our registered Class 1 and Class 2 food premises received an annual food safety assessment in accordance with the <i>Food Act 1984</i> .
Percentage of required food safety assessments undertaken				
[Number of registered Class 1 food premises and Class 2 food premises that receive an annual food safety assessment in accordance with the <i>Food Act 1984</i> / Number of registered Class 1 food premises and Class 2 food premises that require an annual food safety assessment in accordance with the <i>Food Act 1984</i>] x 100				
Service cost	\$550.32	\$547.92	\$521.41	This result shows the average cost of our food safety service.

<p>Cost of food safety service per premises</p>				<p>This year an increase in the number of food premises registered or notified in accordance with the <i>Food Act 1984</i> was proportionally lower than the increase in costs.</p>
<p>[Direct costs of the food safety service / Number of food premises registered or notified in accordance with the <i>Food Act 1984</i>]</p>				
<p>Health and safety Percentage of critical and major non-compliance outcome notifications followed up by Council</p>	<p>95.6%</p>	<p>99.1%</p>	<p>99.3%</p>	<p>Over the last three years we have seen an improvement in the number of critical and major non-compliance notifications followed up on time. During 2016, all critical non-compliance notifications were followed up on time and the three major non-compliance notifications not completed have now been rectified.</p>
<p>[Number of critical non-compliance notifications and major non-compliance notifications about a food premises followed up / Number of critical non-compliance notifications and major non-compliance notifications about food premises] x 100</p>				

Service statistics

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

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

Measure	2014/15	2015/16	2016/17	Trend
Maternal and child health services				
Birth notifications received	1,255	1,362	1,344	Decrease
Community immunisation sessions held	79	80	78	Decrease
Infants and children attending immunisation sessions	2,784	2,952	2,801	Decrease
Childcare				
Total places across the City	1,530	1,620	1,728	Increase
Council managed places	318	318	318	Stable
<ul style="list-style-type: none"> Bubup Nairm Family and Children's Centre 	116	116	116	Stable
<ul style="list-style-type: none"> Clark Street Children's Centre 	65	65	65	Stable
<ul style="list-style-type: none"> Coventry Children's Centre 	60	60	60	Stable
<ul style="list-style-type: none"> North St Kilda Children's Centre 	77	77	77	Stable

Community managed places	446	483	568	Increase
Commercial managed places	766	819	842	Increase
Family support				
Received in government grants	\$238,372	\$250,208	\$253,000	Increase
Target hours provided	2,565	2,729	2,327	Decrease
Young people				
Young people (8-11 years old) accessing programs that are run or funded by Council	NA	21,187	33,369	Increase
Young people (12-25 years old) accessing programs that are run or funded by Council	8,178	26,359	21,946	Decrease
Aged and disability services				
Home care				
Active home care clients	1,991	1,973	1,710	Decrease
Hours of general home care	26,758	27,902	19,865	Decrease
Hours of meal preparation	432	284	219	Decrease
Hours of personal care	6,788	6,556	6,239	Decrease
Hours of home maintenance service	4,003	3,413	2,450	Decrease
Hours of respite care	8,647	7,356	6,435	Decrease
Hours of shopping services	9,051	8,373	8,137	Decrease
Hours of core social support	7,958	9,204	9,919	Increase

Hours of high priority social support	10,270	9,183	8,564	Decrease
Community meals				
Meals delivered	33,321	31,321	27,688	Decrease
Meals provided at centres	4,467	3,798	2,949	Decrease
Meals subsidised	80,679	80,037	82,848	Increase
Community transport				
Community bus trips	3,380	1,352	1,981	Increase
Passengers who used the service	32,845	33,150	33,048	Decrease
Volunteers				
Community access volunteers	23	15	15	Stable
Libraries				
Loans made at our five library branches	795,928	748,524	716,561	Decrease
Inter-library loans	5,526	4,082	4,976	Increase
Total library visits	677,194	670,179	687,565	Increase
Programs run	530	442	478	Increase
Attendees at our programs	43,769	35,619	33,922	Decrease
New books added to the collection	19,732	19,866	21,462	Increase
Arts and Festivals				
Filming permits issued	252	290	228	Decrease
Attendance at St Kilda Festival	420,000	450,000	400,000	Decrease
Sports facilities				
Bookings across 15 sporting reserves	4,487	3,871	4,387	Increase

Community centres				
Community centres	12	12	12	Stable
Visits	194,295	172,590	184,140	Increase
Bookings	11,721	11,506	12,276	Increase
Casual hires	1,232	1,071	1,131	Increase
Events				
Weddings held in our parks and open spaces	103	88	79	Decrease
Community events held in our parks and open spaces	38	20	29	Increase
Community events in Council halls	48	69	81	Increase
Food safety				
Inspections of registered premises	2,822	2,734	2,680	Decrease
Food premises complaints	185	217	185	Decrease
Food samples analysed	268	218	265	Increase
Health services				
Prescribed accommodation inspections conducted	97	91	134	Increase
Hairdresser, tattooist and beauty parlour inspections conducted	268	132	106	Decrease
Syringes collected and discarded through syringe disposal containers and the Community Clean-up program	19,584	22,021	20,749	Decrease

Public health nuisances reviewed	239	275	234	Decrease
Animal management				
Animal registrations	8,072	8,279	9,678	Increase
Dogs impounded	129	142	129	Decrease
Cats impounded	120	132	150	Increase
Reported cases of stray cats (feral or trespassing)	111	97	106	Increase
Reported cases of stray dogs (wandering at large)	88	73	78	Increase
Reported cases of dog attacks	72	99	86	Decrease
Reported cases of barking dogs	285	278	332	Increase
Local laws				
Litter investigation requests	867	550	588	Increase
Unightly property complaints	152	122	149	Increase
Local law infringement notices issued	389	487	484	Decrease

Variance explanation

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

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

Aged and disability services - The overall decrease in the aged and disability services statistics is due to changes in the sector. Clients are accessing services

through new types of packages and new providers in the area, and the number of residents over 65 has declined.

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

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

Draft

Resilient - A strong, innovative and adaptive City

Our strategic objectives

- 3.1 Build resilience through our actions and leadership
- 3.2 Support and increase community action for a resilient City

Highlights

Reducing greenhouse gas emissions

Installing and upgrading infrastructure continues to reduce greenhouse gas emissions

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

Addressing transport issues

Adopted Car Share Policy to address the escalating transport problem in the City

The adoption of the Car Share Policy on 26 July 2016 will help ease the escalating transport problem in the City. The policy sets ambitious target for member numbers (from 4,000 to 12,000) and car share bays (from 79 to 330) by 2021. This year, additional car share bays have been installed bringing the total to 130.

Awarded for partnership with other councils

City of Port Phillip jointly awarded the LGPro Award for Excellence – Sustainability Initiative

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

Challenges

Meeting ambitious Toward Zero targets

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

This year Council undertook an independent review of its capacity to achieve the ambitious targets. The review determined that, while progress had been made, substantial investment would be required to meet all the 2020 targets. The outcomes of the review will feed into a new sustainable environment strategy, which will be a key focus for the next year. More information on our annual progress to achieve these targets is available in Chapter 5.

