



A woman with long dark hair, wearing a white tank top and blue jeans, is sitting on a blue blanket on a green lawn. She is looking towards a pond where a fountain is spraying water. In the background, there is a modern building with a red and blue facade. The scene is bright and sunny. A large, colorful geometric overlay is on the right side of the image.

*We are liveable. inviting.
beautiful. caring. bold. real.*



Who this report is for

This report is designed for a wide audience that reflects the great diversity of our community, including residents and ratepayers, workers and local businesses, government agencies and departments and other organisations.

As part of our environmental commitment to reducing paper use, we encourage you to read this report online at the City of Port Phillip website. If you prefer viewing a printed version, copies are available for reading at our town halls and libraries. Alternatively, please contact us using the details provided.

Why this report is different

Council is committed to transparent reporting on our performance and activities. In this report we outline the achievements as well as the challenges that have impacted our performance during the 2020/21 financial year.

We also 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 likely to change.

The Port Phillip City Council accepts no responsibility and disclaims all liability for any error, loss or other consequence which may arise from you relying on any information contained in this report.

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Council's general election was held on Saturday 24 October 2020 where four existing and five new Councillors were elected.



Womin djeka

Council respectfully acknowledges the Traditional Owners of this land. We pay our respect to their Elders, past and present.

We acknowledge and uphold their continuing relationship to this land.

Our organisational values

working together

courage and integrity

creative and strategic thinking

personal growth and performance

accountability

community first



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Welcome

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About the City of Port Phillip

Our City

Council respectfully acknowledges the Traditional Owners of this land. We pay our respect to their Elders, past and present. We acknowledge and uphold their continuing relationship to this land. The traditional owners' continued connection to the land is reflected through intangible cultural heritage values and in sacred sites.

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.

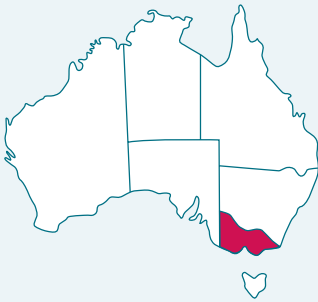
Nearly three million visitors are attracted to our City in a normal year, enjoying vibrant villages, beautiful beaches and local festivals, and making it one of the most visited places in metropolitan Melbourne. The foreshore stretches over 11 kilometres, and a network of public open spaces makes the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

Area	Foreshore length	Population	Car ownership	Renters	Born overseas
21km ²	11km	119k	72%	44%	31%



At only 21 square kilometres Port Phillip is one of the smallest and most densely populated municipalities in Victoria.

A snapshot of our community

Port Phillip has a diverse community. It is estimated that in 2021 more than 119,379 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 seven 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 five 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, Italian 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.

The play space at Dundas Place Reserve was one of a number of activation projects across the City in 2020/21.



Mayor's welcome

Councillor Louise Crawford



Council respectfully acknowledges the Traditional Owners of this land. We pay our respect to their Elders, past and present. We acknowledge and uphold their continuing relationship to this land.

The Councillors and I are proud to present the first Annual Report of our four-year term.

Two years ago, who would have imagined a world where a pandemic has transformed how we live, work and play, with our live music and hospitality industries battling between lockdowns?

This report details how we responded to the new reality presented by the pandemic in the 2020/21 financial year while setting the foundation for economic and social recovery.

While there were many obstacles, there were also opportunities and we remained committed to our goal of a City that has a flourishing economy, where our community and local businesses thrive, and we maintain and enhance our reputation as one of Melbourne's cultural and creative hubs.

We worked to achieve this over the past 12 months through initiatives including:

- allocating \$5.68 million in economic and social recovery assistance in the 2020/21 Budget for those hardest hit by the pandemic, including traders, small businesses, the arts community and the most

vulnerable members of our City. This was boosted in December by an extra \$1.67 million from funds set aside from the cancellation of the 2021 St Kilda Festival. A further \$200,000 was allocated in February this year for arts and events related activities

- launching an outdoor dining and entertaining program incorporating business parklets, community parklets, laneway closures and foreshore activations, across Port Phillip. We supported more than 90 Business Parklet and footpath trading businesses by offering free umbrellas and gas heaters after quickly assessing applications
- encouraging residents to support local businesses and enjoy our many outdoor spaces in a safe and inclusive way through our Live Love Local campaign. Love My Place grants funded artistic projects throughout our City.

Following our declaration of a local Economic Emergency in 2020, the Live Music Action and Game Action Plans were endorsed as we continued to harness activity promoting cultural and economic growth.

Technology helped us deliver a range of services and programs. Click and collect services allowed avid readers to continue to enjoy both our library collections and fresh produce from South Melbourne Market.

While we were saddened by the necessary cancellation of the 2021 St Kilda Festival, the Yaluk-ut Weelam Ngargee shone with an expanded program of virtual and physical events in May 2021.

The St Kilda Film Festival won a digital transformation award after delighting audiences across Australia in an online format. NAIDOC Week also boasted an exciting online program and our community had the option of joining the We-akon Dilinja event commemorating and celebrating the culture of the First People through a livestream.

Many events in our City were cancelled, however new and innovative activations included the April Sun series at the St Kilda Triangle Carpark, supported by Council arts grants funding.

"This report details how we responded to the new reality presented by the pandemic in the 2020/21 financial year while setting the foundation for economic and social recovery."

Sustainability continued to be a priority despite the pandemic causing some community sustainability programs to be paused or reduced. Our City was awarded a Keep Australia Beautiful Award for kerbside and communal glass recycling trials which resulted in 371,860 litres of glass being collected and recycled.

Three communal food organics recycling hub trials were rolled out between April and May 2021 at several sites near medium-density housing where residents have little to no yard space for an additional bin for food and garden organics.

The human cost of the pandemic was not forgotten as Council and our community worked to help those most in need.

In 2020, the Port Phillip Community Group (PPCG) quickly became the major food response for the most vulnerable and isolated in Port Phillip. With support from Council, South Melbourne Market (SMM) traders and other agencies, PPCG volunteers were able to provide food staples weekly through their Share the Food initiative.

From April 2020 to March 2021, 23,549 food parcels and meals were packed and distributed to residents facing financial hardship from COVID-19. The effort ramped up later this year when demand grew again and SMM fruit and vegetable, bakery, deli and florist traders continue to donate surplus fresh produce weekly.

Other important measures over 2020/21 included:

- A new, more accessible and user-friendly, City of Port Phillip website launched under the Customer Experience Program
- Continued work on the Elster Creek Catchment Partnership, including the launch of the Flood Resilient Homes Guide and reviewing of options for flood mitigation infrastructure in Elwood
- Consulting with our community on 17 projects and initiatives, including Council Plan 2021-31 and Budget 2021/22, the Business Parklet Policy and Public Space Strategy
- Partnering with HousingFirst to progress the Marlborough Street community housing project in Balaclava which will deliver 46 affordable housing units, and a replacement public car park, on land contributed by Council

- The launch of the Parking Management Policy to provide greater certainty around the ongoing provision, management and availability of carparking.

On behalf of myself and my fellow Councillors, I'd like to conclude by thanking our staff and community for their contributions to our amazing City over the past year. I'd also like to thank four former councillors, Mayors Bernadene Voss and Dick Gross and Crs Ogy Simic and David Brand, who did not return last year after serving in the previous Council. You, and the returning Councillors with us now, provided a great foundation for us to build on in 2020/21.

This is just a snapshot of what was delivered over 2020/21. I encourage everyone to read our Annual Report as it reflects the resilience of our City, staff and community at a time in Port Phillip's history where doing things differently became business as usual.



Councillor Louise Crawford

Mayor
City of Port Phillip

CEO's overview

Peter Smith



Last year was an incredibly challenging year as Port Phillip adapted to life with the COVID-19 pandemic.

The ongoing restrictions and lockdowns had a devastating effect on our traders, businesses, arts organisations and events, whilst our community was forced to discover limitless resilience as they continually adapted to the challenges and demands placed on them through these restrictions.

I am mindful that the restrictions have also impacted on the health and wellbeing of many in our community. Our City's vulnerable needed support like never before.

To respond to our community at this time of great need, the Council and every staff member in the organisation has worked hard to modify our services and keep vital services operating in a way that was practical, safe and easy to access.

From supporting meal deliveries to isolated residents, setting up click and collect options for our libraries and South Melbourne Market to moving our iconic St Kilda Film Festival online, every change we made was to support and assist our community and try and make your lives a little easier.

By carefully prioritising expenditure, advocating successfully for additional State funding and by delivering additional efficiency savings, we were also able to invest over \$7.5 million in our social and

economic recovery by supporting some of those in our community who were hardest hit by the pandemic. We worked closely with our traders to quickly launch an outdoor dining and entertainment program that boosted hospitality trading and provided parklet spaces for outdoor dining and social connection.

We ran campaigns to encourage residents to shop within the City to support our local economy, and we funded arts programs across Port Phillip to showcase the arts professionals who help make us one of Victoria's creative and cultural hubs. We also provided significant rent relief to Council's tenants and made sure our rate hardship provisions were readily available and accessible to those ratepayers who needed them.

Though much of the year was dedicated to supporting our community, we also made sure we were investing in our future. Through our Customer Experience Program, Council committed to being future-ready by updating our processes, systems and technology to significantly improve the online experience of our customers.

As a part of this program, we launched eight new and improved websites, alongside a state-of-the-art online portal that transforms the way that customers can interact with Council.

Our community appointed nine new Councillors in 2021, who have adopted an ambitious Council Plan 2021 to 2031. This Plan is the roadmap for what the next 10 years will look like in Port Phillip and highlights the programs and services that help us achieve our vision of building a liveable and vibrant City that enhances the wellbeing of our community. Knowing where we are heading and what we want to achieve is crucial to providing the best possible outcomes for our City and community, both now and in the future.

Although the past year has been one of unprecedented uncertainty and change, it is my promise to you that the City of Port Phillip will continue to have our community at the heart of everything we do, whatever that future may bring.

A handwritten signature in black ink, appearing to read 'PS', written in a stylized, cursive script.

Peter Smith
Chief Executive Officer

Socially distanced early childhood vaccinations continued in the St Kilda Town Hall auditorium during 2020/21.



Challenges our City faces

Many of the long-term challenges identified in previous Annual Reports remain critical; however, the shock to our way of living in 2020/21 means some of these challenges were magnified or new themes have emerged over the past two years.

These eight key long-term challenges must be addressed to achieve the vision our community has for Port Phillip over the coming years.

A City of economic and social contrasts

While there are generally high levels of advantage and favourable health outcomes in Port Phillip, extreme disadvantage and poorer health outcomes exist in some of our neighbourhoods. For some people, necessities such as housing and food security are out of reach without support. The COVID-19 pandemic exacerbated this disadvantage and created challenges for others who up until that point had been doing relatively well.

Financial stress and job losses were significant over the past 12 months, with further economic impacts expected as Government support is reduced. Compared to September 2019, the number of residents aged 15-65 on JobSeeker or the Youth Allowance had tripled in August 2020. The areas with the highest rates were St Kilda (9.7 per cent) and South Melbourne (nine per cent).

Community agencies reported seeing a rise in people seeking support for the first time. The timeframe for economic recovery is unknown and the social, health and wellbeing impacts on our community will likely be felt well into the next decade. Homelessness continues to be a major concern. Older women are the fastest growing group at risk of homelessness. Providing longer-term accommodation with integrated support services will require a collective effort across government, the private and not-for-profit sectors as well as our community.

Our well-established network of community agencies continues to rise to the challenge of offering support and comfort to those in need. The relationship between Council and local community providers will be critical. Our ability to encourage and achieve greater connectivity and collaboration among neighbours and local communities will be a tremendous asset. Our proud history and reputation as a municipality that values care, and compassion will stand us in great stead as we tackle the most significant social and economic challenge of recent times.

Changing customer expectations and needs

About 116,400 people live in Port Phillip (as of 30 June 2020), with seven per cent of these residents aged over 70 and 47 per cent 'digital natives' under 34 years of age*.

We have 8,464 school aged children and 392 people who identify as Aboriginal and Torres Strait Islanders. A third of our residents were born overseas, with 46 per cent arriving in Australia within the last five years. Twenty per cent speak a language other than English and two per cent have difficulty speaking English*.

Approximately 49 per cent of residents are renters. Singles and couples make up 68 per cent of all households*.

While there is no 'typical' resident or customer in our City, we do know that our customers expect high quality, efficient public services and meaningful opportunities to communicate and engage with Council. There are also increasing expectations around transparency of information and our decision-making processes.

This means we need to keep improving and innovating how we communicate and deliver our services. Whether it is efficiently answering a customer service query or providing engaging, informative content on our websites and social media channels, technology is a vital part of this service provision.

When looking at providing more relevant and targeted online services, we need to be mindful of not creating a 'digital divide' that disadvantages those with less access to, or knowledge of, technology and provide a range of ways for customers to interact with us.

Government, legislative and technology changes

All Victorian councils continue to operate in a complex legislative and policy environment that includes many Acts of Parliament and Regulations. Since our last Council Plan, the local government areas (LGA) has been reviewed and reformed and we are implementing key requirements of the new **Local Government Act 2020** over several years. We must also embed several other significant legislative obligations. It is critical these actions are prioritised to provide a safer city for our community and a safer working environment for staff, volunteers and contractors, as well as meeting legislative obligations.

The importance of government and community services has been front and centre over the past 12 months, given the impact of the pandemic. Some services at all levels of government have been under considerable strain and governments have provided significant support, relative to their role, to help stabilise and stimulate economic development and community health and wellbeing.

These financial demands on all levels of government will continue as communities around Australia work to recover.

This continued demand is likely to impact local government. Communities may look to councils to fill any gaps created by a reduction or changed services by other tiers of government. This could result in continued or increased cost-shifting by other levels of government, exacerbating what has already been occurring for many years.

Over the past 12 months there has been much greater reliance on technology than ever before. The Australian Cyber Security Centre receive one cybercrime report every 10 minutes. Incidents reported by government agencies accounted for more than a third of all incidents. While Council has a good security position, it will be imperative that we continue investing to address new and emerging threats. Protecting data and privacy will be a continued focus and challenge.

There are significant opportunities for Council to increase the use of technology across its many services to improve the experience of our community and improve efficiencies of Council operations, building on the work to date through our Customer Experience Program.

* Census of Population and Housing 2016

** ACSC Annual Cyber Threat Report

Climate change and the environment

Climate change is projected to mean higher temperatures, increased flooding, rising sea levels, changing rainfall patterns and more extreme storms. By 2050, maximum daily summer temperatures are projected to increase by 2.1 degrees*.

Port Phillip is already experiencing the impacts of climate change. Since 1950, temperatures have increased 1.2 to 1.4 degrees, rainfall has decreased 10-20 cm and sea levels have risen 8-20 cm*.

- Action is crucial as climate change is predicted to have impacts for everyone in our community with vulnerable members most affected. Our community can expect heat-related health issues, hotter urban spaces, power outages and increased power bills.
- Extreme weather events will impact community safety and property and we can expect disruption to businesses, services and tourism. Water and air quality will be affected, and our community will have reduced access to quality open spaces and the Bay.
- City of Port Phillip declared a climate emergency in 2019, recognising that as climate change is a global challenge, everyone must play their part. We are reducing our own emissions and preparing our City and community for a changing environment.
- This requires investment in our assets, changing how we deliver our services and working with our community and partners to mitigate and adapt to climate change. Residents and businesses are encouraged to take meaningful action to reduce their emissions and prepare for a changing climate.

Port Phillip is located at the bottom of the Elster Creek and Yarra River catchments. Much of the City is less than three metres above sea level and is already prone to flooding. Sea level rise, increased severity and frequency of storms and more extreme rainfall are projected to result in increased likelihood of flooding of homes, businesses and Council buildings, roads and public spaces.

We are also likely to see increased storm damage to private land and Council assets and increased erosion of our beaches, parks and buildings along the foreshore. Increased flooding and storms could result in safety risks, disruption to transport and services, reduced property values, increased insurance costs for Council and our community and loss of revenue for Council.

Projections show reduced overall rainfall of 31 mm by 2030 and 61 mm by 2050*. This, combined with population growth, would put significant pressure on water supply security for our community and make it more difficult and expensive to maintain our green spaces.

Increased urbanisation and loss of trees and vegetation is also contributing to pollutants, nutrients, litter and sediment flowing into Port Phillip Bay and impacting biodiversity in our City. Site contamination (soil and groundwater) is significant in public spaces and private property across Port Phillip and is costly to manage.

* Victoria's Climate Science Report 2019

The strength and diversity of our local economy

In September 2020, Council declared the significant impact of the COVID-19 pandemic on local jobs and business activity should be treated as an economic emergency.

The economic shock associated with responding to the health challenge of COVID-19 hit Port Phillip hard, with local spend plunging from \$196 million in April 2019 to \$111 million in April 2020, \$53.1 million of which is due to a reduced visitor spend*.

Gross regional product in Port Phillip was forecast to be 14.8 per cent lower (Victoria forecast 11 per cent lower) and local jobs were forecast to fall 5.2 per cent or more than 5,000 jobs from September 2019 to September 2020. Without the JobKeeper scheme the impact would have been far worse during this period, with a decline of 15.1 per cent or more than 14,000 jobs**.

Traditionally, 'Melbourne's Seaside Playground' and a key cultural and creative industries centre, our bayside municipality was significantly impacted by the loss of intrastate, interstate and international visitors and the money they would have spent within the community.

Current data highlights a reduction of 500,000 visitor nights from international tourists, from a historical high of 2.6 million in 2018/19 to 2.1 million in 2019/20. There was also a reduction of almost 250,000 visitor nights from domestic tourists, dropping from more than 843,000 in 2018/19 to approximately 597,000 in 2019/20*. Given the restrictions that have occurred throughout 2020/21 it is expected these numbers will continue to trend downwards.

As well as the tourism industry, Port Phillip's creative and cultural industries have also come under pressure. The restrictions on local businesses drastically reduced demand for creative services and this was felt across the entire municipality. Film and television production, usually prolific in Port Phillip was also forced to halt.

Our normally thriving hospitality sector, which was forced to close temporarily then re-open under numerous restrictions, shed an estimated \$145 million in output for the September 2020 quarter, the second largest fall of all industries behind construction at \$200 million*.

Not all businesses made it through and vacancy rates along our key activity centres are at record highs. Even online retail fell in the City by eight per cent, dropping from \$141 million in August 2019 to \$130 million in August 2020*.

Hyper-localism and changes to how and when we work may result in reduced demand for commercial office space. Areas such as South Melbourne are reliant on the daily influx of large worker populations to support the local economy. The consequences of this will be far-reaching, especially in terms of how new developments will need to adapt to these societal changes and what this may require in terms of a planning response. As more people work from home in the short to medium term, the need for Council services will shift as greater numbers take advantage of our core services such as waste removal, libraries and parking.

The disproportionately severe effects of the downturn on some groups, such as non-citizens, young people with low educational attainment, those nearing the end of their working lives and women, is also likely to see a spike in disadvantage and demand for social welfare and housing services.

A great challenge over the next decade will be continuing to help our community not only recover but rebuild. The opportunities are many, including fostering a new local shopping culture, leveraging our strength in creative industries while cultivating innovation businesses and start-ups, and embracing our public spaces for new uses beyond recreation.

* SpendMapp

** Economy ID, website <https://economy.id.com.au/port-phillip>

Future-proofing our growing city

In previous Annual Reports we have highlighted the need to plan for the impact of a rapidly growing population.

Pre-COVID-19, projected growth between 2020 and 2041 was a 50 per cent increase in our population, of almost 60,000 additional people*.

Given the events of 2020/21, we expect that Port Phillip's population growth is likely to be steadier if people choose to work from home in outer suburbs or regional areas. Slowed construction and migration growth, also related to the pandemic, are other factors likely to affect more immediate growth projections.

Reduced development, particularly for apartments, over the short to medium term will have the greatest impact on the development of Fishermans Bend, with fewer developer contributions affecting amenity outcomes.

Approximately \$5.3 billion invested by the Victorian Government in social and affordable housing will provide incentives for developers to include affordable housing within new developments. This also presents opportunities for Council to facilitate the renewal of existing housing sites to increase much needed affordable housing for a diverse and inclusive community.

It remains vital to continue to plan ahead as we must be ready for increased demands for everything from access to open space to waste collection.

Getting around our dense inner city

The City of Port Phillip is the most densely populated municipality in Victoria, with the current density equating to one person per 177 square metres**. Our 265 km of roads, 59 km network of bike lanes and paths and 414 km of footpaths are feeling the pressure.

Prior to COVID-19, our resident population was projected to have significant growth. This rate may slow for a while, however, is still a key consideration in longer-term transport, parking and mobility planning.

The circumstances of 2020/21 have disrupted the way people live, work and move around Australia and Melbourne. It is uncertain at this point whether these changes will be short-term or will have long lasting impacts for cities.

One of several significant shifts in 2020/21 is the importance of personal health and safety as a key consideration in the transport choices people make. The potential for a decline in the use of public transport and shared mobility, such as car share, post-COVID-19 cannot be underestimated.

This may see people returning to their cars over other forms of transport, which will create strain on road networks. It may also see people seek out alternate forms of transport e.g. active transport such as bikes and alternative mobility devices such as e-scooters. While this is positive for health and wellbeing, congestion and environmental reasons, the existing network of bike routes across inner metro Melbourne are not well connected or consistent in quality. This creates barriers for less experienced bike riders to take up this form of transport given perceptions, both real and perceived, of safety. There are also barriers to widespread take-up of alternative mobility devices such as e-scooters, although promising progress is being made through a trial recently announced by the Victorian Government.

The past 12 months have also seen a greater number of people working from home. While initially regulated by government, many people are now interested in working from home in the longer term, either full time or several days a week. This shift will impact the use of road networks, forms of transport and residential parking requirements in the short and longer term.

There is no doubt that transport, parking and mobility are among the most critical issues for our community. Clear communication and engagement with our community are paramount in tackling the challenges and opportunities presented in this area.

* Forecast ID, website <https://forecast.id.com.au/port-phillip>

** Profile ID, website <https://profile.id.com.au/port-phillip>

Waste Management

More household waste is being generated in our City as increased numbers of residents work from home and our population grows. This additional waste means extra costs to Council.

Service costs are expected to rise when the Victorian Government's landfill levy jumps from \$65.90 per tonne in 2019/20 to \$105.90 per tonne from 1 July 2021 and then to \$125.90 per tonne in 2022.

Shifting recycling markets and increased processing costs, including the cost of contamination, are also placing pressure on costs, which are rising faster than the CPI and rates cap.