Reducing waste to landfill

The proportion of our kerbside waste diverted from landfill has slightly decreased compared to previous years and remains below the target of 35 per cent. [This result has been impacted by a shift in community behaviour away from the purchase and disposal of newspapers which previously formed a higher proportion of the waste being diverted to recycling.](#) During the year Council distributed a new information kit to over 100 multi-unit developments to increase recycling levels, installed new 17 litter bins across the municipality and initiated a year-long trial of compacting bins on the foreshore. Over the next year Council will develop a waste strategy to prepare for the significant growth in the municipality and identify how we can transform waste management in this context.

Looking forward

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

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

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

Measures of success

Measure	2014/15 result	2015/16 result	2016/17 result	Target achieved
Kerbside waste diversion from landfill rate is consistent with like councils (Target: 35% of all waste diverted to recycling)	34.5%	34.1%	33.1%	No
At least 80% of community satisfaction survey respondents are satisfied with the performance of Council to make the City of Port Phillip more environmentally sustainable (Target: At least 80% respondents are neutral, agree or strongly agree)	Data not available	91%	91%	Yes
Reduction in Council's total greenhouse gas emissions per annum (Target: 6,464 tonnes CO ₂ e)	9,283 tCO ₂ e	6,464 tCO ₂ e	6,464 tCO ₂ e	Yes
Achievement of Council's total potable water consumption target for the year (Target at year end: Less than 211 megalitres (ML) by 30 June 2017)	209ML	258ML	238ML	No
Progress towards Council's use of alternative water source targets (Target: >5 megalitres (ML))	Data not available	1.68ML	10.51ML	Yes
Progress towards stormwater quality targets (Target: 47.2 tonnes (T) pollutant load)	35.4T	38.9T	44.1T	No

Percentage of participants in Council environment programs who report taking action as a result of their involvement	Data not available	79%	76%	Yes
--	--------------------	-----	-----	-----

Draft

Progress against major initiatives

Toward Zero Community Action Plan

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

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

Toward Zero Waste Management and Resource Recovery Strategy

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

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

Towards Zero Energy Efficiency and Solar PV in Council Buildings

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

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

Environmental Building Retrofits – Solar at St Kilda Town Hall

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

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

Albert Park Lake Stormwater Harvesting

Actual: \$0 Budget: \$0

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

was delivered in June 2017. Project partners are reviewing the feasibility of the project.

Draft

Services we delivered and what they cost

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

Results for local government performance reporting measures

Service / indicator / measure	2014/15 result	2015/16 result	2016/17 result	Comment
Waste collection				
Satisfaction	49	34	29	The City of Port Phillip has a low number of requests, indicating satisfaction with our kerbside collection system.
Kerbside bin collection requests per 1,000 households				
[Number of kerbside garbage and recycling bin collection requests / Number of kerbside collection households] x 1,000				
Service standard	5.55	2.67	1.73	Careful performance monitoring of the kerbside bin collection contract has resulted in a low number of missed kerbside collection bins.
Kerbside collection bins missed per 10,000 bin lifts				
[Number of kerbside garbage and recycling collection bins missed / Number of scheduled kerbside garbage and recycling collection bins lifts] x 10,000				
Service cost	\$65.35	\$63.68	\$69.65	Previously published results in 2014/15 and 2015/16 have been restated because an audit of this measure has identified that previous reporting included the cost of hard waste disposal.
Cost of kerbside garbage bin collection service per bin				
[Direct cost of the kerbside garbage bin collection service / Number of kerbside garbage collection bins]				
Cost of kerbside recyclables collection service per bin	\$32.00	\$33.93	\$36.07	The cost of our kerbside recyclables collection service per bin per year includes weekly collection.
[Direct cost of the kerbside recyclables bin collection service / Number of kerbside recyclables collection bins]				

Waste diversion	34.5%	34.1%	32.94%	This result measures the proportion of recyclables collected from kerbside that is diverted from landfill. Council did not meet its annual target of 35 per cent diversion.
Kerbside collection waste diverted from landfill				
[Number of recyclables and green organics collected from kerbside bins / Weight of garbage, recyclables and green organics collected from kerbside bins] x 100				

Service statistics

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

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

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

There have been no significant changes in these services.

Vibrant - A liveable and connected City

Our strategic objectives

- 4.1 Encourage viable, vibrant villages
- 4.2 Ensure growth is well planned and managed for the future
- 4.3 Improve and manage local amenity and assets for now and the future
- 4.4 Ensure people can travel with ease using a range of convenient, safe, accessible and sustainable travel choices

Highlights

Vibrant Village program awarded

Awarded the Community Economic Development Award at the Economic Development Australia Awards

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

Palais Theatre refurbished

Council worked in partnership to restore the Palais Theatre and reaffirm its standing as an internationally important live performance venue

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

Providing new open space and facilities in our growth areas

Ferrars Street Education and Community Precinct

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

Advocating for great outcomes in Fishermans Bend

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

Managing the impact of increased visitation over summer

High levels of resident satisfaction with management of visitor impacts

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

Improvements to parking management

Quicker and easier to obtain a resident parking permit

Changes to the process for obtaining a resident parking permit have been well received and contributed to increased community satisfaction with parking management (on par with industry benchmarks).

Local markets highly regarded

South Melbourne Market celebrates 150th birthday

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

St Kilda Esplanade Market

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

Making it easier and safer to get around the city

Additional bus services

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

Reduced speeds in local streets

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

Local amenities rated highly

High levels of satisfaction for local amenities

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

Challenges

Delays to Walk and Bike Plan implementation

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

Progressing the St Kilda Triangle site

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

Addressing concerns in commercial precincts

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

Reducing serious traffic collisions

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

Looking forward

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

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

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

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

Draft

Measures of success

Measure	2013/14 result	2014/15 result	2015/16 result	2016/17 result	Target achieved
Community satisfaction survey respondents agree their local retail area is vibrant, accessible, engaging, full of energy and life, and somewhere they want to be (Target: At least 80% respondents are neutral, agree or strongly agree)	Data not available	96%	96%	97%	Yes
Community satisfaction survey respondents believe South Melbourne Market is a significant benefit to residents (Target: At least 80% respondents are neutral, agree or strongly agree)	97%	98%	99%	99%	Yes
Increased number of planning permit applicants participating in the Sustainable Design Assessment in the Planning Process (SDAPP) program within Port Phillip (Target at end of year: 70% by 30 June 2017) Note: Methodology changed during 2014/15	71%	78%	78%	75%	Yes
Community satisfaction survey respondents are satisfied with quality of parks and open space (Target: At least 80% respondents are neutral, agree or strongly agree)	90%	96%	94%	96%	Yes
Community satisfaction survey respondents are satisfied with quality of beach cleaning (Target: At least 80% respondents are neutral, agree or strongly agree)	83%	94%	92%	95%	Yes
Community satisfaction survey respondents are satisfied with quality of street cleaning (Target: At least 80% respondents are neutral, agree or strongly agree)	80%	89%	89%	88%	Yes
The proportion of the capital works program that is delivered on budget (Target: At least 80% expenditure compared to budget)	70%	75%	84%	82%	Yes

Renewal gap ratio - difference between rate of spending on assets and asset depreciation (Target: At least 90% renewal gap ratio)	80%	73%	72%	92%	Yes
Increase in reported community use of sustainable options as their main mode of transport (Target: At least 50% respondents use sustainable transport as their main mode of transport to work)	58%	59%	57%	64%	Yes
Community satisfaction with parking management is consistent with industry benchmarks (Target: At least an index score of 53)	48	52	50	53	Yes
Reduction in the number of serious traffic collisions involving pedestrians, cyclists and motorcyclists* * Data is one year in arrears	79	62	74	NA	No