'Recycling Victoria, a new economy' is the Victorian Government's 10-year circular economy policy and action plan, which includes a \$300 million investment to transform the waste and resource recovery sector in Victoria.

This includes a new 'Waste Act' and an administering authority that will set the legislative framework for upcoming household recycling reforms.

These reforms will require all Victorian councils to provide access to a four-service waste model: garbage, recycling, separated glass by 2027 and food and garden organics by 2030.

Councils and the Victorian Government are working together to explore new technologies to reduce reliance on landfills. Advanced waste processing is a promising potential option for the future.

Despite Council offering waste management services, dumped waste continues to be an issue. The cost of managing waste put out illegally by people, often when they are moving, is significant and poses amenity issues.



485 households took part in the 11 month Elwood Food Organics and Garden Organics (FOGO) trial.

Delivering our 2027 vision

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

More information on performance reporting is available at portphillip.vic.gov.au

Integrated planning and delivery framework



Engaging and reporting on the Council Plan 2017-27



Our 2031 focus

Proudly Port Phillip: A liveable and vibrant City that enhances the wellbeing of our community.

The Council Plan 2021-31 Community Vision, Municipal Public Health and Wellbeing plan, revenue and rating plan, long-term financial plan and annual Budget, ensure we have a responsible roadmap to play our part in achieving the vision our community has for Port Phillip and to enhance health and wellbeing.

Knowing where we are heading and what we want to achieve are crucial to providing the best possible outcomes for our City and community, both now and over the longer-term.

The Plan will help us navigate the inevitable challenges that will arise over the next four years and beyond, including social, economic, political and environmental issues. It also helps us take advantage of opportunities by ensuring we are resilient and agile.

It is supported by the Port Phillip Planning Scheme and detailed strategies and delivery plans.

The Council Plan is the roadmap for everything we do. More information on the Council Plan and Budget is available at portphillip.vic.gov.au

Our Strategic Directions

Council will play its part in contributing to this Community Vision by delivering on five Strategic Directions.

Inclusive Port Phillip

A City that is a place for all members of our community, where people feel supported and comfortable being themselves and expressing their identities.



Liveable Port Phillip

A City that is a great place to live, where our community has access to high quality public spaces, development and growth are well-managed, and it is safer and easy to connect and travel within.



Sustainable Port Phillip

A City that has a sustainable future, where our environmentally aware and active community benefits from living in a bayside city that is greener, cooler, cleaner and climate resilient.



Vibrant Port Phillip

A City that has a flourishing economy, where our community and local businesses thrive, and we maintain and enhance our reputation as one of Melbourne's cultural and creative hubs.



Well-Governed Port Phillip

A City that is a leading local government authority, where our community and our organisation are in a better place as a result of our collective efforts.





Maternal and Child Health nurses wore Tier 3 PPE during 2020 to consult with families.

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The year in review

The way we delivered our services, events and projects was significantly impacted by COVID-19 restrictions this year. Events were cancelled, postponed, and changed to online alternatives where possible.

Project budgets were reviewed, resulting in deferrals and, in some cases, re-prioritisation.

Events cancelled

- St Kilda Festival cancelled and budget reprioritised to public space activations, rates hardship support, business support measures including fee waivers (Footpath Trading, and Food and Health Act fees), rent waivers (including Council tenants in commercial properties, Palais, Esplanade Market, and at South Melbourne Market), food and homelessness housing support
- Social Support and Community Transport services could not operate due to social distancing limitations
- Community Centres and Town Hall facilities closed.

Events and services changed

- St Kilda Film Festival was a hybrid online event (regional tour cancelled)
- Council meetings changed to online delivery
- Planning and building services continued to be provided through a hybrid model (online and on-site operations)
- Extra waste and recycling collection vehicle on the road to comply with Stage 4 lockdown requirements
- Library closures with a click and collect service offering.

How projects were impacted

- Project delays caused by supply chain issues, procurement and staff resourcing to manage projects
- EcoCentre Redevelopment was placed on hold until funding was granted, which was confirmed in the Victorian Budget in May 2021.

July 2020**Online Sustainability Webinars**

Council launched a series of sustainability online webinars in collaboration with neighbouring councils to provide residents with a wider range of free events.

Cruikshank Reserve daffodil garden

A mass of trumpeting daffodils bloomed in a triangular reserve off Pickles Street in Port Melbourne for a second year. The splendid flowering followed the successful remediation of the site using sunflowers. It has become a neighbourhood attraction during lockdown.

August 2020**Social and Economic Recovery in Port Phillip**

In August 2020, Council approved \$5.68 million in economic and social recovery assistance as part of the 2020/21 Budget. The funds were directed towards supporting those hardest impacted by the COVID-19 pandemic, including traders, small businesses, the arts community and the most vulnerable members of our City.

September 2020**Design and Development Awards**

The biennial awards were successfully hosted online for the first time, and encouraged and celebrated design excellence. Over 65 submissions were received in eight categories, with 27 shortlisted projects.

Youth in Chambers

Youth in Chambers was held on 7 September 2020, as part of the Student Leadership program.

St Kilda Film Festival - IDC DX Awards 2020 Australia/New Zealand Winner

The St Kilda Film Festival was awarded a digital transformation award for being champions of resiliency in the digital arena. This important and iconic annual event was able to proceed in a different, digital format during the COVID-19 pandemic.

JL Murphy Reserve

The new playground, half-court basketball court, landscape works, irrigation and driveway for the pavilion were completed.

JL Murphy Reserve

Cruikshank Reserve daffodil garden



October 2020

Middle Park Beach Renourishment

The successful completion of the Middle Park Beach Renourishment project increased the width of the beach, improving the recreational amenity for the whole community. It also provides a buffer from storm impacts on the surrounding area, including the heritage beach shelter, Sandbar Café, bluestone wall and the Bay Trail.

Port Phillip City Collection new acquisitions

This year we celebrate the 40th anniversary of continuous collecting for Council's contemporary art collection.

The Art Acquisition Reference Committee recommended 11 new works for acquisition.

Live Love Local

The Live Love Local campaign was launched to support our community as restrictions started to ease in Melbourne. Live Love Local was designed to inspire residents to love where they live, support local businesses, and enjoy time in our many outdoor spaces in a safe and inclusive way.

Esplanade Oval Elwood Park sports ground reconstruction

The oval reconstruction works were completed. The project included the installation of new sub-surface drainage, irrigation, Kikuyu turf and soccer goals.

City of Port Phillip Seniors Festival

The City of Port Phillip Seniors Festival was held in October 2020. Due to COVID-19, the 2020 Seniors Festival was reimagined with a range of events that residents could participate in by post, phone or online.

Local services and community group were asked to re-imagine running an event online. Nine groups rose to the occasion and applied for Council's Seniors Festival events grants, resulting in a range of activities on offer from sing-a-longs, documentaries and webinars to concerts with an amazing array of culture and talent.

Middle Park Beach renourishment

Social and Economic Recovery in Port Phillip



November 2020

Keep Victoria Beautiful Awards

Council was shortlisted for seven Keep Victoria Beautiful Awards across five different categories. We were a joint winner with Stonnington for the Waste (Council) award for our glass recycling trial and also won an award for Indigenous Culture (Council): Boon Wurrung Land and Sea Council and City of Port Phillip, 'We-Akon Dillinja'.

'Play it safe' Visitor and Summer Management Program

Implementation of the 'Play it Safe' Visitor and Summer Management Program, which operated from November 2020 to April 2021.

NAIDOC Week Virtual Program

The NAIDOC Week Virtual Program was released online. The online program allowed for some innovative and inclusive collaborations with new partners providing exciting opportunities:

- First People's Artist Rubii Red was commissioned to provide illustrations of three native to Port Phillip animals. She prepared a dolphin, penguin and brush tailed possum. All Port Phillip schools and childcare centres were invited to submit entries to the competition - either colouring in for younger age groups or their own creation.
- Port Phillip in partnership with NAIDOC Week hosted the online ward-winning Isol-Aid music festival curated by Candice Lorrae from The Merindas, with nine artist on the program.

- Australia's leading meditation app Smiling Mind collaborated with the City of Port Phillip on a highly successful meditation. Aboriginal Elder Uncle Jack Charles was engaged to read a meditation on self-compassion. Behind the scenes video was recorded and accompanied the meditation on the website. The video itself is the most viewed on the Smiling Mind website and the collaboration garnered wide-ranging media coverage for the City of Port Phillip.
- Sean Choolburra delivered a 30-minute cooking show on his Instagram TV (IGTV).
- Bili Nursery presented an online workshop on Growing Indigenous Foods which was viewed live and is still available on demand.

'Play it Safe' Visitor and Summer Management Program

Inkerman Street mural



December 2020**Social and Economic Recovery in Port Phillip**

As part of the Social and Economic Recovery in Port Phillip, the 2020/21 Budget was restructured to make funds available for social recovery assistance. This was supplemented further in December 2020 by an additional allocation of \$1.67 million from funds set aside from the cancellation of the 2021 Kilda Festival. The funds were directed towards supporting those hardest impacted by the COVID-19 pandemic, including traders, small businesses, the arts community and the most vulnerable members of our City.

Arts Grants (Cultural Development Fund) \$0.71 million

In December 2020, several arts focused programs and grants were approved from an allocation of funds set aside due to the cancellation of the 2021 St Kilda Festival and budget reallocation.

Summer Music Program

This program saw in excess of 30 pop up music performances throughout the municipality in shopping precincts, gardens, rotundas and parklets from December 2020 until the end of March 2021. The initiative was marketed as a part of the Live Love Local campaign.

eBike Trial commenced

Over 25,000 trips have started in the City of Port Phillip since the shared eBike trial began in mid-December 2020.

Queer Formal Online

While this annual event is usually held in person, in response to COVID-19 restrictions the event was taken online. In order to deliver the event online, Minus18 collaborated with Channel 31 to broadcast live performances of the event through the Zoom broadcasting platform. The event had 334 young people register with 300 unique Zoom attendees.

Port Phillip Family News

Family Services continued with the Port Phillip Family News, a weekly electronic newsletter with information about parenting support, self-care, working from home tips and tricks, at home play ideas for children and much more.

In December 2020, as we entered into a recovery phase and adapted to COVID Safe Summer restrictions, the newsletter became an important way for families to receive now fortnightly updates about programs and services resuming, and to discover ways of safely reconnecting with their local neighbourhood through the new community parklets, online parenting groups, and finding new parks, playgrounds and beaches for nature play activities.

Summer Music Program

Rainbow flag-raising at St Kilda Town Hall



January 2021**We-Akon Dilynja**

At sunrise on Tuesday 26 January, our community took part in a special livestreamed event to commemorate and celebrate the culture of the First People's of this land.

South Melbourne Market (SMM) Summer Music Program

At SMM there were several live performances by local talent including The Shuffle Club, One Spirit Africa, Brazaman, STAV, Bumpy and Justine Jones.

Midsumma Pride March sponsored by City of Port Phillip

While the March took place, spectators were encouraged to attend restaurants along Fitzroy Street or to watch the online stream.

South Melbourne Market's Summer Outdoor Dining

City of Port Phillip closed the northbound lane of Cecil Street (between York and Coventry streets) from 4 January to 18 April, allowing for restaurant outdoor dining extensions and the creation of a safe, inviting and accessible space for our local community to enjoy.

The Market is an important public place for social and cultural interaction, and the street closure provided additional space for our community to relax, play, mingle and enjoy food from our traders and local businesses.

The space hosted over 35 activations over the summer season, with all programmed activity free and aimed at a wide range of age groups.

February 2021**Arts and Culture Support**

In February 2021, additional support of \$270,000 was provided from funding set aside due to the cancellation of the 2021 St Kilda Festival. Which supported:

- live music show - Icehouse in the Catani Gardens in March and April Sun in April
- St Kilda Blues Festival between 9 and 11 April, with over 30 acts across 24 St Kilda venues
- establish a Community Public Art Fund
- Esplanade Market traders
- COVIDSafe protocols, support staff and security for events.

South Melbourne Market's Summer Outdoor Dining

Australia Day Citizenship Ceremony 2021



March 2021

Online Climate webinar

City of Port Phillip presented a webinar for local businesses and residents featuring Professor Tim Flannery who shared his solutions to the Climate Emergency in the era of COVID-19 with over 100 online attendants.

Me and UooUoo Exhibition participation

City of Port Phillip partnered with the Royal Children's Hospital (RCH) to temporarily locate 14 sculptures around the City to mark the Hospital's 150th anniversary.

South Melbourne Market's February Fitness Program

As part of the summer program, the fitness sessions were presented by Market trader, Luna & Soul, with morning yoga, Pilates and children's yoga sessions.

Future South Melbourne Consultation

The Future South Melbourne consultation was held for South Melbourne Structure Plan with over 1,550 comments received, 240 surveys completed, and six key consultation events.

Ride2School Day

Fourteen schools participated in Ride2School Day, with an additional school holding an event in May with participation of up to 93 per cent of students.

TT Buckingham Reserve

Construction of a new playground at the reserve was completed. The project also included new pram ramps at key access points, new park furniture, an upgraded irrigation system and the construction of a basketball half-court.

South Melbourne Market Jazz and Soul Music program

The Program was held as a tribute to the Port Philip Mussel and Jazz Festival, featuring WurliBand, Elissa Rodger and Ultrafox.

Yaluk-ut Weelam Ngargee

Yaluk-ut Weelam Ngargee presented a week-long program of First Peoples arts and events, including highlights such as:

- Archie Roach in concert and conversation at the Espy about his time creating work in St Kilda
- A series of performances in Acland Plaza presenting a diversity of artists and genres
- An Opening Night concert at MEMO Music Hall featuring the likes of Bumpy and Alice Skye at the Esplanade Market takeover featuring Indigenous Artists. At South Melbourne Market, the festival presented two First Nations artists at the Market - two free live music performances by Amos Roach (son of Archie Roach) and Aaron B.

South Melbourne Market's February Fitness Program

Me and UooUoo Exhibition



April 2021

Renew Fitzroy Street

Renew Fitzroy Street launched 2 March 2021 and since then has reactivated seven vacant shops with 12 creative start-ups, attracting new visitors and businesses and breathing new life into the Street.

Live Music at Catani Gardens

The first major live music presented was Icehouse in the Gardens. Funding support for these events was from the Arts Grants, launched in December 2020.

Julier Reserve Netball Court Lighting

Installation of sports lighting by Council will provide an opportunity for the netball club to safely host training sessions within the municipality without travelling to other venues with lights. On 23 April the Port Melbourne Netball Club hosted a community event to officially turn on the switch for local netballers.

Cruikshank Reserve daffodil garden fencing project completed**Dessert First**

As part of the Live Love Local initiative, the Dessert First promotion ran over winter. The focus of the initiative promoted local businesses and their dessert offerings across Port Phillip.

April Sun Festival held at the St Kilda Triangle Carpark

A diverse program of outdoor, COVID-19 safe music events ran from 15 April to 2 May 2021. An autumnal entertainment delight, April Sun, served up a platter of Australian performers to satisfy the many and varied palates of Melbourne music lovers. Held in the grounds of the St Kilda Triangle, directly adjacent to the Palais Theatre. Funding support for these events was from the Arts Grants, launched in December 2020.

Elwood Foreshore Fitness Station

Construction was completed on the fitness station at the end of Elwood Beach. An integrated design activity hub that fits seamlessly into the Elwood foreshore, the station provides easy access for people walking along the beach to utilise the space.

Renew Fitzroy Street

Dessert First



May 2021

Solihull Parenting Group

Developed as a collaborative project between the Solihull Approach Foundation and the Council's Family Services and Maternal and Child Health (MCH) staff, the 10-week group aims to connect isolated families with parents whose mental health was affected by COVID-19. The team have successfully facilitated two groups with the most recent being conducted from April to June 2021.

St Kilda Film Festival Hybrid Format

The 2021 St Kilda Film Festival took the best of its past festivals to create a hybrid event that mixed in-person and online events and built on the community's appetite for Australian stories and talent. The festival ran from 20 to 29 May 2021.

The hybrid approach proved wise when Melbourne was plunged into lockdown in the middle of the event, forcing a small number of in-person events to be cancelled. A large component of the Festival, however, was able to proceed.

Before lockdown, a gala opening night at the Palais Theatre was an emotional event for many in the industry.

A comprehensive professional development program was held with industry partners in South Melbourne. It was free to access and offered a range of skill building and industry development opportunities.

Alongside special events the Festival showcased Australia's Top 100 short films and recognised the large scale of excellence in local filmmaking at its closing night online awards.

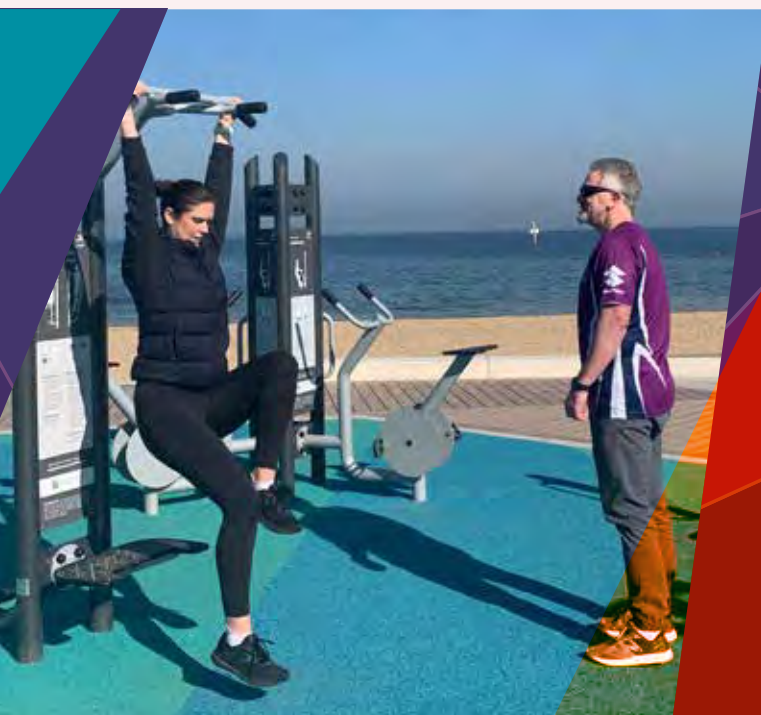
EcoCentre Redevelopment

Planning and design continued for the redevelopment of the EcoCentre building in parallel with advocacy activities to seek partnership funding. This culminated in an announcement in May 2021 from the Victorian Government committing \$2.8 million towards the project.

The Palais Theatre amenities upgrade was completed

The amenities upgrade included the refurbishment of two female, two male toilets, and the inclusion of a Disability Discrimination Act compliant access amenity.

Elwood Foreshore Fitness Station



EcoCentre redevelopment planning



June 2021

Wellington Street upgrade

The upgrade was completed and included connectivity improvements at the intersection of Wellington Street and Dandenong Road, a shared path between Wellington Street and Chapel Street on Dandenong Road and a deceleration lane on Dandenong Road.

Mabo Day live stream

City of Port Phillip, together with the Boonwurrung Foundation, marked Mabo Day remotely this year with a series of online events. Taking place was a Mabo Day Welcome to Country, live performances, speeches, cooking demonstration, cultural performances and children's storytime. Mabo Day is celebrated as part of Reconciliation Week which ran from 27 May to 3 June 2020.

Net zero carbon emissions

Zero net carbon emissions was achieved for Council operations. This was achieved through improving energy efficiency of Council buildings and lighting, purchasing renewable electricity through our involvement in the Melbourne Renewable Energy Project, solar panels on Council buildings, adding more electric and hybrid vehicles to the Council fleet, and purchasing accredited carbon offsets for our remaining emissions (see Chapter 4, Act and Adapt - Sustainable Environment Strategy 2018-28 for additional information).

Sustainable Design policy

We entered a partnership with the Council Alliance for a Sustainable Built Environment and 28 councils to review the Environmentally Sustainable Design Local Planning Policy and strengthen requirements for new developments.

South Melbourne Market AFL Heritage Week event

City of Port Phillip, together with the Sydney Swans AFL team, hosted an activation for Heritage Week, celebrating their heritage and connection with South Melbourne.

Renew Fitzroy Street

Another three shops, with five creative start-ups, joined the program in June.

Completion of Victorian Pride Centre (VPC)

Council contributed \$13 million to the VPC and this investment will see an additional \$46 million of socio-economic benefits to the precinct over the next 20 years and provide capacity for health care, advisory, and support services for the LGBTQIA+ community.

Victorian Pride Centre completed

St Kilda Film Festival Opening Night



Our performance at a glance

Council sets the strategic direction for the municipality, develops policy, identifies service standards and monitors performance. More detail on Council's performance for the year is provided in Chapter 4 Our Performance.

Overall performance

Council Plan outcome indicators on track

12 %

4 out of 33 indicators



Council Plan service measures on track

39 %

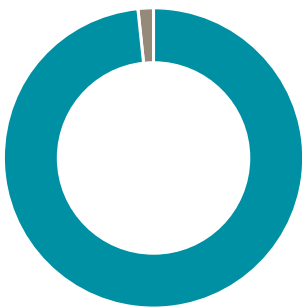
34 out of 88 indicators



Council Plan priorities in progress or completed

98 %

131 out of 133 indicators



■ On or above target ■ Not achieved

Outcome indicators not on track

- Residents that agree Port Phillip is a welcoming and supportive community for everyone
- Council's gross greenhouse gas emissions
- Council's electricity usage from renewable sources
- Council's potable water use (ML)
- Kerbside collection waste diverted from landfill*
- Residents who feel a sense of safety and security in Port Phillip
- Residents who are proud of, connected to and enjoy living in their neighbourhood
- Residents who agree the local area is vibrant, accessible and engaging
- Satisfaction with community consultation and engagement (index)*
- Satisfaction with the overall performance of Council (index)
- Overall financial sustainability risk rating***
- Efficiency savings as a percentage of operating expense (excluding depreciation)***
- Asset renewal as a percentage of depreciation***.

No data available in 2020/21 for Outcome Indicator

No data available due to a reduced scope of the 2021 Community Satisfaction Survey or no updated data being available in 2020/21.

- Social housing as a percentage of housing stock
- Wellbeing index
- Number of fatal and serious traffic collisions involving all road users
- Number of private passenger vehicle trips
- Number of walking trips
- Number of bike riding trips
- Number of public transport trips
- Number of cars owned by Port Phillip residents
- Total canopy cover
- Percentage of animals reclaimed
- Percentage of animals rehomed
- Visitors to the City of Port Phillip
- Residents who agree they have the opportunity to participate in affordable local community events and activities
- Residents who agree Port Phillip has a culture of creativity
- Proportion of residents who have participated in community engagement activities.

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

*** This achieved result was impacted by COVID-19 restrictions

Service measure targets not achieved

- Participation in four-week Key Age and Stage visit*
- Participation in the MCH service*
- Cost of MCH service per hour*/***
- Satisfaction with sealed local roads*
- Sealed local roads below the intervention level*
- Number of schools participating in 'Walk to School' month***
- Number of car share vehicles based in Port Phillip
- New trees planted per year
- Total suspended solids removed from stormwater (tonnes)
- Investments in fossil free institutions
- Resident satisfaction with waste and recycling collections
- Kerbside bin collection requests per 1,000 households*
- Kerbside collection bins missed per 10,000 bin lifts*
- Cost of kerbside recyclables collection*
- Kerbside collection waste diverted from landfill*
- Street cleaning audit compliance
- Cost of statutory planning service per planning application*
- Percentage of required food safety assessments undertaken*
- Cost of food safety service per premises*
- Visits to library per capita***
- Rate of turnover for physical items (loans per item)***
- Active library borrowers in the municipality*/***
- Staff turnover*
- Staff engagement score
- Return on financial investments
- Material legislative breaches
- Community satisfaction with advocacy (index)
- Community time saved (days)
- Community satisfaction with customer service (index)
- Calls answered within 30 seconds.

No data available in 2020/21 for service measure

No data available due to a reduced scope of the 2021 Community Satisfaction Survey or no updated data being available in 2020/21.

- Resident satisfaction with services that support older people and people living with disabilities**
- Resident satisfaction with services that support families, youth and children
- Resident perception regarding whether City of Port Phillip services contribute to the overall health and wellbeing of the community
- Community rating of Council's recreational facility performance (index)
- Participation per capita in sport and recreation across formal and informal activities
- Resident satisfaction with traffic management
- Council waste production per FTE (tonnes)
- Resident satisfaction with parking management
- Resident satisfaction with resident parking permits
- Cost of sealed local road resealing (per m³)
- Resident satisfaction with making Port Phillip more environmentally sustainable
- Resident satisfaction with street cleaning
- Resident satisfaction with beach cleaning
- Resident satisfaction with Council's planning services
- Resident satisfaction with parks and open space
- Resident satisfaction with delivering arts and festivals
- Residents who agree their local area has a good range of business services and local conveniences
- Resident satisfaction with visitor management
- Residents who agree South Melbourne Market is a significant benefit to residents
- Percentage of residents that agree the website is easy to use and navigate through the sections you want.

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

** Note to be added

*** This achieved result was impacted by COVID-19 restrictions

Renew Fitzroy Street launched on 2 March 2021 and since then has reactivated seven vacant shops with 13 creative start-ups.



Priorities completed

- Deliver new community spaces as part of the integrated Ferrars Street Education and Community Precinct at Fishermans Bend.
- Explore new models of providing services and advocate to ensure the right mix and level of services, to improve access and health equity for our communities.
- Implement improvements to Maternal and Child Health services, and family support services that respond to growing and changing demands.
- Collaborate with partners and service providers to undertake neighbourhood-based planning and delivery of community infrastructure, services, programs and outreach that promote health and social inclusion and are aligned to community needs.
- Establish the Victorian Pride Centre in St Kilda.
- Retain Council's Access and Ageing Department Rainbow Tick accreditation to ensure LGBTIQ+ inclusive service delivery.
- Implement walking projects that create safe, high amenity walking routes and reduce barriers to people walking across arterial roads.
- Deliver the Beach Street separated queuing lane to reduce traffic delays associated with cruise ship arrivals.
- Develop a Parking Management Plan as part of the Integrated Transport Strategy.
- Complete the streetscape and intersection upgrade of Wellington Street to improve safety and amenity.
- Promote green buildings by applying environmentally sustainable design planning policy and guidelines.
- Develop a heat management plan to help cool the City and reduce the impact on health.
- Complete an Ecological Biodiversity Study, in partnership with the EcoCentre and local experts.
- Develop a sustainability strategy for beyond 2020, including considering United Nations sustainability goals and targets and baselining municipal-wide greenhouse gas emissions.
- Deliver behaviour change and education programs through the Sustainable City Community Action Plan and support environmental education programs in schools.
- Examine the effectiveness of establishing a Port Phillip energy foundation, or partnering with an existing foundation, to undertake advocacy, research, advisory and community engagement initiatives.
- Work with partners to develop a long-term action plan for the Elster Creek catchment to mitigate flooding.
- Increase investment in street cleaning, litter bins and equipment to improve amenity and responsiveness and investigate opportunities for further improvements to service delivery.
- Work with the Metropolitan Waste and Resource Recovery Group to develop a business case to establish an inner metropolitan organic waste management service.
- Develop a strategic business case for the South Melbourne Market to shape the future direction and investment, and plan for and deliver renewal works.
- Develop a creative and prosperous city strategy that features all elements of our City's economy (**completed 2018**).
- Support the community to plan and produce festivals that celebrate local culture and talent.
- Implement a new competitive multi-year grant program for arts and cultural organisations.

Strategic direction 1

We embrace difference
and people belong

Budget allocation - \$42.2 million

Units to be delivered
in the Marlborough
Street community
housing project

46

COVID-19 Meal Grants
(including meals, food
and care packs)

23,000

Subsidised meals
provided through
the Community Meal
Subsidy*

388,632

Young people who
accessed Council-run
of funded programs

8,000

Performance highlights

- Commenced Port Phillip Zero Initiative, the City's 'By Name List' of people who are rough sleeping.
- Received Victorian Government funding through the 'Big Housing Build' which will provide the best opportunities for delivery of new housing projects in the municipality over the next five years, which includes 141 units.
- Completed an outdoor fitness station at the end of Elwood Beach which is accessible to users of all abilities. An integrated design activity hub that fits seamlessly into the Elwood foreshore, the station provides easy access for people walking along the beach to utilise the space.
- Commenced preliminary work for construction for the partnership with HousingFirst to progress the Marlborough Street community housing project, to deliver 46 new units on Council land.
- Completed the Esplanade Oval Elwood Park reconstruction.
- Introduced community parklets to South Melbourne Market and the Esplanade Market.
- Increased meal subsidies by commencing a Cultural Seniors Meals Program, where funding for a meal a week was provided to seniors.
- Funded the 'Share the Food Program', where prepared meals and pantry stock was made available to vulnerable community members who were required to self-isolate due to COVID-19 testing, or to cover the waiting period to connect to community groups that offered support.
- Reimagined the Seniors Festival with a range of events that residents could participate in by post, phone or online.
- Developed the Youth Access Grants Program 2020-22 in response to research and community consultation by City of Port Phillip, to address shortages of free or low-cost recreational options for young people.
- Continued to provide valued face to face program to our children and community throughout the challenges of 2020/21.
- Installed sport lighting at the Julier Reserve Netball Court.

* Subsidised meals provided to the community included: delivered meals, multicultural meals, café meals program, community meal subsidy and COVID-19 meal grant funding.

Strategic direction 2

We are connected and it's easy to move around



Budget allocation - \$28.3 million

Schools who took part in Ride2School Day

14

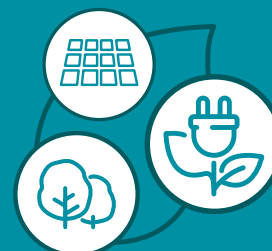
Funding secured for safety improvements to Chapel Street

\$ 369,000

Performance highlights

- Launched the Parking Management Policy.
- The on-going trial of shared eBikes has been successful. Over 25,000 rides started in Port Phillip in less than six months period since the trial began in mid-December 2020.
- Collaborated with 14 schools to run Ride2School events.
- Secured \$369,000 from the Department of Transport for safety improvements for all road users along Chapel Street between Dandenong Road and Brighton Road. Five intersections have been completed and the remainder will be delivered in partnership with Department of Transport over the next two years.
- Installed three permanent sensors for counting and identifying bikes, pedestrians, vehicles, identifying cars, trucks, buses, vans and motorbikes. This data will be shared through our OpenData platform and be used to inform future planning and infrastructure.
- Installed new wayfinding signage through Fishermans Bend and South Melbourne to make it easier for people to walk and ride to the CBD.
- Completed the Footpath Construction Program works to upgrade the shared path adjacent to the Southbank Tram Depot. Works included drainage upgrade, asphalt footpath reconstruction and installation of new holding rails to remove localised ponding to ensure it is trafficable in all weather conditions.
- Secured \$280,000 local roads and community infrastructure funding commitment from Rail Projects Victoria for 35 trees at the first phase of the two-for-one tree replacement program.
- Completed simplification at the intersection of Wellington Street and Dandenong Road to reduce the speed of vehicles entering Wellington Street improving safety for all users.
- Installed a raised platform improving safety for an identified blackspot on Montague Street at the corner of Bridport Street.

Strategic direction 3

We have smart solutions
for a sustainable future

Budget allocation - \$20.1 million

Environmentally
Sustainable Design
assessments completed

↑ 71 %

Trees planted as part
of Greening Port Phillip
Program

894

Glass recycling trial

Number of homes in rollout

180

Performance highlights

- Planted 894 trees as part of the Greening Port Phillip Program
- Completed the Alma Park Stormwater Harvesting system.
- Completed a Biodiversity Study of the City, including ecological surveys of key areas and species of plants and animals.
- Partnered with the Port Phillip EcoCentre to develop 'NatureSpot', an online platform where the community collected and shared information about flora and fauna in their gardens, balconies and public spaces.
- Continued to work as part of the Elster Creek Catchment Partnership to deliver actions to reduce flood risk in the catchment. This included reviewing options for flood mitigation infrastructure in Elwood. As a result, Melbourne Water has commenced detailed investigations into a project to expand the existing drain that runs from Elwood Canal to the Bay at Head Street.
- Improved the sustainability of buildings across the City by completing 389 Environmentally Sustainable Design assessments through the planning process, a 71 per cent increase on previous years.
- Rolled out the Glass Recycling trial to 180 homes within Port Phillip, and to four public park areas in the South Melbourne and Albert Park areas.
- Achieved zero net carbon emissions for Council operations through improving energy efficiency of Council buildings and lighting, purchasing renewable electricity by participating in the Melbourne Renewable Energy Project, use of solar panels on Council buildings, adding more electric and hybrid vehicles to the Council fleet, and purchasing accredited carbon offsets for our remaining emissions.
- Progressed planning and design for the redevelopment of the EcoCentre building and received a commitment from the Victorian Government that it will allocate \$2.75 million towards this project.
- Entered a partnership with the Council Alliance for a Sustainable Built Environment and 28 councils to review the Environmentally Sustainable Design Local Planning Policy and strengthen requirements for new developments.
- Rolled out three communal food organics recycling hub trials between April and May 2021 at HR Johnson Reserve, St Kilda West, Lagoon Reserve, Port Melbourne and adjacent to Rats of Tobruk Reserve, Albert Park. These sites were chosen for their surrounding medium-density housing, where residents have little to no yard space for an additional bin for food and garden organics.
- Completed the following Stormwater Capital Works:
 - Ravens Grove (new underground drainage system installed)
 - Park and Heather Street (drainage pipe renewal)
 - Replacement of drainage pits across eight locations
 - Alma Park GPT Modification (design and construction)
 - Marine Parade raingarden renewal work.

Strategic direction 4

We are growing and keeping our character



Budget allocation - \$55.3 million

Urban design and heritage assessments completed

↑ 91 %

Council decisions upheld at VCAT

Before mediation

75 %

After mediation

91 %

Performance highlights

- Provided urban design and heritage advice to improve the quality of building design across the City by completing 520 urban design and heritage assessments through the planning process, a 10 per cent increase from the previous year.
- Completed the Astor Theatre Garden Landscaping, bike racks, seating and landscaping on the corner of Chapel Street and Dandenong Road in conjunction with the Wellington Street Upgrade project, improving the amenity and accessibility of the area.
- Managed the combustible cladding audits on buildings within the municipality, including addressing the impacts of an extreme fire risk rated building in St Kilda.
- VCAT upheld 75 per cent of Council decisions excluding any consented decisions and withdrawn applications, exceeding the target of 70 per cent. When allowing for mediated and withdrawn outcomes, Council decisions upheld at VCAT for this financial year was 91 per cent.
- Continued the Heritage program with the preparation of parts of the HO7 and HO8 precinct reviews. Updated in or introduced a number of heritage controls into the planning scheme through planning scheme amendments. Work continued for 'Your Heritage, Our Heritage' of the public facing Heritage mapping throughout Port Phillip, which is anticipated to go live by the end of 2021.

Strategic direction 5

We thrive by harnessing creativity



Budget allocation - \$23.9 million

Business Parklet and footpath trading businesses supported

90+

Council contribution to the Victorian Pride Centre

\$13 m

Events hosted during the closure of one lane of Cecil Street in South Melbourne

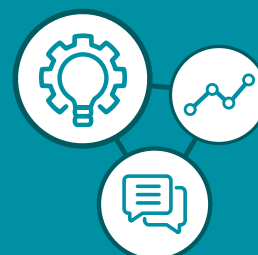
35

Performance highlights

- Renew Fitzroy Street was launched in March 2021 and to date has reactivated seven vacant shops with 12 creative start-ups. This has attracted new visitors, businesses and breathed new life into the Street.
- The Love My Place High Street Beautification Grants was award for four high street programs - Clarendon Street lighting, Ormond Road Street beautification / public art, Acland Street Penguin trail and Fitzroy Street mural project.
- Council supported over 90 business parklet and footpath trading businesses by offering complimentary weatherproofing assets, including gas heaters, umbrellas and lighting.
- Opening of the Victorian Pride Centre (VPC) on 11 July 2021. Council contributed \$13 million to the VPC and this investment will help see an additional \$46 million of socio-economic benefits to the precinct over the next 20 years and provide capacity for health care, advisory, and support services for the LGBTIQ+ community.
- Delivered the Art and Soul - Creative and Prosperous City Strategy 2018-22 to create a thriving social, cultural, and economic future for Port Phillip. Council has worked to invest and support the creative industries, deliver a concentrated placemaking effort, strengthen the creative industries of South Melbourne and Fishermans Bend, increase access to affordable spaces and funding for local creative industries, and plan for adequate employment opportunities in the creative industries
- Developed the Live Love Local campaign to support the community through economic, social, and cultural recovery.
- Launched an outdoor dining and entertaining program to incorporate business parklets, community parklets, laneway closures and foreshore activations, across Port Phillip.
- Delivered hybrid formats of the St Kilda Film and Yaluk-ut Weelam Ngargee Festivals, subsequently reaching far wider audiences.
- Forming part of the COVID-19 economic recovery roadmap, the City of Port Phillip closed the northbound lane of Cecil Street (between York and Coventry Streets) from 4 January to 18 April, allowing for restaurant outdoor dining extensions and the creation of a safe, inviting and accessible space. The closure created a space for activation and events, hosting over 35 events over the summer season.

Strategic direction 6

Our commitment to you



Budget allocation - \$64.1 million

New websites
launched across
Council

6

Key functional modules
delivered as part of the
Customer Experience project

10

Performance highlights

- Improved cybersecurity and resilience, responding to increased cyber-attacks as well as an increased organisation dependency on technology over 2020/21.
- Continued to operate remotely to deliver the Customer Experience Program throughout extended lockdown periods, with multiple vendors and over 60 staff working on the design, build, testing and training of a further 10 key functional modules that have supported key deliveries in 2020/21.
- Launched six websites:
 - City of Port Phillip
 - Intranet
 - Port Phillip Libraries
 - South Melbourne Market
 - South Melbourne Market Direct
 - St Kilda Esplanade Market.
- Continued to deliver quality Customer Service to the community throughout lockdowns and restrictions via multiple channels, including; phone, email, websites, the Snap Send Solve application and service counters.

Awards and third-party endorsements

Keep Victoria Beautiful Sustainable Cities Awards

- Council was a joint winner with Stonnington for the Waste (Council) award for our glass Port Phillip was a joint winner for the Council Waste Award for our glass recycling trial. The trial rolled out to 180 homes within the Garden City area of Port Phillip, and to four public parks across South Melbourne and Albert Park.
- Port Phillip was a joint winner for the Indigenous Culture (Council) award for creating and delivering 'We-akon Dilinja', a dawn ceremony, honouring ancestors and community.
- Council was shortlisted for seven awards across five different categories. Other shortlisted projects included Alma Park Stormwater Harvesting Scheme (Environment), Council and community food waste diversion (Waste), NatureSpot Biodiversity Citizen Science (Environment), National Recycling Week social media campaign (Waste) and Summer Rangers (Education).

St Kilda Film Festival - IDC DX Awards 2020 Australia / New Zealand Winner

The Festival won a digital transformation award for being champions of resiliency in the digital arena. The Festival went ahead in a different, digital format during the COVID-19 pandemic.

Parks Leisure Australia

City of Port Phillip was finalist for the 2020 Parks Leisure Australia - Community Based Initiative of the Year award.

Australasian Reporting Award

Council received a Gold Australasian Reporting Award for the fourth year in a row by meeting high reporting standards. The Annual Report is an essential mechanism of accountability, a vital element in the governance process.



An aerial photograph of a suburban neighborhood. In the foreground, there's a large green golf course with a winding path. To the right, a row of houses with orange-tiled roofs is visible. A prominent white lighthouse with an orange top stands out among the trees. In the background, a city skyline with various skyscrapers is visible under a blue sky with scattered white clouds.

What happened
in your
neighbourhood?

We have nine neighbourhoods, each with distinct character and attributes. Two of these - Sandridge/Wirraway and Montague - are emerging neighbourhoods in Fishermans Bend.

Port Melbourne

Encompassing most of the suburb of Port Melbourne, the neighbourhood is a gateway to Melbourne via Station Pier. The Waterfront Precinct brings a large number of visitors to the neighbourhood and beyond, attracted to the foreshore and beaches as well as the retail and commercial strip along Bay Street.

Footpath renewals completed on Alfred Street, Union Street, Rouse Street, Graham Street and Clark Street.

Kerb and gutter construction on Beach Street and Kerb and Gutter renewals on Centre Avenue and Griffin Crescent.

Road resurfacing completed on Centre Avenue, Farrell Street and Alfred Street.

Heavy Road Patching completed on Pickles Street and Graham Street.

Stages 1, 2 and 4 of lighting upgrades along the Bay Trail were completed.

Construction of a new playground at TT Buckingham Reserve was completed. The project also included new pram ramps at key access points, new park furniture, an upgraded irrigation system and the construction of a basketball half-court.

Expanded garden beds in the Danks Street Biolink and Port Melbourne Light Rail reserve.

The head design consultant was appointed, and the concept designs commenced for the Lagoon Reserve Sports Field Upgrade.

The detailed design for the Garden City Bike Path was completed.

Installed sport lighting at the Julier Reserve Netball Court

Sandridge / Wirraway

This neighbourhood will transform over the next 30 years as the Fishermans Bend renewal area develops. It is bound by the West Gate Freeway to the north, Williamstown Road to the south, Todd Road to the west and Johnson Street to the east.

Construction of a new playground at JL Murphy Reserve was completed. A half basketball court, a rain garden, landscaping integration, turf, driveway access and four car parks were also included as part of the project.

Montague

Montague is an emerging neighbourhood in Fishermans Bend. It is bound by the West Gate Freeway to the north, the St Kilda Light Rail Line (route 96) to the east, City Road to the south, and Boundary Street to the west.

Montague Precinct Traffic Modelling commenced.

New wayfinding signage was installed through Fishermans Bend and South Melbourne to make it easier for people to walk and ride to the Central Business District.

South Melbourne

Encompassing most of the suburb of South Melbourne and part of Albert Park, the neighbourhood is one of Melbourne’s original suburbs. Clarendon Street and the South Melbourne Market attract local and regional visitors.

Kerb and gutter renewals on Montague Street, Tribe Street and Mitford Street were completed.

Heavy Road Patching on Dorcas Street was completed

Fence replacement at the Lilian Cannon Kindergarten to meet current compliance requirements was completed.

The Glass Recycling trial was rolled out to 180 homes within the City of Port Phillip, and to four public park areas in the South Melbourne and Albert Park areas.

As part of our Footpath Construction Program, works were been completed to upgrade the shared path adjacent to the Southbank Tram Depot. Works included drainage upgrade, asphalt footpath reconstruction and installation of new holding rails to remove localised ponding to ensure it is trafficable in all weather conditions.

New wayfinding signage was installed through Fishermans Bend and South Melbourne to make it easier for people to walk and ride to the Melbourne central business district.

Forming part of the COVID-19 economic recovery roadmap, City of Port Phillip closed the northbound lane of Cecil Street (between York and Coventry Streets) from 4 January to 18 April, allowing for restaurant outdoor dining extensions and the creation of a safe, inviting and accessible space for summer activations.

Completed drainage pipe renewal works at Park and Heather Street, South Melbourne.

Albert Park / Middle Park

Encompassing the suburb of Middle Park, part of the suburb of Albert Park and part of St Kilda West, this neighbourhood is one of the oldest parts of the City, with significant heritage areas featuring houses from the Victorian and Edwardian eras.

Completed Black Spot Safety Improvements at the intersection of Bridport and Montague streets.

Completed footpath renewals at Beaconsfield Parade, Albert Park and Danks Street, Middle Park.

Completed kerb and gutter renewals at Pickles Street, Albert Park and Page Street, Middle Park.

Completed construction of Disability Discrimination Act (DDA) compliant toilet facilities at Gasworks Arts Park and Albert Park Library.

Completed the Danks Street Biolink as part of the Greening Port Phillip Program. This included the planting of 3,000 new native plants along the corridor.

Completed renewal of timber decking adjacent to Kerferd Road Pier and Albert Park Yachting and Angling Club.

Completion of the Middle Park Beach Renourishment Project widened the width of the beach. This has improved the recreational amenity for the whole community. It also provides a buffer from storm impacts on the surrounding area, including the heritage beach shelter, Sandbar Café, bluestone wall and the Bay Trail.

After consulting on safer speed zones, the speed limit will be changed to 40 kmh on Mill Street, Patterson Street and Danks Street, in Middle Park, which is expected to be implemented in 2021/22.

St Kilda Road

Encompassing parts of the suburbs of Melbourne and Windsor, and parts of Albert Park and South Melbourne, this neighbourhood is unique in the City because of its mix of offices and high-rise residential development.

Concept design for Cobden Place Pocket Park was finalised.

Domain Precinct Melbourne Metro: This project is being led by Rail Projects Victoria for the Victorian Government and Council continues to advocate for optimal outcomes for our area.

Completed Kings Way footpath reconstruction between St Kilda Road and Queens Lane.