Progress against major initiatives

Fishermans Bend

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

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

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

Wellington Street Upgrade

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

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

Queens Lane Upgrade

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

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

Palais Theatre

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

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

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

Vibrant Villages program

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

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

St Kilda Triangle

Actual: \$0 Budget: \$50,000

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

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

Beach Street - Separated Queuing Lane

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

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

CCTV Fitzroy Street St Kilda

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

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

St Kilda Road Safety Improvement Project

Actual: \$0 Budget: \$0

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

Precinct Program

Actual: \$372,618 Budget: \$0

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

Walk Plan and Bike Plan Implementation

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

This program improves walking and bike riding infrastructure throughout the municipality. This year Council has delivered Ferrars and Bank streets pedestrian

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

Draft

Services we delivered and what they cost

Business area	Description of services	Net cost (\$000)
		Actual <u>Budget</u> Variance
Arts, culture and heritage	Support access to art, culture and heritage experiences	10,944,986 <u>9,694,000</u> (1,250,986)
Economic development and tourism	Support our business community to prosper	1,449,962 <u>1,736,000</u> 286,038
Festivals and markets	Deliver festivals and operate and support markets in our City	12,458,321 <u>11,583,000</u> (875,321)
Public space maintenance	Maintain and manage our open spaces including foreshore, parks, gardens, reserves, sporting fields and streetscapes	15,303,302 <u>14,894,000</u> (409,302)
Public space permitting	Activate public space with permitted recreation, cultural and community events	664,086 <u>576,000</u> (68,086)
Public space planning and delivery	Plan, design and deliver open space capital works and renewals	6,801,648 <u>6,801,000</u> (648)
City planning and urban design	Determine how land should be used and developed, design civic space improvements and update the Port Phillip Planning Scheme	4,030,346 <u>4,221,000</u> 190,654

Development compliance	Administer the Port Phillip Planning Scheme to regulate	9,763,786
	how land is used and developed, and ensure	<u>9,464,000</u>
	development is suitable for occupation and use	(299,786)

Material variation explanations

Arts, culture and heritage: Higher than budgeted expenditure due to delayed timing of expenditure for the Palais Theatre Redevelopment which was budgeted in 2015/16 and actually completed in 2016/17.

Festivals and markets: Higher than budgeted expenditure due to the 2015/16 funded South Melbourne Market Rooftop Carpark Crash Barrier project being completed in 2016/17.

Draft

Results for local government performance reporting measures

Service / indicator / measure	2014/15 result	2015/16 result	2016/17 result	Comment
Statutory Planning				
<p>Timeliness</p> <p>Time taken to decide planning applications</p> <p>[The median number of days between the receipt of a planning application and a decision on the application]</p>	67	75	78	The median number of days to make a decision on a planning application increased and reflects a high number of large complex planning permit applications and additional layers of planning control.
<p>Service standard</p> <p>Planning applications decided within 60 days</p> <p>[Number of planning application decisions made within 60 days / Number of planning decisions made] x 100</p>	61%	57%	60%	The proportion of planning decisions made within 60 days increased by four percentage points and met our annual target of 40 per cent.
<p>Service cost</p> <p>Cost of statutory planning service per planning application</p> <p>[Direct cost of the statutory planning service / Number of planning applications received]</p>	\$1,367.34	\$1,725.18	\$2,073.70	Historical results have been restated because during the year it was identified that Council was incorrectly using all applications when it should be using new applications as the denominator. The cost of the statutory planning service increased

				due to additional resources being employed to deal with more complex applications.
Decision making	73%	71%	70%	The result has slightly decreased this year however when we include mediated and withdrawn outcomes Council decisions upheld at VCAT is 83 per cent. This result exceeded our annual target of 30 per cent. The 2014/15 result has been restated changing it from 79% because it was identified in the previous year that Council needed to change how it was applying the definition.
Council planning decisions upheld at VCAT				
[Number of VCAT decisions that did not set aside Council's decision in relation to a planning application / Number of decisions in relation to planning applications] x 100				
Roads				
Satisfaction	59	52	65	The City of Port Phillip has a high population density per length of road, which includes laneways and kerb and channelling. The number of requests is higher than the year before because a
Sealed local road requests per 100km of sealed local roads				
[Number of sealed local road requests / Kilometres of sealed local road] x 100				

				review of the definition has required us to include requests related to the kerb and channel.
Condition	92%	97%	97%	This result shows the percentage of sealed local roads including laneways that are below the renewal intervention set by Council and are not requiring renewal. Council will have more current information following outcome of a condition audit that was undertaken in June and July 2017. This will be reported in the following year.
Sealed local roads maintained adequately [Number of kilometres of sealed local roads below the renewal intervention level set by Council / Kilometres of sealed local roads] x 100				
Service cost	\$170.70	\$156.51	\$190.87	The cost of our sealed local road reconstruction includes all types of road materials, including asphalt, concrete and bluestone. In addition we include any stormwater drainage costs incurred while undertaking road reconstruction. The increase in cost
Cost of sealed local road reconstruction per square metre [Direct cost of sealed local road reconstruction / Square metres of sealed local roads reconstructed]				

				can be attributed to increasing the proportion of bluestone pavers resetting this year which has reflected on the cost increase compared to the previous year.
Cost of sealed local road resealing per square metre [Direct cost of sealed local road resealing / Square metres of sealed local road resealed]	\$40.27	\$43.03	\$49.90	The City of Port Phillip only uses asphalt for its resurface material because it is more resilient where other councils may use a mix of asphalt and spray seal. This leads to a higher cost. The increase in cost is the result of specific pavement design that uses an increased the depth of asphalt. This has increased the cost per square meter.
Satisfaction Community satisfaction with sealed local roads [Community satisfaction rating out of 100 with how Council has performed on the condition of sealed local roads]	73	70	70	We received the same rating as previous years, which was higher than the Melbourne Metropolitan average of 66 and achieved our annual target of 50.

Service statistics

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

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

Measure	2014/15	2015/16	2016/17	Trend
Parks and open space				
Ovals mowed (hectares per week)	14 ha	14 ha	14 ha	Stable
Reserves and gardens maintained (hectares per week)	177.6 ha	177.6 ha	177.6 ha	Stable
Playground inspections conducted	3,007	3,692	3,380	Decrease
Additional trees planted	1,305	1,466	1,117	Decrease
Property management				
Leases and licences managed by Council	132	170	172	Increase
Building maintenance requests processed	4,942	5,106	5,313	Increase
Planning applications				
Received	1,602	1,529	1,423	Decrease
Decisions made	1,438	1,624	1,380	Decrease
South Melbourne Market				
Visitors to the South Melbourne Market during the year	4,644,521	4,724,196	5,001,932	Increase
Parking management				
Abandoned vehicles	1,476	1,489	1,679	Increase
Disabled parking permit issued - Blue	1,179	1,236	1,257	Increase
Disabled parking permit issued - Green	217	120	102	Decrease
Resident parking permits issued	6,710	7,646	6,465	Decrease
Foreshore permits issued	2,567	2,527	2,266	Decrease

Combined permits issued	7,068	7,016	5,842	Decrease
Community service permits issued	1,133	1,301	1,038	Decrease
Visitor parking permits issued	10,724	11,486	10,193	Decrease
Parking enforcement infringements issued	147,647	158,376	162,852	Increase
Parking complaints (officer)	33	17	28	Increase
Number of parking permits issued per year	18,830	32,986	28,548	Decrease

Variance explanation

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

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

Asset management performance

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

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

Maintaining and improving our infrastructure

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

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

New, upgraded, safe, and compliant assets

We created new assets and upgraded a number of existing assets to increase service provision and access to our community.