East St Kilda / Balaclava

Encompassing the suburb of Balaclava and part of East St Kilda and St Kilda, this neighbourhood has diverse housing types and population. Primarily a residential neighbourhood, the Carlisle Street activity centre, Balaclava Station and Alma Park are key features.

The Woody Meadows project at Gibbs and Bothwell Streets was completed as part of the Greening Port Phillip Program.

Commencement of three concept designs for the Inkerman Street Bike Safe Corridor.

Stormwater Capital Works program completed works across the following projects:

- Underground drainage system installed in Ravens Grove, East St Kilda
- Gross Pollutant Trap Modification at Alma Park, East St Kilda.

St Kilda / St Kilda West

Encompassing the suburbs of St Kilda West (east of Cowderoy Street), most of St Kilda and a small part of Elwood, the neighbourhood is attractive to residents and visitors for its iconic retail strips, significant open spaces and the foreshore.

Road resurfacing on Chapel Street and Havelock Street and heavy road patching on Charnwood Road.

Wellington Street upgrade stage 3 was completed. The upgrade included connectivity improvements at the intersection of Wellington Street and Dandenong Road, a shared path between Wellington Street and Chapel Street on Dandenong Road and a deceleration lane on Dandenong Road.

Astor Theatre Garden Landscaping, bike racks, seating and landscaping at the corner of Chapel Street and Dandenong Road were completed in conjunction with the Wellington Street Upgrade project.

Vehicle exclusion bollards were installed on Acland Street.

Construction of DDA compliant toilet facilities at VegOut Community Gardens.

The Victorian Government has announced it is providing \$2.8 million towards the construction of a new Port Phillip EcoCentre.

Renewal of bluestone laneway off Clyde Street, St Kilda.

The Palais Theatre amenities upgrade was completed - included the refurbishment of two female, two male toilets, and the inclusion of a Disability Discrimination Act compliant access amenity.

Council secured \$369,000 from the Department of Transport for safety improvements for all road users along Chapel Street between Dandenong Road and Brighton Road. Five intersections have been completed and the remainder will be delivered in partnership with Department of Transport over a two year period.

Rotary Park Redevelopment concept design was finalised, and funding was secured through the Australian Governments Local Roads and Community Infrastructure (LRCI) Program.

Elwood / Ripponlea

Encompassing the suburb of Ripponlea and most of Elwood, the neighbourhood is known for its leafy streets, its restaurants and suburban character. Ripponlea Station offers good access to central Melbourne.

Construction of the Elwood Foreshore Fitness Station was completed.

Elwood Park Esplanade Oval reconstruction was completed.

Road resurfacing on Gordon Avenue, Milton Street and Tennyson Street.

Footpath renewal on Lyndon Street, Ripponlea.

Renewal of bluestone laneway off Meredith Street, Elwood.

Delivery of the Elwood Food Organics and Garden Organics trial, which diverted 115 tonnes of food and garden organics from landfill for recycling. From 1 July 2021, the trial transitioned to an ongoing Port Phillip service.

Work continued on the Elster Creek Catchment Partnership with the successful launch of the Flood Resilient Homes Guide through an online event in May 2021, featuring a panel of expert speakers from the design industry, insurance industry and the SES.

Federal funding from Local Roads and Community Infrastructure Program was secured for the Wattie Watson Oval reconstruction and the Point Ormond Playground.

Resilience in challenging times

Council's response to COVID-19

In 2020/21 we launched an outdoor dining and entertainment program incorporating business and community parklets, public space installations, laneway closures and foreshore activations.

The COVID-19 pandemic called for us to be agile, flexible and support the community where most needed. During the pandemic, Council adapted with agility to innovate new ways of keeping safe and connected while maintaining our high standard of service delivery. The details below evidence the exemplary way the organisation stepped up to continue delivering service and support in a difficult time for all.

Here's what we did

We modified service delivery to best support the community through the COVID-19 pandemic:

- Supported community engagement and consultation on the Council Plan in online forums to discuss proposed changes to a select number of services and online focus groups at the neighbourhood level.
- Supported playgroups adapted to COVID-19 restrictions. with playgroups at Park Towers, Bubup Nairn Children's Centre and Skinners Adventure Playground, was intended to give families an opportunity to play outdoors.
- Family Services continued to provide flexible and adaptive ways to support our most vulnerable families and children in our community in response to COVID-19 restrictions.
- Middle Years and Youth Services pivoted to remotely engaging and supporting families during COVID-19 lockdown periods in 2020/21:
 - Middle Years and Youth Services shifted the delivery of face-to-face interaction to the Middle Years and Adventure Playground Community and Youth Support Clients to online and tele-support during lockdown periods. This allowed support referral and community connection with families and young people across the municipality to continue. The service was also able to continue to deliver interventions and short-term case management, as required.
 - Care packs with various resources were dispatched to identified Middle Years families. These contained games, scrapbooks, pencils and a caregiver info sheet featuring important services such as food aid services, tele-health providers and COVID-19 hotline information.
 - Middle Years and Youth Services partnered with the Father Bob Maguire Foundation to connect local families with the distribution of 'STEM' literacy intervention packs to assist children in remote learning to remain engaged with science, technology, engineering and mathematics activities.
- Daytime use of Adventure Playgrounds was increased with both locations hosting a range of supported playgroups and community playgroups. Following the pilot programs success, a range of programs are transitioning to ongoing services to support families with pre-school aged children.
- Libraries provided click and collect service for patrons.
- South Melbourne Market Direct was launched for online ordering of produce, gifts and homewares.

We used technology to keep in touch with the community and maintain connections:

- The Solihull Parenting Group was developed as a collaborative project between the Solihull Approach Foundation and Port Phillip's Family Services. The 10-week program connects isolated families with parents whose mental health was affected by COVID-19 pandemic. In 2021 two groups were successfully facilitated through the program.
- The 2021 St Kilda Film Festival took the best of its past festivals to create a hybrid event that mixed in-person and online events and built on the community's appetite for Australian stories and talent. The festival ran from 20 to 29 May 2021. The hybrid approach proved wise when Melbourne was plunged into lockdown in the middle of the event, forcing a small number of in-person events to be cancelled. A large component of the Festival, however, was able to proceed. Before lockdown, a gala opening night at the Palais Theatre was an emotional event for many in the industry. A comprehensive professional development program was held with industry partners in South Melbourne. It was free to access and offered a range of skill building and industry development opportunities.
- Alongside special events the Festival showcased Australia's Top 100 short films and recognised the large scale of excellence in local filmmaking at its closing night online awards..
- Mabo Day was marked this year by City of Port Phillip, together with the Boonwurrung Foundation, remotely with a series of online events. These included a Mabo Day Welcome to Country, live performances, speeches, cooking demonstration, cultural performances and children's storytime.
- Supported our older citizens and various community groups through digital literacy programs to help keep people connected.

We modified how we work in public spaces to ensure the community stays safe:

- During required periods, cleaning and other COVIDSafe procedures were implemented at South Melbourne Market including hospital grade cleaning, queuing for limited numbers within the Deli aisle, social distancing visual and audio cues, additional security and Personal Protective Equipment, and trader and customer communication updates.
- Council also modified how street cleaning crews and waste collection officers started their day to ensure that they could safely continue to keep our streets and parks clean. This was especially important given the large number of people accessing Port Phillip's wonderful open spaces.
- Physical distancing procedures were strictly followed on Council construction sites with changes including vehicle occupancy, the availability of wash-up facilities on-site and the design of lunchrooms.

We continued to implement new processes and systems remotely:

- Continued remote implementation of the new Customer Experience modules.
- Continued facilitation of remote working for Council staff by providing laptops or enabling BYOD (bring your own device) for staff who didn't have a laptop. The upgraded AVAYA contact centre enabled telephony and increased call quality and productivity.
- Citizenship ceremonies continue to be conducted remotely.
- VAGO Financial Year End audit process was undertaken remotely.

We reviewed our policies and advocated for the best ways to support people during this difficult time:

- Adjusted Payment of Suppliers on seven-day terms (usually 30 days) to support businesses.
- Adjusted the Rates Financial Hardship Policy.
- Expanded credit card program due to the COVID Safety protocols to support quick purchases and payments to limit cash handling
- Refocused effort on the facilitation of affordable housing projects that can attract economic stimulus funding to create more housing in the municipality.
- Provided extra funding to support Children's Services to stay open, as the Australian Government policy position precluded local government areas from receiving JobKeeper payments and other support funding.
- Salary sacrifice plan for staff to acquire monitors and standing desks. Chairs and computer peripherals were provided to enable safe working from home set ups.
- Further protected the safety of vulnerable people through the Port Phillip Zero rough sleeping partnership which supported people into emergency accommodation throughout this period.
- Enabled the social engagement of multicultural senior groups that had ceased to operate, resulting in increased social isolation during lockdowns.
- Supported the 'Share the Food' program established in partnership with Port Phillip Community Group, providing food relief for people in isolation and facing disadvantage due to lockdowns.
- Revised funding agreements with community agencies to ensure they focused on the engagement and support of marginalised people and could be delivered within COVID-19 restrictions.
- Supported our older citizens and various community groups through digital literacy programs to help keep people connected.
- Worked in partnership with Toyota Foundation, Thomas Duryea Logicalis, and South Melbourne Community Capacity Building Initiative to secure free Wi-Fi at Emerald Hill Court and contribute to closing the digital gap for people who are socio-economically disadvantaged.



'Share the Food' program has continued to support the Port Phillip Community Group (PPCG) to deliver meals and food packages.

We offered practical support to vulnerable members of the community and those struggling:

- Supported access to hot showers at Peanut Farm through a partnership with Access Health.
- Previous avenues of community meal support were impacted by the COVID-19 pandemic, as community support centres were required to be closed for long periods of time. Port Phillip pivoted to offer meal support to the community, via other avenues. Meal subsidies were increased, Cultural Seniors' Meals Program was commenced, providing funding for a meal a week for seniors in their own homes. In addition to supplying ready-made meals, pantry stock was also available for vulnerable community members who were required to self-isolate due to COVID-19 testing, to cover the waiting period to connect individuals to community groups that offered support. Community meal funding was doubled from \$200,000 to \$400,000 for the 2020/21 financial year.
- The 'Share the Food' funding has continued to support the Port Phillip Community Group (PPCG) to deliver food and meals packages to those in quarantine, self-isolation or experiencing hardship during COVID-19 pandemic. In a 12-month period, over 23,000 meals, food and care packs were distributed to people in need, valued at \$1,150,000. This represented a return on investment of \$5 for every \$1 spent by City of Port Phillip, achieved through significant donations of food and essential items to PPCG which worked closely with its community partners.
- The Cafe Social Inclusion Program continued to be available in 2020/21 through home and community care assessment. Meals were take away or delivered, instead of traditional cafe / restaurant dining.
- An 'emergency food guide' was produced and is updated every three months. This triaged people's needs and connected them to appropriate services. This was particularly important during the COVID-19 pandemic.
- Supported families by creating essential family packs. The packs included age specific activities and games, scrapbooks, colouring pencils and caregiver information on important services such as food aid, virtual bulk billing doctors and the COVID-19 hotline. These packs were posted out to 20 vulnerable families which in turn saw 42 children assisted.
- Middle Years and Youth Services pivoted to remotely engaging and supporting families during COVID-19 lockdown periods in 2020-21. Services shifted from face-to-face interactions with Middle Years / Adventure Playground Community and Youth Support Clients to online and tele-support during lockdown periods.

What you got for \$100

We delivered a broad range of services to our diverse community of residents, traders, business owners and visitors. This list show how rates revenue was spent across these services for every \$100 spent in 2020/21.

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

Transport / Parking	Asset Management	Public Space Planning and Delivery	Waste Management	Technology
\$14.62	\$13.38	\$13.14	\$10.93	\$8.20
Amenity	Governance Risk and Policy	Recreation	Arts, culture and heritage	People, culture and capability
\$7.62	\$5.34	\$3.71	\$3.58	\$3.22
Customer Experience	Children	City Planning and Urban Design	Sustainability	Ageing and Accessibility
\$3.21	\$2.74	\$2.65	\$2.65	\$2.34
Libraries	Communications and Engagement	Families and Young People	Economic Development and Tourism	Affordable Housing and Homelessness
\$2.06	\$1.63	\$1.36	\$1.19	\$0.94
Festivals	Local Laws and Animal Management	Markets	Health Services	Municipal Emergency Management
\$0.92	\$0.79	\$0.72	\$0.67	\$0.10
Community Programs and Facilities	Development Compliance	Financial and Project Management		
(\$0.31)	(\$1.00)	(\$6.40)		

Note: A negative value indicates the service has achieved a net surplus for the financial year, that no rates funding has been allocated to support the service. The 2020/21 result for Financial and Project Management is (\$6.40) due to the \$10.1 million take up of subsidised rent (non-cash) in accordance with Accounting Standards. Development Compliance is (\$1.00) mainly due to developer permits income earned during the year. Community Programs and Facilities is (\$0.31) due to asset sold during the year.

Financial report overview

In 2020/21, Council maintained services and infrastructure in addition to delivering priority projects and service improvements valued by our community. In doing we have continued our commitment to continuous improvement and efficiency and keeping rates affordable.

Our City and the world continues to deal with a global pandemic. This has seen our City endure significant detrimental health, economic and social outcomes. Recognising this, Council delivered a targeted \$7.7 million Economic and Social Emergency Relief Package to community members impacted by the COVID-19 pandemic. This builds on the \$2.8 million in 2019/20. A further \$1.2 million of support is included in Budget 2021/22.

The financial impact to Council has been substantial, quantified at \$20.4 million for 2020/21.

We have addressed this with expenditure cost containments, efficiency and project deferrals to future years. Budget 2021/22 has been through significant scenario modelling to reflect the ongoing effects of the COVID-19 pandemic.

Against a backdrop of increasing cost pressures (especially Waste Management and Recycling) and rising expectations of service delivery, Council has performed well in delivering on the financial strategy. We understand the increasing expectations of the community and continue to be prudent in the management of our funds and the stewardship of community assets, particularly in these unprecedented times.

Key financial highlights and indicators

- An overall medium risk rating on Victorian Auditor General's Office (VAGO) financial sustainability indicators.
- Positive net operating result of \$12.4 million (5.5 per cent of total revenue).
- An investment portfolio of \$115 million.
- Low levels of debt (5.6 per cent of rates revenue).
- A healthy working capital ratio of 309 per cent.
- Permanent ongoing efficiency savings of over \$2.3 million in addition to the \$12.6 million over the last four budgets of the prior Council.
- Delivered a targeted \$7.7 million Economic and Social Emergency Relief Package to community members impacted by COVID-19 in addition to the \$2.8 million in 2019/20. A further \$1.2 million of support is included in Budget 2021/22.
- Addressed the \$20.4 million financial impact caused by COVID-19 with expenditure cost containments, efficiency and project deferrals.
- A cumulative cash surplus balance of \$6.66 million.

Financial sustainability indicators

Government restrictions introduced to manage the COVID-19 outbreak had a detrimental impact on both global and local economies, with Council making some tough decisions on program spend and offering community relief packages to support local business and individuals. This has resulted in a decrease in our financial sustainability risk rating from low to medium risk when measured against the Victorian Auditor General's Office (VAGO) financial sustainability indicators, in line with budget expectations.

Overall, City of Port Phillip has delivered a strong financial result however the reduction and deferral of capital works spend has impacted our rating. We expect this to improve again in future year.

Indicator					Result
	2016/17	2017/18	2018/19	2019/20	2020/21
Net result Net result greater than 0 %	14.6 %	3.2 %	3.1 %	2.9 %	5.5 % ✓
Adjusted underlying result Adjusted underlying result greater than 5 %	1.3 %	[3.3 %]	[3.4 %]	[2.9 %]	0.8 % ✗
Working capital Working capital ratio greater than 100 %	232 %	265 %	268 %	360 %	309 % ✓
Internal financing Net cashflow from operations to net capital expenditure greater than 100 %	155 %	149 %	107 %	143 %	341 % ✓
Indebtedness Indebtedness ratio less than 40 %	5.9 %	5.2 %	5.3 %	5.5 %	1.5 % ✓
Capital replacement * Capital to depreciation greater than 150 %	142 %	103 %	135 %	87 %	77 % ✗
Infrastructure renewal gap * Renewal and upgrade to depreciation greater than 100 %	115 %	87 %	108 %	72 %	75 % ➖
Overall financial sustainable risk rating	Low	Low	Low	Medium	Medium ➖

* refer to Total Capital Spend on page 2-63 for details.

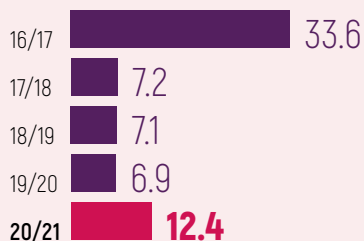
Cash surplus

As part of the financial strategy, the principal financial report used by Council to monitor its financial performance is the Income Statement Converted to Cash. The cumulative cash surplus balance of \$6.66 million is better than our previously reported forecast.

	\$'000		
	2020/21	2019/20	2018/19
Operating Surplus	12,426	6,907	7,148
Add back depreciation and amortisation	20,368	26,500	25,740
Add back written down value of disposed assets	4,302	1,335	5,644
Add back impairment loss on share transfer	0	230	0
Add back balance sheet work in progress reallocated to operating	341	1,798	416
Less non-monetary contributed assets	[826]	[40]	[243]
Add share of net loss of associates and joint ventures	37	18	21
Less capital expenditure	[15,078]	[22,347]	[34,834]
Less lease repayments	[848]	[698]	[441]
Less net transfers to reserves	[13,785]	[14,842]	[5,184]
Cash surplus for the financial year	6,937	[1,138]	[1,733]
Brought forward cash surplus	[276]	862	2,595
Closing balance cash surplus/(deficit)	6,661	[276]	862

Net operating result

\$ millions



Achieving an operating surplus is a key component of Council's long-term financial strategy. It provides the capacity to renew the \$3.2 billion worth of community assets, meet debt repayment obligations, and manage the impact of financial risks as they arise.

Council's 2020/21 operating surplus of \$12.4 million represents a \$5.5 million increase on the 2019/20 result. This improvement is due to the organisational operating review, lower expenditure from cost containments, efficiency and deferment of expenditure, offset by the impact of COVID-19 on Council revenue.

Total operating expenditure reduced by \$16.6 million, 7.2 percent, due to:

- \$4.7 million additional rates due to rates increase of two per cent, inline with Victorian Government rate cap approved in the 2020/21 budget and assessment growth.
- \$2.1 million additional grants from the Victorian and Australian Governments to address the impact of COVID-19 pandemic on our local community and economy, including Working For Victoria funding
- \$14.3 million of revenue reduction from parking fees and parking infringements, lower interest income due to the Reserve Bank's monetary policy response to COVID-19,

lower utilisation and service closure from festivals, events and markets, childcare centres, community and town hall hires

- \$4.3 million of revenue foregone due to waivers of rent for Council commercial property and South Melbourne Market stallholders, footpath trading, food and premise registrations, childcare infrastructure and maintenance levies.

Total operating expenditure reduced by \$16.6 million, 7.2 percent, due to:

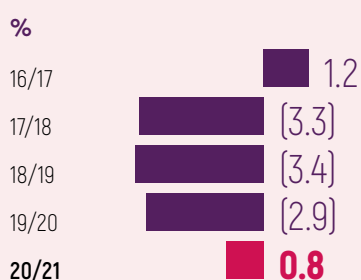
- \$1.8 million decreased employee costs largely due to the organisational operating review which resulted in \$5.6 million of savings, \$1.6 million relates to lower utilisation and temporary lockdown closure of Council services, and \$1.5 million relates to enterprise vacancies during the financial year and \$1.5 million relates to enterprise vacancies during the financial year and tight fiscal controls put in place including recruitment of vacant positions put on hold unless operationally necessary, and agency and contract spend minimised across the Council
- offsets included the two per cent Enterprise Agreement pay rise, \$1.0 million of additional Working for Victoria program expenditure funded by the Victorian Government, \$0.74 million provision for Council's liability for the Municipal Association of Victoria (MAV) WorkCare Scheme

shortfall and expenditure for vulnerable staff and increased resourcing for Summer Management

- \$7.0 million lower materials and services expenditure due to lower utilisation of Council town halls and community centres and temporary lockdown closure of Council services, deferment and reduction in the project portfolio, and tight fiscal controls put in place to reduce operational expenditure to address the financial impact of COVID-19 pandemic
- \$6.3 million decrease in annual depreciation charge due to a thorough review of asset conditions and asset useful lives assessment resulting from the improved information provided by the Asset Management module as part of the Customer Experience program.

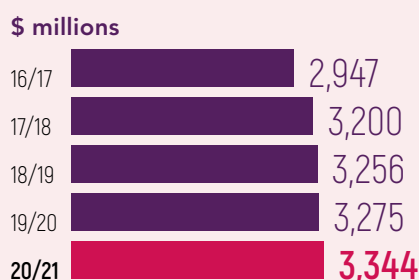
The fluctuation in 2016/17 was largely due to one-off non-cash accounting adjustments. This included a \$20.4 million non-cash contribution from the Victorian Government for the Palais Theatre redevelopment and the leaseholder contribution (in excess of the insurance pay out) for the rebuild of the Council owned Stokehouse Restaurant.

Underlying result



The underlying operating result excludes capital related revenue (grants and open space contributions). Council's underlying operating result in 2020/21 is a surplus of \$1.8 million, 0.8 per cent of total underlying revenue. This is a \$8.2 million improvement from last year's deficit of \$6.5 million and reflects Council's continuing commitment to realise efficiency savings, while responding to the COVID-19 pandemic.

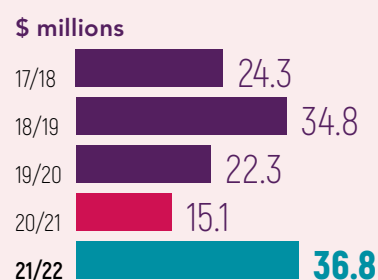
Net assets



Council has approximately \$3.34 billion in net assets (calculated by taking the total assets and minusing the total liabilities). The main driver for changes in the value of Council's net assets (equity) is the impact of asset revaluations which take place over a rolling three-year cycle except for land which is currently revalued annually due to ongoing significant increases in value.

Land assets were revalued in 2020/21 and increased in value by \$54.0 million. All other infrastructure assets were revalued in 2019/20 in order to have accurate and up to date data for the new financial system and the valuation movements of these classes in 2020/21 were not material.