During the year we also had a strong focus on making a range of upgrades to a number of facilities to make them safe and to improve their accessibility.

New and upgraded asset projects included:

	2016/17 expenditure
Redevelopment of the St Kilda Life Saving Club to ensure lifesavers can continue to train and provide vital emergency services. Total project cost was \$4.6 million.	\$2.7 million
Refurbishment of the Gasworks theatre building	\$2.2 million

Extensive repair and upgrade works completed at the Palais Theatre to restore this significant community landmark. The total cost of this project was \$20.1 million to which Council made a \$7.5 million contribution.	\$5.5 million
Upgrade to Acland Street to revitalise the streetscape including improvements to the local tram terminus	\$1.1 million
Rollout of the Energy Efficiency and Solar Program across Council buildings and facilities costing	\$278,800
Completion of the installation of a solar photo array at St Kilda Town Hall, including safe roof access system	\$337,000
Upgrade of the Port Ormond public toilets	\$362,000
Commencement of the construction of a separated queuing lane on Beach Street to alleviate traffic congestion	\$200,000
Accessibility improvements to Council buildings costing	\$56,000
Implementation of safe roof access systems on Council buildings	\$98,000
Installation of crash barriers within the rooftop carpark at the South Melbourne Market	\$573,000
Works to improve functionality and meet the building code and accessibility requirements for people with disability at the Bubup Nairn Family and Children's Centre	\$76,000

Asset renewal

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

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

Major asset renewal projects included:

- footpath renewal program (10.9 kilometres of footpath) \$1.73 million
- road resurfacing program \$1.68 million (33,800 square metres of road)
- road renewal program \$1.5 million (2.6 kilometres of road)

- Holroyd Avenue, St Kilda East
- Quat Quatta Avenue, Ripponlea
- Kendall Street, Elwood
- Ross Street, Port Melbourne
- Alfred Place, St Kilda
- Bayview Street, Elwood
- Victoria Street, South Melbourne
- kerb renewal program \$524,000
 - Dickens Street, Elwood
 - Albert Road, South Melbourne
 - Stead Street, South Melbourne
 - Tope Street, South Melbourne
 - Cruikshank Street, South Melbourne
- drainage renewal program \$900,000
- public space renewal projects \$360,000
 - Beacon Cove Foreshore
 - Elwood public space
 - Moran Reserve
 - Marina Reserve
 - Pier Road/St Kilda Beach
- parks infrastructure renewal, including: seating, signs, litterbins, pathways and irrigation systems \$480,000
- road furniture renewal, including: signs, streetscape elements, and parking machines \$430,000
- upgrade of the Port Ormond public toilets \$362,000
- building renewal and refurbishment works:
 - South Melbourne Market \$221,000
 - Elwood Surf Life Saving Club \$310,000
 - minor building renewal projects to various Council buildings to maintain safety and service \$128,000
 - minor capital works to a number of Council's child care centres \$105,000

- Linden Gallery (multi-year project) \$85,000
- replacement of heating and cooling equipment servicing the St Kilda Library \$260,000
- South Melbourne Town Hall lifts (multi-year project) \$51,000.

Highlights

Asset management policy

Council's Asset Management Policy was reviewed and adopted by Council in 2016/17. This policy is designed to ensure appropriate management of Council's assets to meet current and future community needs and is a key part of Council's overall asset management framework. The Asset Management Policy was reviewed and updated in accordance with best practice.

Asset management plans

Significant work was undertaken throughout the year to complete plans for all our asset portfolios, which are:

- transport
- stormwater
- buildings
- public space
- lighting
- information and technology
- maritime
- fleet and plant.

These plans ensure that key management directions are defined.

Asset information

We continue our program of ongoing asset condition audits to better inform our awareness of how our assets perform and to assist with long term planning. Key assets assessed in 2016/17 included road surface, road pavement, and buildings and facilities.

Challenges

Asset management strategy

We are currently preparing an Asset Management Strategy. Once adopted by Council, this strategy will:

- provide a review of our current asset management environment
- identify the desired state of our asset management practices
- detail a roadmap to achieve best practice asset management capability.

The strategy will also address how a number of key objectives in the Council Plan that rely on assets will be achieved.

Continuous improvement

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

Council is close to achieving a 'core' maturity in asset management as assessed under this framework and further work is required to meet some gaps. To meet this challenge in 2017/18, our efforts will be directed to clarifying our operating model for asset and service planning, aligning asset management with Council planning and reporting, improving our knowledge of future funding needs, data cleansing and enterprise reporting.

Investment challenges

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

Our key challenge is to provide a sustainable balance between providing new or enhanced assets, and maintaining and renewing our existing assets at a cost and quality that is affordable and acceptable to our community. Opportunities lie in optimising the expenditure we committed to capital works through better aligning the future funding needs identified in our Asset Management Plans with the Long Term Financial Plan.

Looking forward

Asset management transformation program

The next year will see a major emphasis on consolidating existing practices and implementing improvement initiatives to enhance asset and service delivery.

Improvement initiatives will be implemented to realise the following outcomes:

- we have a clearly articulated direction for asset management across our organisation
- our assets remain fit-for-purpose (condition, function, capacity), are safe and reliable, and meet the demands of our community
- decisions are based on sound asset management principles with direct connection to the Council Plan, Long Term Financial Plan and service related objectives
- ongoing financial sustainability is delivered by making decisions that lead to a cost-effective asset base
- maximising efficiency and effectiveness of our asset management systems and processes
- better understanding of accountability and culture change with respect to asset management.

Chapter 5 Achieving Toward Zero

Toward Zero is the City of Port Phillip's sustainable environment strategy to 2020. Council adopted the Toward Zero Sustainable Environment Strategy in 2007. The strategy outlines nine sustainability challenges and sets Council and community targets for 2020.

Toward Zero has nine challenges covering:

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

Each challenge has targets to achieve the strategy by 2020. The Annual Report communicates Council's progress on these targets. It also provides an overview of the possible pathways to achieve these targets by 2020.

Major Milestones in 2016/17

September 2016

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

November 2016

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

February 2017

- Installed a GaiaRecycle machine at South Melbourne Market, which converts food waste into fertiliser and water
- Received an LGPro Award for Excellence, in partnership with five other Councils, for the Environmentally Sustainable Design Policy – Planning Reform for a Sustainable Future
- **March 2017**
- Facilitated an architecture and urban design exhibition, 'Swamped', which focused on the impact of climate change on the Elster Creek catchment

May 2017

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

June 2017

- Completed construction of six raingardens
- Improved 13 intersections for bike riders and pedestrians and improved public lighting along the Port Melbourne light rail shared path
- Completed installation of 45 new on-street car share bays to reduce the need for car ownership
- Completed planting over 1,110 trees in streets and parks
- Commenced community consultation and data collection for the Toward Zero Community Action Plan
- Reviewed the Procurement Policy to increase the input of sustainability technical experts and to provide support for sustainable purchases

- Partnered with nine neighbouring Councils, to develop and endorse the Bay Blueprint, a coastal adaptation planning framework
- Installed smart sensor solar powered litter bins along the St Kilda foreshore
- Successful grant application for the EPA, Officers for the Protection of the Local Environment pilot program which will assist in dumped waste investigation and building site waste issues
- Successful application for the Australian City Partnerships Programme, which commences in September 2017 and runs for two years. The Programme is aimed at supporting non-traditional sustainable urban development projects.

Challenges

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

A strategic review undertaken in 2017 identified that:

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

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

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

Our 2020 Challenges

Greenhouse gas emissions

The City of Port Phillip is committed to achieving zero net greenhouse gas emissions in council operations and services by 2020.

Baseline in 1996/97 – 16,333 tonnes Co₂e

2015/16 - 6,464

2016/17 - 6,464

2020 target – 0

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

Council's actions in 2016/17 to reduce emissions

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

What will Council do in the future to reduce emissions?

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

Further information

[Greenhouse Plan – Low Carbon City \(2011\)](#)

Potable water use

The City of Port Phillip is committed to minimising potable (drinking quality) water use to achieve and sustain a 70 per cent reduction in Council's potable water use by 2020 (based on 2000 levels of water use).

Baseline in 2000 – 518 megalitres

2016/17 - 238 megalitres

2020 target – 155 megalitres

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

Council's actions in 2016/17 to reduce water use

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

What will Council do in the future to reduce water use?

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

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

Further information

- [Water Plan - Toward a Water Sensitive City \(2010\)](#)
- Foreshore and Hinterland Vegetation Management Plan

Waste

The City of Port Phillip is committed to minimising waste to achieve and sustain an 80 per cent reduction in council waste to landfill by 2020 (based on 1999 levels of waste).

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

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

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

Notes on data

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

Council's actions in 2016/17 to reduce waste

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

What will Council do in the future to reduce waste?

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

Contamination and pollution

The City of Port Phillip is committed to maintaining and increasing the health and quality of its natural assets.

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

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

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

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

Council's actions in 2016/17 to reduce contamination and pollution

- Council designed and installed six raingardens across the City in The Boulevard (Port Melbourne), Wright Street (Middle Park) and Byrne Avenue (Elwood)
- Council worked with Parks Victoria, Melbourne Water and City of Melbourne on planning and feasibility for a stormwater harvesting scheme at Albert Park Lake

What will Council do in the future to reduce contamination and pollution

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

Further information

[Water Plan - Toward a Water Sensitive City \(2010\)](#)

Sustainable Transport

The City of Port Phillip is committed to ensuring that it achieves a low emissions vehicle fleet

Baseline in 1996/97 – 894 tonnes CO₂e

2015/16 – 1,096 tonnes CO₂e

2016/17 – 1,121 tonnes CO₂e

2020 target – 0 tonnes CO₂e

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

Council's actions in 2016/17 to reduce fleet emissions

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

What will Council do in the future to reduce fleet emissions

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

Further information

[Sustainable Transport Strategy \(2011\)](#)

Sustainable urban design and development

The City of Port Phillip is committed to ensuring that all council buildings and facilities have minimal environmental impacts.

Council's actions in 2016/17 to improve sustainable urban design and development

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

What will Council do in the future to improve sustainable urban design and development

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

Further information

[Sustainable Design Strategy \(2013\)](#)

Natural Heritage

The City of Port Phillip is committed to maintaining and enhancing its natural heritage values, significant sites, and regional biodiversity and habitats (accepting that our environment does not end at our municipal boundaries).

Council's actions in 2016/17 to improve natural heritage

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

What will Council do in the future to improve natural heritage

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

Further information

[Greening Port Phillip 2010-2015](#)

Foreshore and Hinterland Vegetation Management Plan

Purchasing and Procurement

The City of Port Phillip is committed to purchasing goods and services that have low environmental impact.

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

Council's actions in 2016/17 to improve sustainable purchasing and procurement

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

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

We are part of a consortium that won a grant to test the feasibility of the 'CO₂ Procurement Ladder'. The CO₂ procurement ladder is designed to leverage government's purchasing power to encourage suppliers of goods and services to reduce their CO₂ emissions.

What will Council do in the future to improve sustainable purchasing and procurement

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

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

Climate Change

The City of Port Phillip recognises this critical global challenge and effort, and is committed to preventing further climate change and actively reducing regional greenhouse gas emissions.

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

Council's actions in 2016/17 to adapt to climate change

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

What will Council do in the future to adapt to climate change

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

Further information

[Climate Adaptation Plan - Climate Adept City \(2010\)](#)

Toward Zero community targets

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

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

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

In May 2017 Council partnered with the cities of Melbourne and Stonnington to deliver the 'High Life Expo', engaging and empowering apartment dwellers and owners to improve sustainability in their buildings.

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

Greenhouse gas emissions

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

Water, contamination and pollution

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

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

Waste

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

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

To address the issue of recyclables being incorrectly placed in landfill bins, Council updated the recycling information guide and distributed this to all residents. A new

waste information pack was also developed for owners corporations and building managers.

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

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

Sustainable transport

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

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

Sustainable urban design and development

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

Council commenced tracking of the Local Planning Policy (Environmentally Sustainable Development) to assess its impact on the environmental performance of new planning developments. This data, and data from other leading councils, is being reviewed by the Victorian Government with the potential for a future state-wide policy.

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

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

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

Net loss of natural heritage

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

Climate change

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

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

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

Sustainability in Fishermans Bend

Council supports the Victorian Government's commitment to achieving a 'Green Star – Communities' rating for Fishermans Bend. In May 2017, Council provided feedback on the Fishermans Bend Draft Framework Plan including proposed planning controls. We will continue to advocate for innovative best-practice solutions to support delivery of the Fishermans Bend Vision of a 'thriving place that is a leading example for environmental sustainability, liveability, connectivity, diversity and innovation'.

Draft

Chapter 6 Working for our Community

Working with Council

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

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

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

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

Draft

Our organisational structure

On 19 April 2017, Council appointed Peter Smith as CEO.

A small number of changes were also made to the organisational structure in 2016/17 to ensure the organisation continues to be well equipped and responsive to the challenges of growth, financial constraints and evolving community priorities.

The table below reflects the updated organisational structure as at 30 June 2017:

Office of the CEO

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

Place Strategy and Development

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

Infrastructure and Amenity

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

Community Development

- Carol Jeffs, General, Manager – Community Development
 - Janelle Bryce, Manager – Family, Youth and Children
 - Danielle Fraser / Pam Newton, Manager – Community Health and Service Planning (interim job share)

- Mary McGorry, Manager – Access and Ageing
- Vanessa Schernickau, Manager – Vibrant and Creative City

Organisational Performance

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

Draft

Leading the way

Office of the CEO

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

Peter Smith

Chief Executive Officer

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

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

Tracey Slatter

Chief Executive Officer (May 2013 - December 2016)

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

Place Strategy and Development

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

Claire Ferres Miles

General Manager

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

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

Infrastructure and Amenity

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

Fiona Blair

General Manager

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

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

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

Community Development

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

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

Carol Jeffs

General Manager

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

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

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

Organisational Performance

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

Chris Carroll

General Manager

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

Chris holds a Master of Public Policy and Management and a Master of Business Administration, is a member of the Australian Institute of Company Directors, and

has extensive experience in organisational strategy and performance management, asset management, change leadership, and business transformation and improvement.