Total capital spend

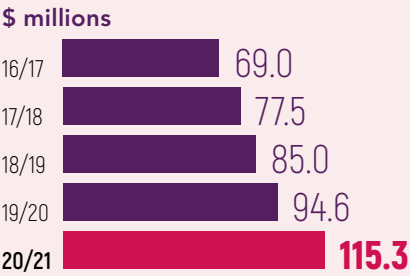


Council spent \$15.1 million in 2020/21 to improve, renew, upgrade and expand community infrastructure assets. This represented a \$7.2 million decrease from 2020 mainly in building, roads and open space asset expenditure.

In 2021, Infrastructure Renewal Gap ratio of 75 per cent achieved a medium risk rating and the Capital Replacement Ratio of 77 per cent was a high risk rating. These ratios have been directly impacted by the COVID-19 pandemic with procurement delays and resource issues which have resulted in \$16 million of capital works deferred to future years. Council will continue these projects in future years to ensure our continuing commitment to the renewal, expansion and upgrade of community assets.

The 10-year Financial Plan includes commitments of over \$43 million per annum adjusted for inflation to ensure our assets are maintained and improved, while catering for service growth. We planned for Infrastructure Renewal ratio at least 120 per cent and Capital Replacement ratio at least 150 per cent over the next 10 years.

Investments



The Council has grown its investment portfolio to approximately \$115 million in 2020/21 from \$94.6 million. This is mainly due to operating cash surplus, deferred project delivery, replenishing of Asset Renewal Fund, Municipal Growth Fund and Rates Cap Challenge & Risks.

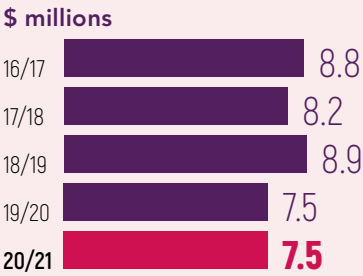
The investments fund statutory reserves of \$32.2 million, contractual reserves of \$31.6 million, strategic reserves of \$20.4 million, trust funds of \$7.4 million, general reserves of \$7.7 million, which includes employee leave provisions of \$20.4 million.

City of Port Phillip endeavours to maintain general reserve levels sufficient to ensure liquidity that allows for contingencies.

Council's investment portfolio is mainly comprised of term deposits with financial institutions rated not lower than BBB+* to mitigate financial risks.

Council is committed to social environmental sustainability as witnessed by Council's declaration of a Climate Emergency in 2019. Where practical, Council preferences financial institutions that do not directly or indirectly fund activities including offshore detention, tobacco, fossil fuel energy generation or distribution, gambling or entertainment involving animals such as racing. At 30 June 2021, Council invested 60 per cent with fossil fuel free banks, which is a reduction on financial year 2019/20 (62 per cent) in direct response to volatile financial markets in order to ensure the investment of public monies is secure.

Debt



Through prudent fiscal management, the Council has been able to maintain relatively low levels of debt.

Loan borrowing has reduced to around 5.6 per cent of rates revenue. The decrease in total debt is due to the introduction of the new lease accounting standards 2019/20 requiring leases formerly captured in debt as finance leases to be treated separately as lease liabilities.

All debts are expected to be repaid in 2021/22.

* This is a credit rating grade and conveys the risk associated with the financial institution. Companies with BBB+ ratings are considered to be stable entities with robust capacities to repay any financial commencements.

The year ahead

For 2021/22 we have prepared a balanced budget with a \$3 million risk buffer, that delivers on a wide range of services and ongoing investment in Council's strategic priorities to ensure the delivery of key services and priorities that our community expects.

The uncertainty is already apparent since the 2021/22 Budget adoption with continuing COVID-19 lockdowns impacting revenue from parking, infringements and permits. Council endorsed up to an additional \$2.3 million to support the community and local businesses to respond to the latest lockdowns.

Council will review the financial position of Council and the community on a quarterly basis in the 2021/22 Financial Year.

The incremental revenue increase from the rates cap increase of 1.5 per cent, equating to \$2 million will be used to fund significantly above rates cap increases in waste management and recycling costs and other above Consumer Price Index (CPI) cost increases, retiring \$7.5 million of debt and providing the \$1.2 million Economic and Social recovery package to the community and local businesses, builds on the \$10.5 million emergency relief package provided over the 2019/20 and 2020/21 financial years supporting those most affected by the COVID-19 pandemic.

Budget 2021/22 includes a fully funded project portfolio of \$54 million. This will be used to renew, improve, and grow the community infrastructure including green assets, make improvements to service

delivery and asset management, and develop plans for future investment.

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

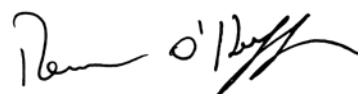
- maximising efficiency and making savings including better project planning and delivery (\$2.3 million embedded in Budget 2021/22). Council is proposing additional efficiency savings of \$72 million over the next 10 years (on top of the \$54 million already delivered in the previous term of Council)
- ensuring we recover costs through fair, appropriate and affordable user charges
- careful management and prioritisation of expenditure to ensure alignment with strategic priorities and best value
- sensible use of reserves where appropriate to invest in new or improved assets.

A key priority in 2021/22 will be to deliver initiatives in our new Council's Plan. In particular, the continuing work on the delivery of the \$23 million investment in the Customer Experience Program will provide better and more responsive customer service while delivering a more efficient enterprise. The Customer Experience Program will streamline processes, improve systems, improve workforce mobility and transition to digital service delivery.

We will do our best to factor in the unprecedented challenges posed by the COVID-19 pandemic. Our community is always at the forefront of what we do and we will continue to look at whether there is further scope to provide targeted assistance to those who need it most and to support the recovery phase.

We will continue to ensure we are financially sustainable as we face several key financial risks including:

- COVID-19 impacts on Council and our community
- COVID-19 impacts on Capital delivery risk leading to rising construction costs and supply chain risk for key infrastructure projects
- the funding and financing plan for Fishermans Bend remains uncertain
- waste sector disruptions and cost pressures including recycling
- Fines Victoria parking debtor system and collection issues.



Dennis O'Keeffe

Chief Financial Officer



Port Phillip libraries launched a new website in 2021 as well as offering click and collect services during lockdowns.

3

Governing our City

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Role of local government

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

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

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 good governance in its municipal district for the benefit and wellbeing of the municipal community.

A council must perform its role giving effect to the following:

- Council decisions are to be made and actions taken in accordance with the relevant law
- priority is to be given to achieving the best outcomes for the municipal community, including future generations
- the economic, social and environmental sustainability of the municipal district, including mitigation and planning for climate change risks, is to be promoted
- the municipal community is to be engaged in strategic planning and strategic decision making
- innovation and continuous improvement are to be pursued
- collaboration with other Councils and Governments and statutory bodies is to be sought
- the ongoing financial viability of the Council is to be ensured
- regional, state and national plans and policies are to be considered in strategic planning and decision making
- the transparency of Council decisions, actions and information is to be ensured.

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 and other Acts
- any other functions relating to the peace, order and good governance of the municipal district.

Good governance at the City of Port Phillip

An open and engaging Council

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

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

Throughout 2020/21, as COVID-19 restrictions varied, we moved from face-to-face to online engagement techniques as needed, to ensure our community continued to have opportunities to participate in Council's decision-making process.

We encourage community participation and offer opportunities to speak at Council meetings.

During the Victorian Government COVID-19 restrictions, Councillors have continued to participate in meetings by electronic means. Councillors access electronic (virtual) meeting rooms to participate in the Council meeting via a software platform called WebEx Meetings.

We continue to value the community contribution to our Council meetings and encourage anyone wishing to participate to submit statements and questions via our website by 4 pm on meeting day. Community contributions are also heard via the online WebEx Council meetings during the time of the COVID-19 restrictions.

Confidential reports are kept to a minimum, with every effort made to ensure most 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.

All Council and Planning Committee meetings are live streamed. The live stream can be accessed via Council's website and recordings of past meetings are also available to view. Council meetings are also streamed live on Facebook.

Dates and venues for 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

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 and 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 portphillip.vic.gov.au

Port Phillip City Council

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

Port Phillip City Council is divided into 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 24 October 2020. The term of office for each Councillor ends at 6 am on Saturday 26 October 2024.

On Wednesday 11 November 2020, at a Special Meeting of Council, Councillor Louise Crawford was elected Mayor and Councillor Marcus Pearl 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.

Outgoing Councillors

The following Councillors served in the 2020/21 financial year until the election was held in October 2020.

Councillor Ogy Simic

Gateway Ward

Councillor Bernadene Voss

Gateway Ward - Mayor

Councillor David Brand

Lake Ward

Councillor Dick Gross

Canal Ward

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

Canal Ward



Councillor Tim Baxter

First elected 2016 Re-elected 2020

Friends of Suai/Covalima Community Reference Committee, Multicultural Advisory Committee, Youth Advisory Committee, Association of Bayside Municipalities, Municipal Association of Victoria (MAV), Multi-Faith Network Steering Committee.



Councillor Rhonda Clark

First elected 2020

Housing First Board, Metropolitan Waste and Resource Recovery Group.



Councillor Louise Crawford
Mayor

First elected 2016 Re-elected 2020

M9 Committee, Council Neighbourhood Programs Committee, Art Acquisition Reference Committee, Audit and Risk Committee, Cultural Development Fund Reference Committee, Fishermans Bend Mayors Forum, Linden New Art Board of Management.

Lake Ward



Councillor Andrew Bond

First elected 2012
Re-elected 2016 and 2020

Community Grants Assessment Panel, Esplanade Market Advisory Committee, Gasworks Arts Inc. Board of Management.



Councillor Katherine Copsey

First elected 2016
Re-elected 2020

Rupert Bunny Foundation Visual Art Fellowship Reference Committee, Metropolitan Transport Forum.



Councillor Christina Sirakoff

First elected 2020

Council Neighbourhood Programs Committee, Audit and Risk Committee, Esplanade Market Advisory Committee, Health and Wellbeing Alliance Committee.

Gateway Ward



Councillor Heather Cunsolo

First elected 2020

South Melbourne Market Committee, Community Grants Assessment Panel, Cultural Heritage Reference Committee, Fishermans Bend Community Forum, Association of Bayside Municipalities, Municipal Association of Victoria (MAV).



Councillor Peter Martin

First elected 2020

Fishermans Bend Community Forum, Older Person Advisory Committee, Bubup Womindjeka Family and Children's Centre Board, Housing First Board.



Councillor Marcus Pearl
Deputy Mayor

First elected 2016
Re-elected 2020

South Melbourne Market Committee.

Council meetings

Council meetings are generally rotated between the St Kilda, South Melbourne and Port Melbourne Town Halls. Four Special Meetings of Council, five Planning Committee Meetings, and nineteen Ordinary Meetings of Council were held in 2020/21.

The City of Port Phillip has a current meeting cycle of two Ordinary Council meetings (first and third Wednesdays) and one Planning Committee meeting (fourth Thursday) each month all commencing at 6.30 pm.

Councillor meeting attendance

1 July 2020 to 30 June 2021

	Ordinary Council meetings	Planning Committee meetings	Special Council meetings	Attendance
2020/21				
Councillor Tim Baxter	19	5	4	100 %
Councillor Andrew Bond	19	5	3	96 %
Councillor Rhonda Clark (elected 24 October 2020)	12	3	3	95 %
Councillor Katherine Copsey	19	5	3	96 %
Councillor Louise Crawford	19	5	4	100 %
Councillor Heather Cunsolo (elected 24 October 2020)	11	3	4	95 %
Councillor Peter Martin (elected 24 October 2020)	12	3	4	100 %
Councillor Marcus Pearl	12	3	4	100 %
Councillor Christina Sirakoff (elected 24 October 2020)	19	9	6	97 %

Ordinary Meetings of Council

Date	Location
Wednesday 1 July 2020	Virtually via WebEx
Wednesday 15 July 2020	Virtually via WebEx
Wednesday 5 August 2020	Virtually via WebEx
Wednesday 19 August 2020	Virtually via WebEx
Wednesday 2 September 2020	Virtually via WebEx
Wednesday 16 September 2020	Virtually via WebEx
Wednesday 21 October 2020	Virtually via WebEx
Wednesday 18 November 2020	St Kilda Town Hall
Wednesday 2 December 2020	St Kilda Town Hall
Wednesday 3 February 2021	St Kilda Town Hall
Wednesday 17 February 2021	Virtually via WebEx
Wednesday 3 March 2021	St Kilda Town Hall
Wednesday 17 March 2021	St Kilda Town Hall
Wednesday 7 April 2021	St Kilda Town Hall
Wednesday 21 April 2021	St Kilda Town Hall
Wednesday 5 May 2021	St Kilda Town Hall
Wednesday 19 May 2021	St Kilda Town Hall
Wednesday 2 June 2021	Virtually - via Webex
Wednesday 16 June 2021	Virtually - via Webex

Special Meetings of Council

Date	Location
Wednesday 11 November 2020	St Kilda Town Hall
Tuesday 8 June 2021	Virtually via WebEx
Wednesday 23 June 2021	St Kilda Town Hall
Monday 28 June 2021	Virtually via WebEx

Planning Committee meetings

Date	Location
Wednesday 22 July 2020	Virtually via WebEx
Wednesday 26 August 2020	Virtually via WebEx
Thursday 25 February 2021	St Kilda Town Hall
Thursday 25 March 2021	St Kilda Town Hall
Thursday 24 June 2021	St Kilda Town Hall

Councillor allowances

Elected representatives are entitled to receive an allowance while performing their duty as a councillor. The payment of allowances is governed by the **Local Government Act 2020**.

The following table sets out the current annual allowances fixed for the Mayor and Councillors as at 30 June 2021. Mayoral and Councillor Allowances are also subject to the addition of the equivalent of the superannuation guarantee, currently 10 per cent.

Under the Act, responsibility for determining Mayoral, Deputy Mayoral and Councillor allowances transfers to the Victorian Independent Remuneration Tribunal, and the first Tribunal Determination is expected to come into effect in 2021/2022.

Councillor	Allowance
Councillor Tim Baxter	\$32,912.98
Councillor Andrew Bond	\$32,912.98
Councillor Rhonda Clark	\$22,796.36
Councillor Katherine Copsey	\$32,912.98
Councillor Louise Crawford (Mayor)	\$82,929.78
Councillor Heather Cunsolo	\$22,796.36
Councillor Peter Martin	\$22,796.36
Councillor Marcus Pearl	\$32,912.98
Councillor Christina Sirakoff	\$22,796.36
Councillor David Brand	\$10,116.62
Councillor Dick Gross	\$10,116.62
Councillor Ogy Simic	\$10,116.62
Councillor Bernadene Voss (Mayor)	\$31,908.17

Councillor expenses

The following table sets out a summary of Councillors' expenses for the 2020/21 year. All expenses are related to Councillors' roles and have been incurred in the course of their duties as Councillor.

Travel expenses	ICT expenses	Conference and training expenses	Subscriptions	Total
Councillor Tim Baxter				
-	\$573.30	-	\$153.64	\$726.94
Councillor Andrew Bond				
-	\$665.17	-	-	\$665.17
Councillor Rhonda Clark				
-	\$303.31	-	-	\$303.31
Councillor Katherine Copsey				
\$54.13	\$573.30	\$539.55	-	\$1,120.62
Councillor Louise Crawford (Mayor)				
\$5093.18*	\$591.48	\$85.00	-	\$5,769.66
Councillor Heather Cunsolo				
\$36.18	\$222.65	\$539.55	-	\$798.38
Councillor Peter Martin				
-	\$222.65	-	-	\$222.65
Councillor Marcus Pearl				
\$261.87	\$564.21	\$1,933.64	-	\$2,759.72
Councillor Christina Sirakoff				
-	\$222.65	-	-	\$222.65
Councillor David Brand				
-	\$360.60	-	-	\$360.60
Councillor Dick Gross				
-	\$360.60	-	-	\$360.60
Councillor Ogy Simic				
-	\$360.60	-	-	\$360.60
Councillor Bernadene Voss (Mayor)				
\$2,618.51*	\$360.60	-	-	\$2,979.11

Note: Brackets indicate reimbursement of the money (paid back to council) by Councillors.

* Travel expenses include the provision of a motor vehicle for the Mayor.

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

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 (ARCo)

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

Community Grants Assessment Panel

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

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

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

Esplanade Market Advisory Committee

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

Fishermans Bend Community Forum

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

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

Multicultural Advisory Committee

The purpose of the Multicultural Advisory Committee (MAC) is to assist Council to provide advice and feedback on all issues that affect multicultural communities, refugees or asylum seekers in the City of Port Phillip.

The Older Person Advisory Committee (OPAC)

Formally known as Older Persons Consultative Committee

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

Youth Advisory Committee

The Youth Advisory Committee is a youth-volunteer group, formed by local young people who are passionate and want to make a difference in their community. They challenge themselves as leaders, build on their capacity and are influential in local government decision making on behalf of the young in the municipality.

Rupert Bunny Foundation Visual Art Fellowship Reference Committee

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

South Melbourne Market Committee

South Melbourne Market is managed by a Special Advisory Committee. The Committee is responsible for the management and operation of the Market, including setting the long-term vision and strategic position of the Market; overseeing the execution of a commercially sustainable retail strategy; and overseeing the overall brand management for the Market. The Committee is comprised of five Committee Members: two of whom must be Councillors; and three of whom must be persons independent of Council, with the Chairperson to be a member of the Committee who is independent of Council. The members bring a diverse range of skills to the Committee, including expertise in food supply chains, commercial retail leasing, and strategy development and implementation. Committee meetings are held six times per year and are open to the public to attend.

The vision for the South Melbourne Market set by the SMM Committee and Management team is to be the Quintessential Village Market. A prosperous, authentic destination that is home to fresh, artisanal and cultural products; creative and joyful experiences; celebrates local; is a leader in sustainability; is loved, trusted and connects our customers and community.

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

The Association of Bayside Municipalities represents the interests of 10 councils with frontage to Port Phillip Bay, on various coastal and marine issues. The ABM is recognised by the Municipal Association of Victoria (MAV) as the key representative of local government in relation to the sustainable management and health of Port Phillip Bay.

Board of Bubup Womindjeka Family and Children's Centre

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.

Fishermans Bend Mayors Forum

The Fishermans Bend Community Forum provides for dialogue between Council Mayors or nominated Councillor representative from the cities of Port Phillip and Melbourne in regard to continuing the strong partnership and collaboration for the Fishermans Bend area.

Gasworks Arts Inc. Board of Management

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

Health and Wellbeing Alliance Committee

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.

HousingFirst Board of Directors

HousingFirst Limited 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.

Inner Metropolitan Partnership

The Inner Metropolitan Partnership is an advisory group established by the Victorian Government. Membership includes nine local community and business representatives, the CEOs of the Cities of Melbourne, Yarra and Port Phillip and a senior State Government executive.

Linden New Art Board of Management Inc.

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

Metropolitan Transport Forum

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

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

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. Council works with MAV across a range of areas, including governance, advocacy, projects groups, insurance, technology and procurement.

Port Phillip Multifaith Network Steering Committee

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.

The South East Councils Climate Change Alliance

The South East Councils Climate Change Alliance (SECCCA) is one of nine regional alliances across Victoria helping councils achieve their emissions reduction and climate resilience goals. SECCCA focuses on projects that support councils and communities to reduce greenhouse gas emissions and respond to the risks associated with climate change by leveraging the benefits of working regionally.

Victorian Local Governance Association

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 **Local Government Act 2020**, Council can delegate particular decisions to formally established committees, called 'Delegated Committees'.

Planning Committee**All Councillors (Rotating Chair)**

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

Inner Melbourne Action Plan (IMAP) - M9

At the 5 May 2021 Council Meeting, Councillors voted unanimously to windup the Inner Melbourne Action Plan (IMAP) and become part of Melbourne 9 (M9).

This step will strengthen our Council's advocacy position at both the Victorian and Federal Government level to progress issues that are important to inner-metro councils to assist council to achieve its advocacy program.

About Melbourne 9 (M9)

M9 is a new collaborative partnership, working under a memorandum of understanding, of the original IMAP member Councils (Port Phillip, Yarra, Stonnington, Maribyrnong, Melbourne), as well as Hobsons Bay, Moonee Valley, Moreland, and Darebin Councils. It was formed following a review of IMAP in 2020.

The primary focus of the M9 will be advocacy on key strategic issues, including waste and circular economy, affordable and social housing, climate change and renewable energy, economic recovery, active transport and community resilience. Chaired by the Lord Mayor of Melbourne, the new group will seek regular engagement with key Victorian Ministers including the Premier, Treasurer, Minister for Local Government, and relevant portfolio Ministers to advocate for shared priorities along with relevant Federal Ministers. M9 commenced in late June 2021.

About Inner Melbourne Action Plan (IMAP)

IMAP was established in 2005 to deliver the Victorian Government's 'Melbourne 2030' planning agenda. IMAP has been a knowledge sharing forum which has delivered a range of local projects and shared responses to key challenges. Since the beginning of the COVID-19 pandemic, IMAP CEOs have met regularly to coordinate responses and strategies, including shared initiatives supporting local businesses, social distancing, and key council services.

A review of IMAP's remit, operation, and delivery in 2020, found that the IMAP structure would benefit from an expanded membership and a more focused advocacy platform.

Working in partnership

Council partners with other levels of government, community, not-for-profit and business organisations, service providers and residents across a range of projects and services.

This is because working in partnership has many benefits, including:

- developing and strengthening relationships between Council and key stakeholders
- leveraging specialised knowledge, skills and relationships of partners for greater outcomes
- empowering stakeholders, strengthening their voice and standing
- raising the council's profile across a wider area
- resource sharing and providing greater influence when advocating for key priorities.

Over the past year, Council has worked via a range of partnerships to respond to the impacts of the COVID-19 pandemic and advocating for key council priorities and projects within the City of Port Phillip. This includes working with:

- neighbouring councils (via IMP, IMAP and M9) to develop responses to the COVID-19 pandemic focused on supporting local businesses, increasing council homeless services, and improving active transport options
- the Victorian Government to fund and develop several projects, such as new pop-up bike lanes, additional social housing, the redevelopment of the EcoCentre and ongoing planning of Fishermans Bend
- the Commonwealth Government on the Local Roads and Community Infrastructure and Black Spot Roads Safety programs
- strategic memberships, such as the South East Councils Climate Change Alliance, Metropolitan Transport Forum, Municipal Association of Victoria, to progress and advocate for Council priorities
- local organisations, interest groups and communities such as St Kilda Housing, HousingFirst, Port Phillip EcoCentre
- In partnership with the Accommodation Association of Australia, Stay and Play Port Phillip was delivered from 13 January to 30 June 2021 as a marketing initiative to support the City of Port Phillip's visitor economy, in particular accommodation providers who have been severely impacted as a result of the COVID-19 pandemic.

Valuing the contribution of local volunteers

Council acknowledges the essential role our volunteers play in creating an inclusive, safe, caring and inviting community. The 2016 Census shows that almost 20 per cent of Port Phillip residents, 17,690 individuals, volunteer in the community.

Council directly engages approximately 150 volunteers who contribute to programs such as our home library services, festivals and social inclusion programs.

We support our local volunteer organisations through grants programs, network meetings and capacity building training events.

In 2020/21 the Community Grants Program was impacted by the COVID-19 pandemic and the consequent restrictions which impacted the operations of the programs. There have been changes to the delivery timeframe of the Community Grants funding, and acquittal reports will be submitted in January 2022.

Community engagement

Our community has a role to play in Council's decision-making and provides valuable insight into the aspirations, opportunities and concerns that help shape the future of our City as we respond to key long-term challenges.

We are committed to facilitating genuine and transparent opportunities for our community to provide feedback, co-design solutions with us and inform the decisions made by Council. Our Community Engagement Policy, which was adopted in February 2021 following consultation on a draft policy in December 2020, outlines our commitment to engaging on matters that interest or impact our community. Where the problem is complex and challenging, we will draw upon the collective expertise and intelligence of our officers and our community to co-design solutions and build shared ownership and responsibility for outcomes.

In 2020/21, we consulted with our community on 17 projects and initiatives, including:

Public Transparency Policy and Election Period Policy

Under the Local Government Act 2020, all Victorian councils were required to have the following documents adopted by 1 September 2020:

- Public Transparency Policy
- Governance Rules
- Election Period Policy.

Council called for submissions to draft policy documents from our community in July 2020. Feedback received through submissions was presented to Council for consideration and these policies were adopted by Council in August 2020.

Council Plan 2021-31 and Budget 2021/22

After the election of a new Council in October 2020, we began work on a new Council Plan for 2021-31. The new plan, integrating our Health and Wellbeing Plan and including our Financial Plan and annual Budget 2021/22, includes a new Community Vision for our City.

As part of our engagement approach to inform development of the Council Plan and Community Vision, we delivered a deliberative community workshop program in February 2021. Following an extensive Expression of Interest process, workshop

participants were randomly selected based on the information they provided, to broadly represent the demographic profile of our City to the best extent possible.

Inputs from the deliberative engagement process supported Councillors' deliberations in developing the draft plan and Community Vision, and the draft integrated Council Plan 2021-31 and annual budget for 2021/22 were released for consultation in April and May 2021. Feedback and submissions received through this consultation were presented to Council and a final Council Plan and Budget 2021/22 were adopted in June 2021.

Public Space Strategy

City of Port Phillip is developing a new Public Space Strategy to respond to the changing role and demand for public space as our population grows and more people live in apartments. The benefits of a high quality, accessible and diverse public space network extend beyond the traditional aesthetic, environmental and recreational roles of open space, particularly as the COVID-19 pandemic has raised new challenges for the community and for public spaces.

We consulted with our community on a draft Public Space Strategy in August and September 2020 through online question and answer (Q&A) sessions and a survey. Feedback from this consultation was considered as part of developing the final strategy, which will be presented to Council in late 2021.

Business Parklet Policy

In May 2021 we asked our community for their thoughts on business parklets to help inform a long-term policy for managing these spaces in Port Phillip through a series of neighbourhood based pop-up stations and a community survey.

Based on this feedback, a draft Policy was developed together with supporting documents which Council released for further feedback from our community and local businesses in July 2021. This feedback will be used to help finalise the draft Policy prior to being considered by Council in October 2021.

Kerferd Road Safety Trial

In July 2020, Council resolved to undertake an 18-month trial of traffic safety improvements at the intersection of Kerferd Road, Herbert and Montague Streets in Albert Park, including closure of the median.

Taking into consideration community response and feedback (including two petitions) and the findings of the independent Road Safety Audit, Council decided in December 2020 to proceed with a six-month trial of temporary traffic management measures and painted lines at the intersection of Kerferd Road, Herbert and Montague Streets, which includes closure of the central median to motor vehicles.

The community is encouraged to provide feedback throughout the trial period. Once the trial has concluded, Council will evaluate its effectiveness through data collection and analysis of community feedback.

Elwood Foreshore renewal

The Elwood foreshore area is an important and popular part of our City. To ensure it remains a quality public space and natural environment, and that visiting it is a great experience, Council undertook consultation in July and August 2020 to understand what the community values most about the Elwood foreshore area and what are the most important opportunities to ensure it remains a great place to visit.

This project will be planned and delivered in different stages across multiple years and feedback from the consultation will inform the next stage of the project and begin to identify delivery priorities for the Elwood foreshore area over the next decade.

South Melbourne Market Strategic Plan

The South Melbourne Market Strategic Plan outlines long-term strategic priorities for the Market to focus on alongside "business as usual" to secure the brightest and most prosperous future for the Market, its traders, businesses, and local economy.

In January 2021 there was community engagement seeking feedback on draft strategic priorities for the South Melbourne Market, that were identified through earlier community consultation. Feedback received through this consultation was used to develop a draft Strategic Plan for the Market.

In May 2021, South Melbourne Market hosted an online survey and drop-in sessions with our community, traders and local businesses to gather feedback and inform any changes to the draft Plan prior to its adoption by Council in June 2021.

Library Action Plan

Our libraries play a vital and valued role in shaping the cultural and social character of our City, and Port Phillip has one of the highest library membership rates in Victoria. The Library Action Plan will ensure our libraries continue to support our community as hubs for creativity, knowledge and connectivity.

From February to March 2021 there was community engagement seeking feedback on the draft plan, which was informed by previous community consultation. Feedback from this consultation informed updates to the draft Plan prior to it being adopted by Council in June 2021.

Future South Melbourne

To help prepare South Melbourne for the future and guide how the area looks, feels and functions, Council is developing a structure plan for South Melbourne that will establish a long-term vision for South Melbourne and will set out how that vision will be achieved.

In March and April 2021 there was community engagement seeking feedback through a series of pop-up sessions, drop-in sessions and a survey, to help create a vision and establish key directions for South Melbourne. Feedback from this consultation is helping inform the next stage of this multi-year project.

Domestic Animal Management Plan

Under the Domestic Animals Act 1994, all Victorian councils must prepare a Domestic Animal Management Plan outlining how it will manage dogs and cats within its municipal boundaries every four years.

In May 2021 there was community engagement seeking feedback on a range of pet-related topics and issues through a series of neighbourhood-based pop-up sessions and a survey, to help inform a draft Plan, which was released for consultation in August 2021. Feedback on the draft Plan will be used to update the draft Plan prior to it being considered for adoption by Council in November 2021.

Continuous improvement

Community engagement can be a positive and satisfying experience, and we remain committed to improving opportunities for our community to engage with Council on local priorities and the future of our City. We will continue to deliver our pop-up engagement sessions in neighbourhoods across our City, and to investigate opportunities and technologies to further break down barriers to participation for all members of our community.



The Library Action Plan will ensure our libraries continue to support our community as hubs for creativity, knowledge and connectivity.

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 2020** 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

The Audit and Risk Committee (The Committee) plays an important role in providing oversight of Port Phillip Council's governance, risk management, and internal control practices. This oversight mechanism also serves to provide confidence in the integrity of these practices. The Committee performs its role by providing independent oversight to the Executive and the Council, in overseeing internal and external audit functions. The specific objectives of the Audit and Risk Committee are outlined in the Committee's Charter, reviewed annually and adopted by Council.

The Audit and Risk Committee comprises three independent members, the Mayor and one other Councillor, with the role of the Chair being held by an independent member. Independent 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 six occasions in 2020/21, five were formal meetings plus one workshop. Councillors, members and Council officers are required to declare any conflict of interest at the commencement of every meeting. The minutes of Audit and Risk Committee meetings are distributed to all members following the meeting and reports on activities are formally presented to Council following each meeting of the Audit and Risk Committee.

Some of the key matters considered by the Committee in 2020/21 included:

- the Financial Reporting Framework and recommending the annual accounts and the performance statement for adoption by Council in principle
- key Council policies including Codes of Conduct
- effectiveness of internal controls in the digital technology services environment, fraud and corruption and the management of risks encountered by Council through regular updates from the Strategic Risk and Internal Audit Group (SRIA)

- Business Continuity Framework, our continued response to the COVID-19 pandemic.

The following internal audit and compliance reports were presented to the committee:

- Events and Festivals Management
- Child Safe Standards #5
- Building Maintenance
- Freedom of Information
- Child Safe Standards #4
- Payroll Encoding
- COVID Health Check
- Parking Infringement Appeal Reviews.

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

- Council's activities and performance including monthly CEO reports
- Organisation structure and operating model
- Integrated Council Plan 2017-27 Year 3, including Strategic Resource Plan, Budget 2019/20 and Health and Wellbeing Plan
- South Melbourne Market Governance
- Fishermans Bend Update
- Social Media Use
- Child Safe Standards Implementation Plan
- Waste Update, including the financial implications of recycling
- Building Cladding
- Worksafe Audit and Remedial Action Plan
- Preparedness on the new Workplace Act
- Councillor Expenses and Support Policy
- Customer Experience Program, the General Program and Change Management Update
- Organisational Policy Framework
- Pandemic Update
- Local Government Act 2020 and Implementation Plan.

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

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

More information on our Advisory Committee is available on our website at portphillip.vic.gov.au

Audit and Risk Committee membership

External representatives

Independent members are remunerated in accordance with Council policy.

Mr Brian Densem

Member (December 2010 to current)

Chair (December 2019 to current)

Mr Brian Densem was reappointed as an external member by Council in February 2019 and appointed as Chair for a second term by Council in February 2021. Mr Densem is a Certified Practising Accountant, a Professional Fellow of the Institute of Internal Auditors and is Chief of 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 & Risk Committees, a member of a water catchment authority Audit and Risk Committee and a Board member of a community health service which includes roles on the Audit and Risk and Finance Committees.

Ms Helen Lanyon

Member (December 2011 to current)

Chair (February 2014 to December 2019)

Ms Helen Lanyon was reappointed as an external member by Council in September 2020. Ms Lanyon is a Fellow of CPA Australia and a graduate of the Australian Institute of Company Directors. Over a 40-year career, Ms Lanyon 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 and is also the Chair of the Audit Committee of another metropolitan local council.

Ms Kylie Maher

Member (October 2018 to current)

Ms Kylie Maher was appointed as an external member by Council on 17 October 2018. Ms Maher is a Certified Practising Accountant and a Graduate of the Australian Institute of Company Directors. She is the Partner in charge of the Governance and Risk division for a mid-tier global accounting firm and has over 20 years' experience in consulting to government and multinational organisations on governance, risk and assurance. Kylie has held roles on many audit and risk committees in Victorian government and brings extensive knowledge of leading risk practices and program delivery assurance.

Internal representatives

Mayor Councillor Bernadene Voss

(November 2014 to October 2020)

Councillor Dick Gross

(November 2016 to October 2020)

Mayor Councillor Louise Crawford

(November 2020 to current)

Councillor Chistina Sirakoff

(December 2020 to current)

Risk management

Capability and commitment

Council is committed to effectively managing risk and achieves this through the oversight role of the Strategic Risk and Internal Audit Group (SRIA). SRIA membership comprises the Executive Leadership Team, including the Chief Executive Officer and a manager representative from each Division. Since February 2018, SRIA has focused on managing strategic and operational risks, issues and opportunities to build greater trust with our community, Council and partners. SRIA meet monthly, providing assurance and support to the Audit and Risk Committee to ensure strategic and operational risk issues, opportunities and internal audit and compliance matters are well managed and that a positive risk management culture is fostered in the organisation. SRIA utilises 'the waterline' principle which provides a decision-making tool regarding the level of management, oversight and tolerance or risk appetite required to manage an opportunity, risk or issue. Council maintains a strong commitment to proactive operational risk management with the aim of optimising its operational 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.

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 undertaken by the Audit and Risk Committee and the Internal Auditor as part of development of the annual Internal Audit and Compliance Plan. SRIA reviews the Strategic Risk Register on a bi-annual basis and has visibility of all high and extreme rated operational risks and treatment actions monthly. Treatment plans are formulated for any high or extreme level risks, to reduce the level of risk to a more acceptable medium-low risk target.

Structure and improvement

Council manages risk through its Risk Management Policy and Risk Management Framework and by building a culture of risk accountability across the workforce. The framework is based on International Standard ISO 31000:2018 and is reviewed bi-ennially. All Council department business plans incorporate condensed operational risk profiles which identify priority risks using heat maps and risk charts. Departmental risk registers contain the specific details of operational risks including existing controls and risk mitigating actions. The business planning and budget process also reflects priority risk reduction activities where financial commitment is required. While risk management is a continuous process, a full operational risk register review is conducted to inform the annual planning process. The Risk Management Policy and Framework are endorsed by Council's Executive Leadership Team via SRIA, the Audit and Risk Committee and Council. With the introduction of OneCouncil, an integrated enterprise software solution, it is anticipated that the current use of spreadsheets to manage risks will be replaced by risk functionality in the integrated system. The risk Framework will be reviewed during 2020/21 taking into account Council's changed operating model and the impacts from the COVID-19 pandemic.

Business continuity planning

City of Port Phillip has continued to adapt to the impacts of COVID-19 pandemic by continually reorienting the way projects, programs, functions and services are delivered throughout the pandemic and particularly during lockdowns.

Port Phillip has continued to provide support and civic leadership to the community and where safe to do so, re-opened closed facilities and restarted services. We have continued to maintain a positive communication and a strong connection with our community.

The focus of our business continuity efforts this year have been to remain responsive and adaptable to the changing needs of vulnerable groups, community organisations, sporting clubs, local businesses and visitors to the City and realign Council's existing workforce to recovery and relief efforts, as well as continuing those critical and essential services.

In order to support this change, business continuity planning took on a whole new focus. Services reviewed Personal Protective Equipment (PPE) to ensure vital areas of delivery were maintained in a COVID safe manner. Information and Communications Technology (ICT) efforts were increased to enable multiple service areas to work from home to continue to deliver services during lockdowns with an organisational laptop rollout and Microsoft Teams functionality championed as our new collaboration platform. Alternate deliveries of service models, including click and collect at our Libraries and South Melbourne Market, were also introduced.

When lockdown restrictions lifted, where possible, service areas reviewed rostering and attempted to create two alternate teams to ensure that services could continue despite any COVID-19 tier exposures or diagnosis risks.

Next year we hope to resume our traditional annual test plan and maintenance schedule to ensure Business Continuity Plan procedures remain viable into the future.

IT Disaster Recovery (DR) is a sub-plan of Council's Business Continuity Plan. Performing DR Exercises provides assurance of Council's capability to continue to provide ICT services to critical services in the event of a major disruption. Consequences of business continuity risk are rated as major in Council's risk management framework.

We continue to test our Business Technology Disaster Recovery Plan on a regular basis, to ensure we can recover data, restore business critical applications and continue operations following service interruptions.

Testing in 2020/21 included:

Successfully testing backup and restoration of data for core systems.

Performed walk through of Council's Cyber Incident Response with staff in critical roles.

In response to the COVID-19 pandemic, enacting the business continuity plan for the ICT DR Plan was tested at a different level, focusing on digital technology system ability to enable staff to continue to provide critical services by providing and prioritizing allocation of equipment and ensuring different methods of access for staff.

Majority of Council's core systems have been migrated to a cloud-based environment providing high availability and the redundancy of business-critical applications.

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.

More information on performance reporting is available on our website at portphillip.vic.gov.au



A range of temporary public space installations were used as part of the Outdoor Dining and Entertainment program.

4

Our performance

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Delivering Year Four of the Council Plan 2017-27

The Council Plan 2017-27 sets out a vision for a beautiful, liveable, caring, inviting, bold and real City.

The following chapter outlines Council's performance under each Council Plan Strategic Direction, telling the story of our:

- results for the indicators and measures of success in the Council Plan
- progress against our four-year priorities
- key achievements and challenges
- progress to deliver major initiatives
- services delivered, what they cost, performance results and statistics
- results for local government performance reporting measures.

The impact of our performance on the community is primarily measured through the annual Local Government Satisfaction Survey. Performance measures are also collected by internal departments through the use of applications and systems.



Health and Wellbeing Implementation Strategy

The Health and Wellbeing Implementation Strategy describes the planned program of work undertaken across Council and with our partners to achieve the health and wellbeing goals set out in the Council Plan 2017-27.

The implementation strategy works alongside Council's core strategies and plans to influence positive health outcomes across all areas of Council activities. It has been developed to fully meet our statutory requirements under the **Public Health and Wellbeing Act (2008)** and provide a local and targeted response that contributes to the goals of the Victorian Public Health and Wellbeing Plan 2019-2023.

2020/21 highlights

Understanding health and wellbeing in our community

In its fourth year of delivery, Council undertook an examination of research and evidence regarding the status of health and wellbeing in the local community to inform the development of its new health and wellbeing plan. Council's new health and wellbeing plan has been fully integrated into the Council Plan 2021-2031, removing the need for a separate strategy from 2021/22.

Key health priorities in the new Council Plan include tackling climate change and its impacts on health, preventing all forms of violence, reducing harmful alcohol and drug use, improving mental wellbeing and increasing active living. The Plan seeks to address these priorities across its five strategic directions: Inclusive, Liveable, Sustainable, Vibrant and Well-Governed - which go to the heart of the health and wellbeing outcomes we aspire to achieve for our community.

Supporting the health and wellbeing of our community during the COVID-19 pandemic

Council's COVID-19 Social and Economic Recovery Program was design to provide a range of universal services to support health and wellbeing for the whole community, as well as targeted support to those in the community who are disproportionality impacted by the effects of the COVID-19 pandemic.

The program addressed impacts associated with food security, social isolation or exclusion, digital access and literacy, and access to secure housing, employment and education. This was achieved both through direct support and through building the capacity of our local community sector.



Southport Community Centre,
Port Melbourne

We embrace
difference,
and people belong



- ## Outcome indicators

[illegible]

Highlights

COVID-19 Quick Response Grants

- In addition to Council's Annual Community Grants program, two rounds of 'COVID-19 Quick Response Grants' were implemented to help fund activities that contributed to social recovery efforts. Initiatives funded focused on addressing the 'digital divide' and keeping people connected to their community.

Port Phillip Zero Program

- The Port Phillip Zero Program is fully operational and accredited. The program is underpinned by a data driven method to measure and respond to homelessness and those who sleep rough. The 'By Name List' plays a direct role in identifying people experiencing chronic homelessness to connect with support agencies and housing offers, as these become available. The initiative is overseen by a not-for-profit organisation that currently monitors all functional Zero projects within Australian councils. The City of Port Phillip is the only non-capital City that has achieved the required quality standards.

Affordable Housing / In Our Backyard

- Council worked in partnership with foundations to secure free Wi-Fi for the Emerald Hill Court public housing estate. The project contributed to closing the digital gap for people who are socio-economically disadvantaged. Through securing further funding from the Victorian Government, a digital lending library coupled with digital capacity training has been established at Emerald Hill Library. Residents can now borrow an iPad for a four-week period and commence their loan with a training session.

- Partnering with HousingFirst to progress the Marlborough Street community housing project, to deliver 46 new units on land contributed by Council. Preliminary construction work started in June 2021.
- We established the Cultural Seniors Meal Program, supporting our multicultural seniors during the COVID-19 pandemic. Twenty three registered multicultural senior groups actively engaged in the City of Port Phillip which ceased operating during the lockdowns in 2020/21. Members reported feeling increasingly socially isolated and left out due to the increased digitalisation of society. In response we developed a pilot program which identifies the most vulnerable seniors and prioritises immediate assistance. Through providing a regular meal to members, officers were able to conduct a weekly welfare check, update residents on COVID-19 information in their own language and provide information and referrals, as required.

Providing meals and meal subsidies to the community

- Our avenues to provide meal support to the community were impacted by the COVID-19 pandemic as community support centres were required to close. Council doubled community meal funding from \$200,000 to \$400,000 for the 2020/21 financial year. This funding provided meal subsidies, establishing the Cultural Seniors Meals Program and the 'Share the Food Program'. It also funded meals and pantry stock for vulnerable community members required to self-isolate due to COVID-19 testing and to cover the waiting period to connect to community groups offering support.

- We used staff from the community support centres as translators to assist the Cultural Senior Meal Program to provide time sensitive communication and support to these community members. Many members traditionally rely on one to three meals a week to be provided to ensure they are well nourished.
- Council has continued to support the Port Phillip Community Group (PPCG) to deliver the Share the Food Program, ensuring the delivery of meals and food packages to those in quarantine, self-isolation or experiencing hardship during the pandemic. Over 12 months, more than 23,000 meals, food and care packs were distributed to people in need, valued at approximately \$1.15 million. This represented a return on investment of \$5 for every \$1 spent by Council, which was achieved through significant donations of food and essential items to PPCG which working closely with their community partners.
- Council has been nominated for a 2020/21 Active Aging Award from the Local Government Professionals (LGPro), to be announced later this year.
- Our Cafe Social Inclusion Program continued to be available in 2020/21 through home and community care assessments. Meals were available as take-away or home delivery.
- As a COVID-19 pandemic response We produced an emergency food guide as a resource for triaged people needing to connect to appropriate services during the pandemic.
- The City of Port Phillip Seniors Festival was held in October 2020. Due to COVID-19 restrictions, the festival was reimagined with a range of events that residents could participate in by post, phone or online. Highlights of the 2020 program were the online offerings and the Postcard Project, providing 101 residents with postcard packs so they could make and send postcards to family and friends. Community groups were asked to reimagine running an event online. Nine groups rose to the occasion and applied for Council's Seniors Festival events grants, resulting in a range of activities on offer from sing-a-longs, documentaries and webinars to concerts with an amazing array of culture and talent.
- The annual Queer Formal event in December 2020 was moved online to respond to COVID-19 restrictions. FReeZA Vision partnered with Minus18 to deliver the Queer Formal Online broadcasted live from the St Kilda Town Hall. To deliver the event online, Minus18 collaborated with Channel 31 to broadcast live performances of the event through the Zoom broadcasting platform. Entertainment featured performances from 10 diverse acts, including drag performances, and music was streamed live for the event. In addition, the whole event was interpreted by Auslan Interpreters to ensure meaningful participation of all young people. The event had 334 young people register, the Zoom chat thread recorded 3,324 comments and 70 per cent of the attendees said they made new friends at this event. The purpose of this event was to ensure that young people aged 12 to 19 from the LGBTIQ+ community had a safe space to express their identity and experience a 'formal-like' event. A thorough registration and child safeguarding process ensured that only participants aged under 19 were able to attend. The Queer Formal had the highest attendance of any Minus18 event for 2020.
- An online version of the Diversity magazine was launched. A print version is available at Council venues including libraries.