Draft

Our people

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

Staff profile

Breakdown by banding

Structure	Band 1	Band 2	Band 3	Band 4	Band 5	Band 6	Band 7	Band 8	All other	Total
Classification	FTE	FTE	FTE	FTE	FTE	FTE	FTE	FTE	FTE	FTE
Permanent Full Time - Female	---	4.0	28.0	31.63	59.9	56.0	44.60	19.93	29.7	273.76
Permanent Full Time - Male	1.0	13.0	14.00	25.0	22.0	44.0	43.00	32.0	49.0	243.0
Permanent Part Time - Female	1.88	16.98	19.21	23.6	27.45	26.38	11.34	9.47	5.35	141.66
Permanent Part Time - Male	5.21	5.53	5.09	10.30	2.86	6.29	2.5	0.93	2.92	41.63
Casual - Female	---	0.39	2.48	2.43	0.24	0.06	---	0.03	0.45	6.08
Casual - Male	0.03	0.03	0.30	1.33	0.06	0.09	0.03	---	---	1.87
TOTAL	8.12	39.93	69.08	94.29	112.51	132.82	101.47	62.36	87.42	708

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

Breakdown by Division

Structure	Office of the CEO	Infrastructure and Amenity	Organisational Performance	Community Development	Place, Strategy and Development	Total
Classification	FTE	FTE	FTE	FTE	FTE	FTE
Permanent Full Time - Female	14	35.93	59.13	130.70	34.00	273.76
Permanent Full Time - Male	6.00	126.00	55.00	24.00	32.00	243.00
Permanent Part Time - Female	4.80	14.18	19.24	91.82	11.62	141.66
Permanent Part Time - Male	1.50	7.34	7.12	22.44	3.23	41.63

Casual - Female	---	0.36	1.21	4.51	---	6.08	
Casual - Male	---	0.06	1.30	0.45	0.06	1.87	
TOTAL		26.30	183.87	143.00	273.92	80.91	708

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

People and Culture Strategy 2016 - 2019

At the City of Port Phillip our aspiration is to be a high performing, future ready organisation, regarded as a progressive leader in local government delivering best value outcomes for our growing community. Six goals have been identified as key to achieving our aspiration:

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

These six goals translate into direct action areas within the People and Culture Strategy 2016: Culture and Connection, Inspiring Leadership, Change and Innovation, Agile and Capable, Safety and Wellbeing, and the Employee Experience.

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

City of Port Phillip Enterprise Agreement 2016-2019

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

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

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

The City of Port Phillip Enterprise Agreement 2016-2019 was approved by the Fair Work Commission and came into effect on 5 May 2017.

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

Learn. Develop. Grow.

Investing in our people capability is an established priority for the People and Culture Strategy. Through the Organisational Development Calendar in 2016/17 we offered 46 programs that were attended by 702 staff members.

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

Leadership Development Program

We aim to develop our leaders to drive organisational culture and performance. Our leaders support and motivate employees and teams to achieve their goals, and aspire to deliver remarkable outcomes and value to our growing community.

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

- Executive Leadership Team development
- Australian Institute of Company Directors
- Senior Leadership Team development
- Coordinator 'Cultivating Your Leadership' program
- Individual coaching for senior staff
- Leader as Coach program
- 360 degree feedback for all level 4 leaders and above, using the Life Styles Inventory™, a questionnaire based tool designed to provide feedback about an individual's thinking and behaviour in a way that promotes constructive change. Total of 83 individual debriefs were conducted by five accredited Internal LSI Practitioners.

- Local Government Managers Australia (LGMA) Australasian Management Challenge.
- Peer Reviews for Managers and Coordinators.
- LGPro professional development programs including the Emerging Leaders Program (ELP), the Executive Leadership Program (XLP), Ignite Leadership Program for Outdoor Workers.

People management capabilities

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

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

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

This capability has been strengthened by the introduction of a new human resources business partnering model within the Culture and Capability Department. We have established a team of dedicated HR Advisor/Business Partners, with one Advisor allocated to each of the four divisions within Council. The role of the HR Advisor/Business Partners is in part to coach and provide advice to leaders on the implementation and management of change.

Equal Opportunity

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

Our equal employment opportunity policy, Respect for Others, supports our vibrant and diverse work environment, where our people can develop professionally and personally, free from harassment, discrimination and bullying. Our values of working together, courage and integrity, creative and strategic thinking, personal growth and performance, and accountability support a culture of respect for each other in all

aspects of employment, training and service. This year, 185 participants attended 11 equal opportunity education sessions.

Health and wellbeing

The Enjoying Life Program includes a range of activities, events, seminars and information to support employees to get the most out of life. In 2016/17 we continued to develop and facilitate a range of programs, with themes including fitness and healthy eating to meet the needs of an increasingly diverse workforce. We are committed to supporting the wellbeing of employees to support a productive and healthy workforce.

Employee Assistance Program

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

Community focus

City of Port Phillip encourage and support employees to contribute to the community outside the realm of their roles.

Initiatives in 2016/17 included:

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

Occupational Health and Safety

We are committed to fulfilling our obligations under the *Occupational Health and Safety Act 2004* to provide a safe and healthy work environment for employees, contractors and visitors. This extends to ensuring that operations undertaken by Council do not place the community at undue risk of injury or illness. We are continuously improving our management of occupational health and safety.

In 2016/17 we:

- undertook a series of corrective actions to align our Occupational Health and Safety Management System to the requirements of a self-insurer
- undertook a comprehensive legal compliance audit program
- developed hazard registers and hazard management action plans for our accommodated sites
- improved our consultative forums which resulted in an increase of the number of Health and Safety Representatives from 12 to 65 and a comparable increase in our Management Representatives from three to 13
- initiated a Project Control Group to ensure delivery of an Occupational Health and Safety Information System and support for other safety initiatives
- confirmed our commitment to participate in the Municipal Association of Victoria Self-Insurance for Workers Compensation Program.

We regularly monitor health and safety data for our organisation and align them to our overall objectives and targets.

Total recordable injury frequency rate

2014/15	22.22 recordable injuries per million work hours
2015/16	19.43 recordable injuries per million work hours
2016/17	15.73 recordable injuries per million work hours

Chapter 7 Compliance and accountability

Statutory statements

Freedom of Information Act

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

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

More information, including a request form, is available on our website at www.portphillip.vic.gov.au/freedom_of_information.htm

Principal Officer: Peter Smith, CEO

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

Total number of FOI requests received	62
Total number of valid requests (incl. 4 requests received in the previous financial year still under consideration)	47
Number of requests where access was granted in full	2
Number of requests where access was granted in part	35
Number of requests where access was denied in full	0
Number of requests where no documentation was found	2
Number of requests not proceeded with	0
Number of valid requests still under consideration at 30 June 2017	8
Number of appeals lodged with the FOI Commissioner	3
Total application fees collected	\$920.70
Total application fees waived	\$139.50

Protected Disclosure Act

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

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

Procedures for making a disclosure under this Act are publicly available on Council's website at www.portphillip.vic.gov.au/protected-disclosure.htm

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

Privacy and Data Protection Act

The City of Port Phillip is committed to full compliance with our obligations under the *Privacy and Data Protection Act 2014*. Our Information Privacy Policy (including Guidelines and Procedures) is available at Council offices and on our website at www.portphillip.vic.gov.au/privacy_policy.htm

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

Contracts

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

executive team has oversight of any instances of expenditure approaching expenditure limits.