Inclusion

- In 2021, the Older Persons Advisory Committee focused on gaining new members. As a result, Council appointed eight new members and reappointed nine members.
- COVID-19 pandemic restrictions delayed the Midsumma Pride March to May 2021 as well as Council's rainbow flag-raising ceremony at the St Kilda Town Hall. For the first time, our ceremony coincided with IDAHOBIT, the International Day Against Homophobia, Transphobia, Biphobia and Intersexphobia. The Day raises awareness of violence and discrimination against LGBTIQ+ communities worldwide on the same date that homosexuality was removed from the International Classification of Diseases. The timing of the flag-raising ceremony made it especially meaningful.

Children's Services and Family Services

- Children's Services has continued to provide a valued face to face program to our children and community despite the challenges of 2020/21. Families appreciated the security of an aspect of their lives that continued to be readily available, comfortable and familiar.
- Our operating challenges mirrored those experienced in Victoria and nationally. These included difficulty recruiting quality, qualified staff coupled with a lack of relief and agency staff available and COVID-19 related staff absences.
- Our Family, Youth and Children's Teams' collaborative approaches and practices, together with introducing key new positions, resulted in positive family experiences relating to access, inclusion, timely support, referral and retention. These were reflected in stories of breaking down barriers to attendance, creating welcoming and inclusive environments and timely supports and interventions.
- Educational reforms including access to funded three-year-old kindergarten were implemented in 2021 and continued improvements to the customer experience of children's services registration and enrolment streamlined service provision.
- Supported Playgroups have been shown to be agile and inclusive, adapting to COVID-19 restrictions. Playgroups at Park Towers, Bubup Nairn Children's Centre and Skinners Adventure Playground provided families with opportunities to play outdoors.
- As part of our continual commitment to creating a child friendly and child safe Port Phillip, the Family Services team worked with Child Safe Australia to deliver training and information sessions to support the development of a body safety program across all our Council managed childcare centres. The curriculum and corresponding resources teach and empower children to understand the "5 body safety rules" and consent, to help protect them from harm and abuse. As a Child Safe organisation, we must continue to build on our skills and knowledge in this space to ensure staff and parents have the skills and tools to keep the children and young people in their care safe.
- Family Services continued to provide flexible and adaptive ways to support our most vulnerable families and children in our community in response to COVID-19 restrictions.
- The Port Phillip Family News is a weekly electronic newsletter with information about parenting support, self-care, working from home tips, at home play ideas for children and connecting safely via online activities. In December 2020, the newsletter became an important way for families to receive fortnightly updates about programs and services resuming, and to discover ways of safely reconnecting with their local neighbourhood. Port Phillip Family News was designed for families being supported by the Family Support programs. Due to wider interest the newsletter has now been made available across the community including to schools, kindergartens, and childcare centres for all families to access.
- In March 2020, Council's Family Services and Maternal and Child Health (MCH) staff completed Solihull Approach Foundation and group facilitation training. The Solihull Parenting Group was developed as a collaborative project between the Solihull Approach Foundation and the Council's Family Services and Maternal and Child Health staff. The 10-week group aims to connect isolated families with parents whose mental health was affected by COVID-19 pandemic. The team has successfully facilitated two groups with the most recent being conducted from April to June 2021.
- In 2021 Bubup Nairn Children's Centre received an Exceeding Rating under the National Quality Standards for early childhood education and care. This result acknowledges the high-quality service we provide to our children and families. This achievement would not have been possible without the committed educator team at Bubup Nairn whose member work tirelessly to deliver exceptional safety, quality education, and programming for children. We are particularly proud of our noted ability to forge strong and lasting relationships with the families and community. Partnerships with services including Family Services, Maternal and Child Health and external services such as Star Health enable us to collaborate to gain the best outcomes for Bubup Nairn's children and families.
- Middle Years and Youth Services pivoted to remotely engaging and supporting families during COVID-19 lockdown periods in 2020/21. This meant face-to-face interaction with Middle Years, the Adventure Playground community and Youth Support clients shifted to online and tele-support. This provided an avenue for support referral and community connection with families and young people across the City to continue and for interventions and short-term case management, as required.

- Care packs were dispatched to identified Middle Years families. These contained resources and care-giver information about important services including food aid services, tele-health providers and COVID-19 hotline information.
- Middle Years and Youth Services partnered with the Father Bob Maguire Foundation to connect local families with the distribution of 'STEM' literacy intervention packs to assist children engaging in remote learning to remain engaged with science, technology, engineering and mathematics activities.
- There are increasing daytime use of Adventure Playground sites with both sites hosting a range of supported playgroups and community playgroups. Following the pilot programs' success, a range of programs are transitioning to ongoing services to support families with pre-school aged children activities.
- The St Kilda Adventure Playground and Skinners Adventure Playground continue to increase community engagement. The Adventure Playgrounds partnered with a range of local services such as local primary schools, kindergartens, playgroups, non-governmental organisations, environmental groups and community groups. St Kilda Adventure Playground hosts a weekly community dinner program with a local crisis housing service supporting children who are living in crisis accommodation locally. Skinners Adventure Playground recently commenced a new partnership working with a local primary school to provide a safe and enclosed space for excursions for various year level students.
- Youth in Chamber is a chance for primary and secondary school students to share their views on a wide range of issues relevant to their lives. Youth in Chamber was held online in 2020 to celebrate the achievements of young people who participated in the Student Leadership Program. Over 80 students from seven schools participated in the forums, which were facilitated by the Mayor of City of Port Phillip. The theme this year was 'caring for yourself and caring for others'. Students presented their self-care strategies during lockdown, along with projects they carried out across their schools and communities.
- The Youth Access Grants Program 2020-2022 was developed in response to research and community consultation by Council, to address shortages of free or low-cost recreational options for young people.

Public space

- A head consultant was engaged to commence the design for the Lagoon Reserve Pavilion and Sports Field Upgrade. The upgraded pavilion and sports field is scheduled to be completed in the 2023/24 financial year.
- The Summer Management Program played an important role. Services were altered to implement COVIDSafe protocols including marking the foreshore reserves with social distancing circles.
- Two great play projects were successfully completed in Port Melbourne. TT Buckingham Reserve is a wonderful neighbourhood park experience for residents while JL Murphy Reserve caters for locals and visitors.
- The successful completion of the Middle Park Beach Renourishment project which increased the width of the beach, improving the recreational amenity for the whole community. It also provides a buffer from storm impacts on the surrounding area, including the heritage beach shelter, Sandbar Café, bluestone wall and the Bay Trail.
- An outdoor fitness station was completed at the end of Elwood Beach. Designed to be accessible to all users as an integrated activity hub fitting seamlessly into the Elwood Foreshore, the station provides easy access for people walking along the beach to utilise the space.
- The completed installation of Julier Reserve Netball Court Lighting has provided safe training facilities for clubs.

Challenges

- The COVID-19 restrictions closed the service and COVIDSafe requirements caused some changes to the way community transport operated. During lockdown we introduced a booking system for essential travel and medical appointments. When restrictions eased our Transport Services recommenced a booking service with a COVIDSafe plan in November 2020.
- When the Youth Access Grants were launched in late 2020 Victoria was still operating under various COVID-19 restrictions and capped public gathering arrangements were still in place. This has meant some programs or services have been slow or restricted in their re-commencement of group type activities. The new grants program has gradually gained momentum and community recognition.
- Our youth support workers continued to establish strong relationships with external stakeholders throughout COVID-19, which has led to positive outcomes for clients. An example is the affiliation established with the National Theatre. Through this connection, a volunteer role at the theatre was created for a client to assist with building their employability skills and confidence. Plans are in place to expand this type of youth centric community partnership.
- Port Phillip Libraries faced many challenges and restrictions through repeated lockdowns. The situation was dynamic and constantly evolving with libraries across the sector taking different approaches. Our libraries responded with Click and Collect services, home library delivery when they could and online story times. The online collection has been an area of growth. Being responsive and helping our community understand our changes has been key to Library operations and success.

Looking forward

The Council Plan 2021-31 sets out a bold plan to ensure Port Phillip is a place for all members of our community, where people feel supported and comfortable being themselves and expressing their identities.

A key focus for 2021/22 will be the continued implementation of the:

- In Our Backyard Strategy
- Children's Services Policy
- Aged Care Transition Service Review
- Health and Wellbeing Strategy
- Library Action Plan.

Other key projects include the delivery of recreational facility upgrades, sports field resurfacing and Adventure Playground upgrades, delivery of community programs and events, engagement with advisory committees on Council decisions, and implementing the outcomes of the Royal Commission into Quality Aged Care Services.

Major initiative progress

In Our Backyard Strategy implementation

Implementation of the In Our Backyard (IOBY) Strategy has targeted efforts to accelerate and maximise the delivery of new affordable housing in Port Phillip.

The quantum of housing delivered under the program will remain impacted by earlier delays in Victorian Government project funding. New and emerging stimulus funding streams from the Victorian Government’s ‘Big Housing Build’ are providing the best opportunities for delivery of new housing projects in the City in the next five years, including 141 units with confirmed Victorian Government funding to date.

There are three current focus area of the program:

- 1. Working with the Victorian Government and St Kilda Community Housing (St KCH) to progress development of a supported social housing project based on the ‘Common Ground’ model at 28 Wellington Street, St Kilda. This will provide long-term housing for persons who are sleeping rough. St KCH progressed this to planning application stage in June 2021.
- 2. Investigating and brokering opportunities with private developments to deliver new affordable rental housing.
- 3. Partnering with HousingFirst to progress their Marlborough Street community housing project, being delivered over a replacement public car park. The construction process commenced in June 2021.

2020/21

Actual \$105,000 Budget \$178,000

North Port Oval upgrades

North Port Oval is an important open space area within Fishermans Bend. The Oval had significant improvement works completed in April 2019 with a full reconstruction of the oval to provide a high-quality and functional playing surface. Installation of new ancillary infrastructure, such as coaches’ boxes, AFL goal posts, boundary fencing and spectator seating, was also included as part of the upgrade. The Oval is now accessible to the broader community for their casual use as well as being highly utilised by the tenant sports clubs.

There have been delays to the design work being undertaken by the Port Melbourne Football Club for the broadcast lighting and building works. This has resulted in delays to the development of the design masterplan for North Port Oval, as the new infrastructure, particularly the broadcast lighting, will have a significant impact on the open space surrounding the oval.

The commencement of the masterplan has been deferred to 2021/22 to align with this design work.

2020/21

Actual \$5,000 Budget \$150,000

Four year priority progress

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

Priority

Not started In progress Completed

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

Deliver new community spaces as part of the integrated Ferrars Street Education and Community Precinct at Fishermans Bend.



Implement outcomes from reviewing Council's role in aged care and disability support services, in the context of national sector reforms and with the aim of facilitating continued access to relevant, quality services.



Complete the review of children's services to determine Council's future role in early childhood education and care.



Explore new models of providing services and advocate to ensure the right mix and level of services, to improve access and health equity for our communities.



Implement improvements to maternal and child health services, and family support services that respond to growing and changing demands.



Investigate the feasibility of a dedicated youth space, including through potential partnership arrangements.



Collaborate with partners and service providers to undertake neighbourhood based planning and delivery of community infrastructure, services, programs and outreach that promote health and social inclusion and are aligned to community needs.



Provide funding to community organisations and service providers to ensure access to relevant services and programs.



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

**1.4 Community diversity is valued and celebrated**

Establish the Victorian Pride Centre in St Kilda.



Work with the Port Phillip Health and Wellbeing Alliance, Youth Advisory Committee, Older Person Advisory Committee (OPAC), Access Network, Multicultural Forum and Multifaith Network to develop policy, services and infrastructure that best meet diverse community needs.



Continue delivery of programs and events that celebrate our diverse communities, including multicultural and multifaith events, seniors events, and the Midsumma Pride March.



Review the Port Phillip Social Justice Charter.



Retain Council's Access and Ageing Department's Rainbow Tick accreditation to ensure LGBTIQ+ inclusive service delivery.



Implement our second Reconciliation Action Plan 2017-2019, including the Aboriginal and Torres Strait Islander employment policy, and update the Aboriginal and Torres Strait Islander Arts Plan.



Services that contribute to this direction

Affordable housing and homelessness

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

2020/21

Actual \$1,319,878 Budget \$1,446,451 Variance \$86,719

Service measures

Measure	2016/17	2017/18	2018/19	2019/20	2020/21	Target 2020/21
Council facilitated units on Council land	No data	68 (additional)	No data	46	46	No interim target

Council has secured funding to partner with HousingFirst and the Victorian Government in the planned delivery of 46 affordable housing apartments in Balaclava which are currently under construction and due to be completed in late 2022.

Ageing and accessibility

Facilitate independence and promote social connectedness for older people and those living with a disability by providing in-home support services, social inclusion programs and funding for community groups and service providers, assessing clients to determine their needs, and consulting with community committees and networks.

Note: this service may change over the next four years in response to national sector reforms.

2020/21

Actual \$7,918,896 Budget \$8,676,155 Variance (\$1,683,939)

Service measures

Measure	2016/17	2017/18	2018/19	2019/20	2020/21	Target 2020/21
Resident satisfaction with services that support older people and people living with disabilities	94 %	90 %	91 %	88 %	No data	>94 %

Data not available due to reduced scope of the 2021 Community Satisfaction Survey.

Service statistics

Statistic	2016/17	2017/18	2018/19	2019/20	2020/21	Trend
Home care						
Active home care clients	1,710	1,551	1,570	1,561	1,419	↗
Hours of general homecare	19,865	18,867	19,430	16,689	14,643	↗
Hours of meal preparation	219	906	1,428	710	235	↗
Hours of personal care	6,239	6,409	5,578	4,761	3,544	↗
Hours of home maintenance service	2,450	2,652	2,662	2,020	1,687	↗
Hours of respite care	6,435	5,621	4,689	896	398	↗
Hours of shopping services	8,137	7,919	8,518	6,899	5,399	↗
Hours of core social support	9,919	10,651	11,412	8,082	5,633	↗
Hours of high priority social support	8,564	6,787	16,635	7,051	N/A	↗
<p>Services for the community in this area were significantly impacted by COVID-19 lockdowns and restrictions. A portion of clients put services on hold due to fears of coronavirus transmission, and some older staff resigned from the service. While referrals to the service reduced during the COVID-19 pandemic we continued to respond to service demand, albeit with some delays at times due to worker availability.</p> <p>While social support hours dropped the contacts with clients were more individualised. For instance, group programs that reached 15 to 20 clients for a five-hour program changed to individual contacts, sometimes multiple times a week for short conversations or single longer connections and check-ins. We also did one on one walks with vulnerable clients. These were targeted and helped clients feel connected and cared for through a difficult time. When restrictions allowed for group programs to recommence these were contained to small numbers due to social distancing requirements.</p>						
Community meals						
Meals delivered	27,688	19,409	16,448	18,009	25,361	↗
Meals provided at centres	2,949	3,167	1,938	n/a	n/a	→
Meals subsidised	82,848	126,348	187,464	807,755	557,122	↗
<p>Community meals services were impacted by COVID-19 restrictions. Meal subsidies were increased from \$200,000 to \$400,000. Meals were provided through the Share the Food Program, Cultural Seniors Meals Program and Cafe Social Inclusion Program. An 'emergency food guide' was produced and is updated every three months. This was particularly important during the COVID-19 pandemic period. (see highlights for additional information).</p>						
Community transport						
Community bus trips	1,981	1,981	1,981	1,981	N/A	→
Passengers who use the service	33,048	31,062	34,455	26,735	8,232	↗
<p>Community bus trips were impacted by COVID-19 restrictions, to keep travelers safe, numbers on the bus were reduced and cloth face masks were given to travelers. A booking service was introduced due to the reduced service and a triage service was provided to assist in connecting the commuters with other services that could help them, whilst remaining in their dwellings.</p>						
Volunteers						
Community access volunteers	15	14	10	11	0	↗

Children

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

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

2020/21

Actual \$15,619,105 Budget \$17,316,231 Variance (\$1,260,620)

Service measures

Measure	2016/17	2017/18	2018/19	2019/20	2020/21	Target 2020/21
Proportion of state regulated family, youth and children's services that meet or exceed national quality and accreditation standards	100 %	100 %	100 %	100 %	100 %	100 %
Resident satisfaction with services that support families, youth and children	94 %	93 %	94 %	88 %	No data	>95 %

Data not available due to reduced scope of the 2021 Community Satisfaction Survey.

Participation

Participation in four-week Key Age and Stage visit*	103.25 %	100.54 %	93.80 %	95.87 %	93.53 %	100 %
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Participation in four-week Key Age and Stage visit remained consistent with previous years despite falling slightly below target. The achieved result was impacted by COVID-19 restrictions.

Participation in the MCH service*	82.89 %	84.80 %	74.28 %	87.38 %	83.49 %	>85 %
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Participation decreased slightly, just falling short of the target of 85 per cent. The COVID-19 restrictions led to some families of older children (two years and 3.5 years) declining a telehealth appointment, preferring to wait for a face-to-face appointment, which may have resulted in less overall participation. The achieved result was impacted by COVID-19 restrictions.

Participation in the MCH service by Aboriginal children*	84.84 %	94.74 %	80.00 %	95.00 %	94.29 %	>85 %
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Participation in MCH service by Aboriginal children remained consistent with previous years and met target.

Service standard

Infant enrolments in the MCH service*	100.00 %	96.83 %	100.95 %	101.03 %	100.83 %	100 %
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Infant enrolment remains stable compared to previous years and achieved the target of 100 per cent.

Service cost

Cost of MCH service per hour*	\$71.80	\$76.50	\$75.54	\$84.67	\$88.86	<\$85.00
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Cost of MCH service increased slightly compared to previous years and was slightly higher than target while the service continued throughout the lockdown period.

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

Service statistics

Statistic	2016/17	2017/18	2018/19	2019/20	2020/21	Trend
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Maternal and child health services

Birth notifications received	1344	1347	1270	1259	1204	
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The slight decrease in birth notifications is due to COVID-19 impacting families in a number of ways. This included families transferring from living in the inner city to outer suburbs. Families not migrating from overseas for work purposes and border closures restricting families moving to the municipality from across Australia were other factors.

Community immunisation sessions held	78	81	81	81	78	
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The number of sessions held each year can vary slightly depending upon what day of the week each month commences as well as the placement of public holidays.

Infants and children attending immunisation sessions	2,801	2,902	2,658	2,422	1,361	
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Attendance numbers for the infant and children immunisation sessions were impacted by COVID-19, with a number of families electing to attend their GP rather than risk potential exposure at a larger in scale public immunisation session.

Statistic	2016/17	2017/18	2018/19	2019/20	2020/21	Trend
Childcare						
Total places across the City	1,728	1,895	2,186	2,213	2,574	⬆️
Council managed places	318	318	318	318	318	➡️
Bubup Nairm Children's Centre	116	116	116	116	116	➡️
Clark Street Children's Centre	65	65	65	65	65	➡️
Coventry Children's Centre	60	60	60	60	60	➡️
North St Kilda Children's Centre	77	77	77	77	77	➡️
Community managed places	568	568	568	568	523	➡️
Commercially managed places	842	1,225	1,125	1,327	1,415	⬆️

Community programs and facilities

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

2020/21

Actual \$3,913,659 Budget \$5,435,663 Variance \$2,475,926

Service measures

Measure	2016/17	2017/18	2018/19	2019/20	2020/21	Target 2020/21
Resident perception regarding whether City of Port Phillip services contribute to the overall health and wellbeing of the community	64 %	49 %	59 %	59 %	No data	67 %

Data not available due to reduced scope of the 2021 Community Satisfaction Survey.

Service statistics

Statistic	2016/17	2017/18	2018/19	2019/20	2020/21	Trend
Community centres						
Bookings	12,276	12,837	13,476	14,004	1,809	⬆️
Casual hires	219	906	1,428	710	149	⬆️





Families and young people

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

2020/21

Actual \$2,582,178 Budget \$3,066,831 Variance \$415,150

Service statistics

Statistic	2016/17	2017/18	2018/19	2019/20	2020/21	Trend
Family support						
Received in government grants	\$250,208	\$253,000	\$273,047	\$392,142	\$360,949	
Department of Families, Fairness, and Housing, and less funding in the 2020/21 period.						
Family support hours provided	2,729	2,327	3,370	3,837	3,250	
Family support hours were down due to the COVID-19 pandemic with less engagement in the remote delivery space, inability to attend our usual referral access points such as libraries' Baby Rhyme Time sessions, and fewer hours logged for travel. However, we are still meeting Department of Families, Fairness, and Housing requirements for the Intergrated Family Services program.						
Young people						
Young people (eight to 11-year-olds) accessing programs that are run or funded by Council	21,187	33,369	31,732	25,631	12,498	
The Adventure Playgrounds were closed for significant periods of time, due to COVID-19 restrictions and when allowed to be opened there were often restrictions of groups sizes, which significantly impacted the eight to 11-year-olds accessing services.						
Young people (12 to 25-years-old) accessing programs that are run or funded by Council	26,359	21,946	10,009	15,532	10,662	
Activities for 12 to 25-year-olds were significantly impacted by COVID-19 and remote delivery. The Student Leadership Program was moved to online delivery and many schools decided to not participate this year, so the program had less schools and students involved.						
The Youth Service Delivery Initiatives changed to the Youth Access Grants in 2020 and many of these initiatives haven't been able to start due to COVID-19 restrictions impacting the number of young people accessing City of Port Philip funded services for the 2020/21 financial year.						

Recreation

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

2020/21

Actual \$6,513,427 Budget \$7,202,912 Variance \$783,995

Service measures

[illegible]

Direction 2

We are connected
and it's easy to
move around

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

Outcome indicators

Measure	2016/17	2017/18	2018/19	2019/20	2020/21	Target 2020/21
Number of fatal and serious traffic collisions involving all road users	78	60	70	43	No data	<120
No data available as we are awaiting verified updated crash data in late 2022.						
Number of private passenger vehicle trips	128,000	No data	180,000	No data	No data	No data
Number of walking trips	153,000	No data	120,000	No data	No data	No data
Number of bike riding trips	17,000	No data	30,000	No data	No data	No data
Number of public transport trips	42,000	No data	50,000	No data	No data	No data
Number of cars owned by Port Phillip residents	51,200	No data	28,300	No data	No data	No data

Data sourced from the Victorian Integrated Survey of Travel and Activity (VISTA) is reported every two years and the 2020 data has not been released.