Domestic Animal Management Plan 2012-16

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

In the 2016/17 year Council prepared a draft of the proposed Domestic Animal Management Plan 2017-2018 and this will be ready for submission following public consultation and approval by Council to the Minister's Office by November 2017.

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

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

Our focus next year will be:

- a city wide audit of all pet registrations
- education programs that address ongoing behavioural issues impacting on animals and introduce strategies to reduce the risk of dog attacks
- increasing roving patrols in all areas to ensure stricter compliance throughout the City parklands, public places and foreshore areas.
- improving signage relating to off leash areas
- examining opportunities for multipoint locations where cats and dogs can be easily registered
- introducing electronic notification (SMS system) of important messages for owners of cats and dogs.

Carers Recognition Act

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

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

A selection of our activities are outlined below:

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

Disability Act

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

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

There were 60 initiatives progressed during 2016/17. A selection of these initiatives are outlined below.

Culture and community

- A review of the St Kilda Festival DDA Plan resulted in the plan being updated to reflect best practice improvements.
- Council's performance based arts project for adults with an intellectual disability 'FOG Theatre' celebrated its 25th anniversary with a performance on the eve of the 2016 International Day of People with Disability.
- Council have signed up to the Bandmates Victoria joint council project. This is a pilot that matches people with disability and/or mental health issues and volunteers so that they can see live music events together.

Employment and training

- All ASSIST customer service staff undertook online disability awareness training to enhance their service to people with disabilities.
- Council received reaccreditation with the Communication Access Symbol at all ASSIST service counters in the use of communication boards. These boards use pictures as an alternative way to interact with people who have communication challenges.
- Council staff participated in a disability awareness workshop on International Day of People with Disability in December 2016.
- It is now mandatory for all staff updating website content on Council's website to complete online accessibility training.
- The Place Strategy and Development division engaged Disability Sports and Recreation and Blind Sports Victoria to host their biannual divisional event. Staff experienced an afternoon of disability awareness training through playing wheelchair basketball and blind soccer.

Information, communication and engagement

- We delivered an accessible and inclusive communication and engagement Council Plan 2017-2027 consultation process. This included video captioning for the first time to ensure people with disabilities were able to participate fully.
- All new documents created for the Council website now have accessible versions as an alternative format, with work being undertaken to retrospectively update existing documents.
- Accessible business information is now provided on the Port Phillip Business website to provide disability awareness for local businesses.

Infrastructure

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

Policy and planning

- In 2016/17, several capital works upgrade policies and plans incorporated advice on ways to increase access to facilities. These included:
 - Liardet Street Community Centre
 - South Melbourne Community Centre
 - Asset Management Framework

Sports, recreation and open spaces

- Installed all abilities fitness stations at Cooks Reserve, Port Melbourne and Kings Way (Bowen Crescent) Reserve, Melbourne.
- The St Kilda Life Saving Club saw the opening of the Changing Places facility on 11 February 2017.

- Installed accessible ramps and DDA compliant picnic tables at Olives Corner, Centenary Reserve and Williams Street.

Further information about our commitments under the *Disability Act 2006* is available online at www.portphillip.vic.gov.au/access_plan.htm

Draft

Best Value Report 2016/17

We are committed to continuously improving our services and providing value for money to our residents. This commitment is in compliance with the *Local Government Act 1989*, which details six Best Value principles:

1. Services provided by a Council must meet quality and cost standards.
2. Services provided by a Council must be responsive to the needs of its community.
3. Services provided by a Council must be accessible to those members of the community for whom the service is intended.
4. Council must achieve continuous improvement in the provision of services for its community.
5. Council must develop a program of regular consultation with its community in relation to the services it provides.
6. Council must report regularly to its community on its achievements in relation to the five principles above.

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

We built staff capability in continuous improvement skills. We increased the number of staff who have been introduced to continuous improvement to approximately 350 staff and ran the third instalment of our Continuous Improvement practitioner training for an additional 20 staff. This brings the total number of practitioners in the organisation who are trained in delivering measureable benefits through improvement work to 60.

During 2016/17 we saved the community approximately over 72,000 days of waiting time, or 16 hours for every Port Phillip resident, by improving community facing processes. Three initiatives that contributed to this result were:

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

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

In 2016/17, we delivered \$1.3 million in permanent ongoing efficiency savings. We achieved savings through the continuous improvement program, identifying insurance premium savings, optimising the use of permanent and agency staff for

ASSIST, renegotiating cleaning contract services at South Melbourne market and paperless planning. At the same time we reduced staff time on tasks by 4,430 hours through the implementation of digital solutions, improved automation and greater centralisation. This freed up time that was redirected to high priority tasks.

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

Examples of the projects delivered include:

- Digitising planning applications
- Online councillor hub for new Council
- Process management software to improve use and governance of our processes

We continued our rolling program of service reviews to ensure continuous improvement in the provision of our services, and seek to ensure that our services are equivalent to the best on offer within our region. In 2016/17 we reviewed our children, and disability and aged care services.

Draft

Governance and management checklist

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

Governance and management items	Assessment
<p>Community engagement policy</p> <p>Outlines Council's commitment to engaging with the community on matters of public interest</p>	<p>No Policy</p> <p>Our commitment to community engagement is outlined in the Council Plan 2017-27. Our Community Engagement Framework provides an overarching internal road map towards building organisational capability and capacity to support community engagement, and is supported by an internal engagement toolkit to guide officers in community engagement planning and delivery.</p>
<p>Community engagement guidelines</p> <p>Assists staff to determine when and how to engage with the community</p>	<p>Guidelines (online toolkit) ✓</p> <p>Date of operation of current guidelines: 20 March 2012</p>
<p>Strategic Resource Plan</p> <p>Plan under Section 126 of the Act outlining the financial and non-financial resources required for at least the next four financial years</p>	<p>Adopted in accordance with Section 126 of the Act ✓</p> <p>Date of adoption: 21 June 2017 as part of the Integrated Council Plan 2017-27</p>
<p>Annual Budget</p> <p>Plan under Section 130 of the Act setting out the services to be provided and initiatives to be undertaken over the next 12 months, and the funding and other resources required</p>	<p>Adopted in accordance with Section 130 of the Act ✓</p> <p>Date of adoption: 21 June 2017 as part of the Integrated Council Plan 2017-27</p>

Governance and management items	Assessment
<p>Asset Management plans</p> <p>Sets out the asset maintenance and renewal needs for key infrastructure asset classes for at least the next 10 years</p>	<p>Plans ✓</p> <p>Date of operation: 26 June 2017</p>
<p>Rating Strategy</p> <p>Sets out the rating structure of Council to levy rates and charges</p>	<p>Strategy ✓</p> <p>Date of adoption: 23 June 2015</p>
<p>Risk Policy</p> <p>Outlines Council's commitment and approach to minimising the risks to Council's operations</p>	<p>Policy ✓</p> <p>Date of operation of current policy: 7 June 2017</p>
<p>Fraud Policy</p> <p>Outlines Council's commitment and approach to minimising the risk of fraud</p>	<p>Policy ✓</p> <p>Date of operation of current policy: 1 June 2015</p>
<p>Municipal Emergency Management Plan</p> <p>Plan under Section 20 of the Emergency Management Act 1986 for emergency prevention, response and recovery</p>	<p>Prepared and maintained in accordance with Section 20 of the Emergency Management Act 1986 ✓</p> <p>Date of preparation: 23 May 2016</p> <p>There has been a review and amendments to:</p> <ul style="list-style-type: none"> • sub-plan 6 Municipal Emergency Coordination Centre (MECC) Operating Procedures Guide • sub-plan 7 Municipal Operations Centre (MOC) Operating Procedures Guide.
<p>Procurement Policy</p> <p>Policy under Section 186A of the Local Government Act 1989 outlining the matters, practices and procedures that will apply to purchases of all goods, services and works</p>	<p>Prepared and approved in accordance with section 186A of the Local Government Act 1989 ✓</p> <p>Date of adoption: 21 June 2017</p>

Governance and management items	Assessment
<p>Business Continuity Plan</p> <p>Sets out the actions that will be taken to ensure that key services continue to operate in the event of a disaster</p>	<p>Plan ✓</p> <p>Date of operation of current plan: 5 March 2014</p>
<p>Disaster Recovery Plan</p> <p>Sets out the actions that will be undertaken to recover and restore business capability in the event of a disaster</p>	<p>Plan ✓</p> <p>Date of operation of current plan: 16 November 2015</p>
<p>Risk Management Framework</p> <p>Outlines Council's approach to managing risks to Council's operations</p>	<p>Framework ✓</p> <p>Date of operation of current framework: 7 June 2017</p>
<p>Audit Committee</p> <p>Advisory committee of Council under Section 139 of the Act whose role is to oversee the integrity of Council's financial reporting, processes to manage risks to Council's operations and compliance with applicable legal, ethical, and regulatory requirements</p>	<p>Established in accordance with Section 139 of the Act ✓</p> <p>Date of establishment: 19 December 1995</p> <p>The Charter is reviewed each year. The date of the most recent review is 13 September 2016</p>
<p>Internal audit</p> <p>Independent accounting professionals engaged by Council to provide analysis and recommendations aimed at improving Council's governance, risk and management controls</p>	<p>Engaged ✓</p> <p>Date of engagement of current provider: 12 August 2015</p>
<p>Performance Reporting Framework</p> <p>Indicators measuring financial and non-financial performance, including the performance indicators referred to in Section 131 of the Act</p>	<p>Framework ✓</p> <p>Date of operation of current framework: 21 June 2017</p>
<p>Council Plan reporting</p> <p>Reviews the performance of Council against the Council Plan, including the results in relation to the strategic indicators, for the first six months of the financial year</p>	<p>Reports ✓</p> <p>Date reports presented: 15 November 2016, 15 February 2017, 3 May 2017, 2 August 2017</p>

Governance and management items	Assessment
<p>Financial reporting</p> <p>Quarterly statements to Council under section 138 of the Act comparing budgeted revenue and expenditure with actual revenue and expenditure</p>	<p>Statements presented to Council in accordance with Section 138(1) of the Act ✓</p> <p>Dates statements presented: 15 November 2016, 15 February 2017, 3 May 2017, 6 September 2017</p>
<p>Risk reporting</p> <p>Six-monthly reports of strategic risks to Council's operations, their likelihood and consequences of occurring, and risk minimisation strategies</p>	<p>Reports ✓</p> <p>Date of reports: 19 October 2016, 16 February 2017, 20 April 2017, 22 May 2017</p>
<p>Performance reporting</p> <p>Six-monthly reports of indicators measuring the results against financial and non-financial performance, including performance indicators referred to in Section 131 of the Act</p>	<p>Reports ✓</p> <p>Date of reports: 18 January 2017, 24 July 2017</p>
<p>Annual Report</p> <p>Annual Report under sections 131, 132 and 133 of the Act to the community containing a report of operations and audited financial performance statements</p>	<p>Considered at an Ordinary meeting of Council in accordance with Section 134 of the Act ✓</p> <p>Date of consideration: 4 October 2016</p>
<p>Councillor Code of Conduct</p> <p>Code under Section 76C of the Act setting out the conduct principles and dispute resolution processes to be followed by Councillors</p>	<p>Reviewed in accordance with Section 76C of the Act ✓</p> <p>Date reviewed: 15 February 2017</p>

Governance and management items	Assessment
Delegations Sets out the powers, duties and functions of Council and the Chief Executive Officer that have been delegated to members of staff	Reviewed in accordance with Section 98(6) of the Act ✓ Date reviewed: Council delegations to CEO: 25 June 2013 Council delegations to staff: 9 February 2016 CEO delegations to staff: 22 April 2016
Meeting procedures Local law governing the conduct of meetings of Council and special committees	Meeting procedures local law made in accordance with Section 91(1) of the Act ✓ Date local law made: 14 December 2009

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

Bernadene Voss
Mayor and Councillor
Date: x September 2017
St Kilda

Peter Smith
Chief Executive Officer
Date: x September 2017
St Kilda

Public documents

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

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

Documents available for public inspection

- Details of overseas or interstate travel (with the exception of interstate travel by land for less than three days) undertaken in an official capacity by councillors or any Council officers in the previous 12 months, including the names of the councillors or Council officers and the date, destination, purpose and total cost of the overseas or interstate travel
- Agendas for, and minutes of, Ordinary and Special Council meetings held in the previous 12 months, except if the minutes relate to parts of meetings that have been closed to members of the public under Section 89 of the *Local Government Act 1989*. View online at www.portphillip.vic.gov.au/2016-council-meetings-agendas-minutes.htm
- Minutes of meetings of Special Committees established under Section 86 of the *Local Government Act 1989* and held in the previous 12 months, except if the minutes relate to parts of meetings that have been closed to members of the public under Section 89 of the Act
 - Statutory Planning Committee: view online at www.portphillip.vic.gov.au/2016-council-meetings-agendas-minutes.htm
 - Inner Melbourne Action Plan (IMAP) Committee: view online at www.imap.vic.gov.au/index.php?page=past-imap-meetings
 - South Melbourne Market Management Committee: view online at www.portphillip.vic.gov.au/market-committee-strategy.htm
 - Council Neighbourhood Programs Committee
- A register of delegations kept under sections 87(1) and 98(4) of the *Local Government Act 1989*, including the date on which the last review, under sections 86(6) and 98(6) of the Act, took place. View online at www.portphillip.vic.gov.au/Register_of_Delegations.htm

- A register containing details of all leases involving land that were entered into by Council as lessor, and including the lessee, the terms and the value of the lease. View online at [www.portphillip.vic.gov.au/Approved Leases and Licences as at 25 July 2016.pdf](http://www.portphillip.vic.gov.au/Approved_Leases_and_Licences_as_at_25_July_2016.pdf)
- A register that shows the names of all people appointed by Council to be authorised officers under 224(1A) of the *Local Government Act 1989*
- A list of donations and grants made by Council in the previous 12 months, including the names of persons who, or bodies which, have received a donation or grant and the amount of each donation or grant

Draft