Highlights

Strategic transport

- Parking Management Policy implementation was commenced with new street signage and communication of the transition from street-based parking to the new parking areas.
- Transport data capture and evaluation has been enhanced with the installation of three permanent sensors in two locations for counting bikes, pedestrians, and vehicles. The sensors identify cars, trucks, buses, vans and motorbikes. This data will be shared through Port Phillip's OpenData platform and be used to inform future planning and infrastructure.
- The on-going trial of shared eBikes has been successful with over 25,000 rides starting in Port Phillip in less than six months period since the trial began in mid- December 2020. Port Phillip is one of four councils which will be participating in the Victorian Government's eScooter trial.
- Fourteen schools ran Ride2School events in early 2021. There was increased active travel by students including the highest level of participation at Middle Park Primary School with 93 per cent and St Kilda Park Primary with over 80 per cent participation in the event. Footpath decals were installed along key routes to South Melbourne Park and Galilee Regional Catholic Primary School to make it easier to walk, ride or scoot to school.
- The tender for the Garden City Bike Corridor was awarded. The Corridor will include an off-road separated path, lighting upgrades and additional signage.
- After considering the benefits and costs for the Inkerman Street Safe Corridor, Council decided to proceed with three concept design options for the section of the street managed by Port Phillip.
- Let's Ride Melbourne promoted bike riding across three local government areas and new bike lanes funded by the Victorian Government.
- New wayfinding signage was installed through Fishermans Bend, Montague and South Melbourne to make it easier for people to walk and ride to the Central Business District.

Transport safety engineering

- Council secured \$369,000 from the Department of Transport to improve safety for all road users along Chapel Street between Dandenong Road and Brighton Road. Works will be delivered by Council and the Department of Transport including line marking treatments installed at five intersections to be followed by improvements at 12 remaining intersections and implementing a safer speed of 40 kph over two years.
- Modifications to Wellington Street and Dandenong Road have simplified the intersection and will reduce the speed of vehicles entering Wellington Street, improving safety for all road users. A shared path has been installed to provide a safe connection for bicycle riders accessing Wellington Street from Chapel Street.
- Six parking spaces for those with disabilities were upgraded to meet Disability Discrimination Act (DDA) standards.
- After consultation on safer speed zones, the speed limit will be changed to 40 km/h on Mill Street, Patterson Street and Danks Street in Middle Park. This is expected to happen in this financial year.
- A raised platform was installed to improve safety at an identified black spot on Montague Street at Bridport Street.

Major Transport Projects - Domain Precinct

- Council provided input and feedback to Rail Project Victoria and Cross Yarra Partnerships on ANZAC Station Precinct designs to achieve our endorsed outcomes including the legacy design of St Kilda Road.
- We established a three-year collaborative research agreement with the University of Melbourne to design, implement, monitor and report on the performance of passive irrigation systems along Albert Road.
- We secured a \$280,000 funding commitment from Rail Projects Victoria for 35 trees as the first phase of the two-for-one tree replacement program.
- Council secured ongoing Victorian Government funding for the Major Transport Team from Rail Projects Victoria.
- We progressed concept designs of the Park Street Streetscape Improvement including leveraging \$1.2 million of external funding for civil works.
- We completed planning for the Bank Street Parking Reconfiguration Project.
- We assisted the Department of Environment, Land, Water and Planning to initiate its Community Panel for the Shrine to Sea Project and supported the deliberative engagement to devise a draft masterplan for the Project.
- Council implemented the six-month Kerferd Road Safety Improvement Trial, partially funded by the Victorian Government, that responded to petitions from the local community.
- We wrote jointly with the City of Melbourne to the Department of Transport, requesting the St Kilda Road Safety Improvement Project be accelerated and to propose pop-up protected bike lanes.
- We identified pop-up bike lane proposals and assessed the impacts for Park Street (West), St Kilda Road and other Move, Connect, Live - Integrated Transport Strategy 2018-28 proposed bike corridors.

Looking forward

The Council Plan 2021-31 sets out a bold plan to ensure Port Phillip is a great place to live, where our community has access to high quality public spaces, development and growth are well managed, and it is safer and easy to connect and travel within.

A key focus for 2021/22 will be the continued implementation of the:

- Move, Connect, Live - Integrated Transport Strategy 2018-28
- Public Space Strategy (once approved by Council)
- Community Safety Plan
- Domestic Animal Management Plan.

Major initiative progress

Kerferd Road Safety Improvements
(Shrine to Sea Boulevard)

In 2018, the Victorian Government announced \$13 million for the ‘Shrine to Sea’ project to create a boulevard connecting Domain Gardens to Port Phillip Bay along Albert and Kerferd roads. The project will improve the safety and experience for people walking and bike riding through this part of Melbourne and help bring the local history, stories and culture to life for resident and visitors. The project is being led by the Department of Environment, Land, Water and Planning (DELWP) for the Victorian Government in partnership with Council. Officers are working as a key stakeholder to secure improved public space, safer transport connections and community engagement within the City.

Council officers participate in the fortnightly Project Working Group and the bi-monthly Project Control Group meetings where they contribute to project outcomes. Officers have also attended interactive workshops led by DELWP including workshops with the Department of Transport, Parks Victoria and the project’s Community Panel.

Further investigations will be made on key moves identified by the community panel and discussion have commenced with Rail Projects Victoria to discuss connections to the Anzac Station precinct.

Council assisted the Victorian Government to initiate a Community Panel for deliberative engagement to devise a draft Master Plan.

2020/21

Actual \$0

Budget \$0

Integrated Transport Strategy
implementation

The Move, Connect, Live - Integrated Transport Strategy 2018-28 provides a considered approach to make it easy for people to move around and connect with places in a way that suits them as our City changes. In 2020/21 there were 38 actions in progress, with three completed. All actions were progressed as scheduled.

2020/21

Actual \$221,000

Budget \$215,000

Four year priority progress

Priority

Not started

In progress

Completed

2.1 An integrated transport network that connects people and places

Develop and deliver an Integrated Transport Strategy, including network plans for all modes and intermodal connections.



Implement walking projects that create safe, high amenity walking routes and reduce barriers to people walking across arterial roads.



Improve the attractiveness of bike riding as part of delivering Council's bike network.



Deliver the Beach Street separated queuing lane to reduce traffic delays associated with cruise ship arrivals.



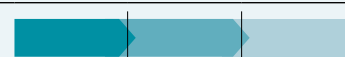
Plan for and deliver Kerferd Road safety and streetscape improvements to enhance walking and bike riding (subject to state funding).



Work with Public Transport Victoria and Yarra Trams to deliver a pipeline of tram projects that will improve place and movement.

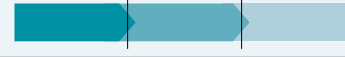


Deliver the program of renewals and improvements to laneways, roads, footpaths and street signage.



2.2 Demand for parking and car travel is moderated as our City grows

Develop a Parking Management Plan as part of the Integrated Transport Strategy.



Develop new policies for paid parking, on-street permits and parking provision rates for new developments.



Investigate Council's car parks for future development opportunities that deliver increased community benefit.



Implement clever parking initiatives that help manage parking supply and turnover, and improve customer experience.



Expand the on-street network of car share vehicles, and encourage provision in new developments.



Integrate land use and transport planning through a review of the Municipal Strategic Statement.



2.3 Our streets and places are designed for people

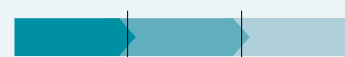
Implement black spot safety improvements at high collision locations.



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



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



Improve local community travel choices, especially by schools, by investing in infrastructure and behaviour change programs.



Progressively review and upgrade parking spaces for those with disabilities in commercial areas to meet updated Australian Standards.



Review Council's design and technical standards for streets and public spaces.



Services that contribute to this direction

Transport and parking management

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

2020/21

Actual \$24,154,269 Budget \$28,335,300 Variance \$4,028,131

Service measures

Measure	2016/17	2017/18	2018/19	2019/20	2020/21	Target 2020/21
Resident satisfaction with traffic management	61	56	58	60	No data	>55
Resident satisfaction with parking management	81 %	79 %	75 %	66 %	No data	>80 %
Resident satisfaction with resident parking permits	80 %	83 %	81 %	82 %	No data	>75 %

No data available due to reduced scope of 2021 Community Satisfaction Survey.

Satisfaction

Sealed local road requests per 100 km of sealed local roads*	65	69	57	50	51.13	<70
The number of customer service requests received by Council is slightly up on this time last year. The result reflects the high standard of Council's local road network and requests received in relation to road assets.						
Satisfaction with sealed local roads*	70	67	68	69	67	>70

A two point drop was experienced compared to previous years and fell just below target.

Service cost

Cost of sealed local road reconstruction (per m ²)*	\$190.87	\$152.85	\$91.10	\$65.31	\$79.08	<\$160.00
An increase in cost of road reconstruction was experienced this year, however this remained under target. Reconstruction costs vary depending on the type, amount and thickness of material used, for example bluestone, asphalt or concrete. Traffic management fees are also included in this cost.						
Cost of sealed local road resealing (per m ²)*	\$49.90	\$55.26	\$31.12	\$28.07	\$56.29	<\$65.00
An increase in the cost of road resealing was experienced this year, returning to previous levels, but remaining under target. This measure includes minor road alignments.						
Cost of sealed local road resealing (per m ³)	\$138.26	\$140.80	No data	No data	No data	<\$148.00

No updated data is available.

Condition

Sealed local roads below the intervention level*	97 %	97 %	97 %	97 %	94 %	97 %
Sealed local roads below the intervention level decreased slightly compared to last year after audits of road conditions.						
Number of schools participating in 'Walk to School' month	7	No data	10	11	No data	8
Events did not run due to COVID-19 restrictions.						
Number of schools participating in 'Ride2School' day	13	No data	15	15	14	14
Number of car share vehicles based in Port Phillip	103	147	No data	225	216	235

Car share vehicles number 216 across the City with a reduction after the withdrawal of a provider.

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

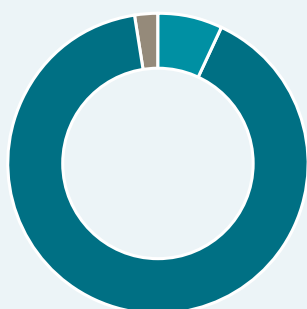
Service statistics

Statistic	2016/17	2017/18	2018/19	2019/20	2020/21	Trend
Parking management						
Abandoned vehicles	1,679	1,646	1,646	1,249	1,153	↗
Disabled parking permits issued - Blue	1,257	1,459	1,737	1,582	1,206	↗
City of Port Phillip is no longer issues these permits through our system. These are managed through an external portal through the accessible parking permit scheme. Launched on 22 March 2021 through VicRoads. As of 2021/22 period City of Port Phillip will have access to the VicRoads data for reporting, with the new permit types.						
Disabled parking permits issued - Green	102	156	174	160	105	↗
City of Port Phillip is no longer issues these permits through our system. These are managed through an external portal through the accessible parking permit scheme. Launched on 22 March 2021 through VicRoads. As of 2021/22 period City of Port Phillip will have access to the VicRoads data for reporting, with the new permit types.						
Resident parking permits issued	6,465	8,111	8,041	7,639	7,286	↗
Foreshore permits issued	2,266	2,603	2,504	2,291	2,244	↗
Combined permits issued	5,842	6,867	6,726	6,106	4,395	↗
Combined permits issued were down due to COVID-19 restrictions reducing the need for this permit type for most community members.						
Community service permits issued	1,038	1,272	1,237	1,317	1,550	↗
Visitor parking permits issued	10,193	12,603	12,400	11,984	8,983	↗
Visitor parking permits issued were down due to COVID-19 restrictions reducing the need for this permit type for most community members						
Parking enforcement infringements issued	162,852	166,571	153,069	138,718	108,479	↗
Due to COVID-19 restrictions reducing the need for this permit type for most community members.						
Parking complaints (officer)	28	69	47	43	31	↗
Number of parking permits issued per year	28,548	34,808	34,519	32,718	25,769	↗
Parking permits issued were down due to COVID-19 restrictions reducing the need for this permit type for most community members. The numbers down include Foreshore permits, Foreshore Club, Temporary Relocation permits and Film permits.						

Move, Connect, Live - Integrated Transport Strategy 2018-28

Strategy progress

Actions progress



Completed

In progress

Not started

Total actions 38

The Move, Connect, Live - Integrated Transport Strategy 2018-28 will continue with actions to ensure the City is connected and it is easy to move around over the next 10 years. In 2020/21 there were 38 actions in progress, with three completed. All actions were progressed.

Highlights

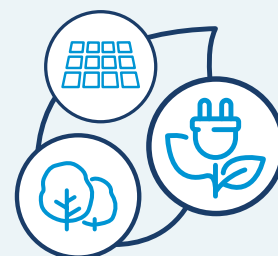
- The new Parking Management Policy was launched, contributing to the delivery of parking management outcomes in the Move, Connect, Live - Integrated Transport Strategy 2018-28.
- The on-going trial of shared eBikes has been successful. Over 25,000 rides starting in Port Phillip in less than six months period since the trial began in mid- December 2020.
- Fourteen schools ran Ride2School events in early 2021 with the highest level of participation at Middle Park Primary School with 93 per cent.
- Modifications to the intersection of Wellington Street and Dandenong Road have simplified this intersection and will reduce the speed of vehicles entering Wellington Street.
- Council secured \$369,000 from the Department of Transport for safety improvements for all road users along Chapel Street between Dandenong and Brighton roads and five intersection treatments were installed.
- Three permanent sensors have been installed to count bike riders and pedestrians, as well as vehicles.
- Ongoing implementation of key projects from the Domain Public Realm Masterplan in September 2019 including a commitment by the Department of Transport to signalise the Park and Wells Street intersection in 2021.
- Progressed concept designs of the Park Street Bike Link, including leveraging \$1.2 million of external funding for civil works.
- The tender for the Garden City Bike Corridor was awarded. The Corridor will include an off-road separated path, lighting upgrades and additional signage.
- Following consideration of the benefits and costs for Inkerman Street Safe Corridor, the Council decided to proceed with three concept design options for the section of the street managed by Port Phillip.
- Let's Ride Melbourne promoted bike riding across three council areas to respond to COVID-19 and new bike lanes using funding from the Victorian Government.
- New wayfinding signage was installed through Fishermans Bend, Montague and South Melbourne to make it easier for people to walk and ride to the City Business District.

Move, Connect, Live targets

Outcome	2016/17	2017/18	2018/19	2019/20	2020/21	Target 2020/21	Target 2027
Number of fatal and serious traffic collisions involving all road users	78	60	70	43	No data	<120	<96
Number of private passenger vehicle trips	128,000	No score	180,000	No score	No data	128,000	128,000
Number of walking trips	153,000	No score	120,000	No score	No data	<119	<96
Number of bike riding trips	17,000	No score	128,000	No score	No data	128,000	128,000
Number of public transport trips	42,000	No score	No score	No score	No data	49,000	56,000
Number of cars owned by Port Phillip residents	51,200	No data	28,300	No score	No data	51,200	53,500
Community perceptions of Council's traffic management as part of the Customer Satisfaction Survey	60	59	No score	60	No data	56	58
Speed of vehicles using Wellington Street	>44.8km/hr	>43km/hr	No score	No score	No score	-	<40km/hr
Number of schools participating in Ride2School day	10	13	12	15	14	-	18/year
Number of 'Healthy Tracks to School'	No score	No score	No score	No score	0	2	
Number of protected bike corridors delivered	No score	No score	No score	No score	0	2	11
Increase in pedestrian and civic space in shopping strips	No score	No score	No score	No score	No score		20 %
Streetscape improvements delivered as part of tram stop upgrade projects in shopping and activity centres per year	No score	No score	No score	No score	No score	-	100 %
Delivery of dedicated bus or tram only lanes on Council controlled streets (kms)	No score	0.5	0.5	No score	No score	-	5.5
Community perception of Council 'Parking Management' as part of the Port Phillip Customer Satisfaction Survey	81 %	79 %	75 %	66 %	No data	-	
Number of precincts that have been reviewed for improvement to parking management	No score	No score	No score	No score	No data	6	15
Residents who are satisfied with the use of pay-by-phone option to pay for parking	No score	No score	No score	No score		-	<90 %
Number of residents who are car share members	No score	2,500	6,100	No score	8,476	-	13,500
Utilisation rate of share bikes (docked and dockless) trip/day	No score	1	1	No score	1.4	-	3

Direction 3

We have smart solutions for a sustainable future



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

Outcome indicators

Measure	2016/17	2017/18	2018/19	2019/20	2020/21	Target 2020/21
Total canopy cover	No data	No data	19 %	No data	No data	No data

No data available. Last mapping was undertaken in 2018. The next mapping will be scheduled over the period of 2022/23 to 2023/24, which is consistent with standard industry practice to measure canopy every five to 10 years.

Council's greenhouse gas emissions	6,464	4,750	4,736	23	0	2,010
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Council reached its target of zero net carbon emissions for Council operations. This was achieved through improving energy efficiency of Council buildings and lighting, purchasing renewable electricity through our involvement in the Melbourne Renewable Energy Project, use of solar panels on Council buildings, adding more electric and hybrid vehicles to the Council fleet, and purchasing accredited carbon offsets for our remaining emissions.

Council's gross greenhouse gas emissions	10,950	11,205	10,758	3193	2,079	2,010
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Council's gross greenhouse emissions reduced by approximately 35 per cent compared to the previous year. This includes reduction in emissions from building electricity use (25 per cent), natural gas (-14 per cent), fuel use (-1 per cent), water use (-62 per cent), paper use (-60 per cent). Gross greenhouse gas emissions remain slightly higher than the target of 2,010.

This was mainly because we were unable to change all our electricity accounts to be powered by renewable energy as part of the Melbourne Renewable Energy Project (MREP). In 2021/22 Council will continue to negotiate changing remaining electricity accounts to renewable energy, upgrade street-lighting to energy efficient LEDs, replace gas appliances with electric alternatives where feasible, and transition Council's fleet to hybrid and electrical vehicles..

Measure	2016/17	2017/18	2018/19	2019/20	2020/21	Target 2020/21
Council's electricity usage from renewable sources	4 %	5 %	23 %	93 %	95 %	100 %
As part of the Melbourne Renewable Energy Project (MREP), Council transitioned all metered electricity accounts to renewable energy. There are, however, some unmetered sites that cannot be transferred to renewable energy, including items such as irrigation controls and individual outdoor lights. Officers are working with energy retailers and distributors to negotiate changeover of these accounts to renewable energy.						
Council's potable water use (ML)	238	226	298	359	195	238
Council buildings and open space used 195 ML of drinking water which is a reduction of 46 per cent on the previous year.						
Municipality-wide greenhouse gas emissions (tCO ₂ -e) (data reflects calendar year rather than the financial year)	1,704,000	1,879,000	1,659,000	1,684,000	No data	No interim target set
Data collection and modelling processes are being continually revised to provide increased accuracy. Recently released data has provided updates to previously reported emissions profiles which have been reflected in the figures above. Council has set a community goal for net zero emissions by 2050. Interim goals will be set to align with recently announced Victorian Government commitments.						
Kerbside collection waste diverted from landfill*	33 %	32 %	29 %	33 %	32 %	>35 %
Kerbside waste diverted from landfill remains below target, as high levels of waste continue to be generated with many people still working from home. Contamination of kerbside bins remained high, though the efforts of the 'Recycling Reset campaign' saw a 24 per cent decrease in contamination in the areas audited. The 11 month Elwood Food Organics and Garden Organics (FOGO) trial diverted an estimated total of 115 tonnes of FOGO materials from participating properties, indicating a good opportunity for future waste diversion.						
House kerbside collection waste diversion from landfill	No data	33 %	29 %	31 %	31.44 %	No interim target set
Apartment kerbside collection waste diversion from landfill	No data	23 %	21 %	No data	No data	No interim target set
Reduction in waste produced by houses	No data	No data	5.6 kg per week	No data	8.6 kg per week	No interim target set
Reduction in waste produced by apartments	No data	No data	6.5 kg per week	No data	No data	No interim target set
Hard and dumped rubbish diverted from landfill	70 %	70 %	70 %	No data	70 %	70 %

2020/21 results are for combined households and apartments.

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

Highlights

- Zero net carbon emissions were achieved through improving energy efficiency of Council buildings and lighting, purchasing renewable electricity through our involvement in the Melbourne Renewable Energy Project, use of solar panels on Council buildings, adding more electric and hybrid vehicles to the Council fleet, and purchasing accredited carbon offsets for our remaining emissions.
- Planning and design was progressed for the redevelopment of the EcoCentre building and the Victorian Government committed \$2.75 million towards this project.
- Garden beds in the Danks Street Biolink and Port Melbourne Light Rail Reserve were expanded.
- A range of online programs were offered to the community including formal programs such as the Sustainable Business Network, Environmental Leaders and Seedlings, along with advice and support provided via webinars, newsletters and online forums.
- The Greening Port Phillip Program saw 894 trees planted. Approximately 35,000 Indigenous plants were planted along the foreshore.
- Council's fleet policy and vehicle allocation guide was updated to include only electric and hybrid vehicles, where a suitable model exists, and more hybrid and electric vehicles were purchased..
- Council continued to work as part of the Elster Creek Catchment Partnership to deliver actions to reduce flooding in the catchment. This included reviewing options for flood mitigation infrastructure in Elwood. As a result, Melbourne Water has commenced detailed investigations into a project to expand the existing drain that runs from Elwood Canal to the Bay at Head Street.
- A partnership was entered with the Council Alliance for a Sustainable Built Environment and 28 councils to review the Environmentally Sustainable Design Local Planning Policy and strengthen requirements for new developments.
- Energy efficiency improvements were delivered in Council buildings, including lighting upgrades at St Kilda Town Hall and Lady Foster Kindergarten and heating and cooling upgrades at Betty Day Community Centre and Clarendon Street Childcare Centre.
- Three communal food organics recycling hub trials were rolled out between April and May 2021 at HR Johnson Reserve, St Kilda West, Lagoon Reserve, Port Melbourne and adjacent to the Rats of Tobruk Reserve, Albert Park. These sites were chosen for their surrounding medium-density housing, where residents have little to no yard space for an additional bin for food and garden organics.
- Council's Resource Recovery Centre was able to make COVIDSafe changes and ensure service continued during lockdown restrictions.
- The City of Port Phillip was awarded a Keep Victoria Beautiful Award for its kerbside and communal glass recycling trials. Communal bins remain in place, and further sites have been added.
- The Recycling Reset campaign saw more than 15,000 inspections take place over 20 inspection areas, leading to a 24 per cent decrease in recycling bin contamination.
- Council appointed a new mattress collection and recycling contractor who has provided excellent value for money, strategies to maximise resource recovery and long term environmental and social benefits through their operations.
- The Elwood Food Organic and Garden Organics (FOGO) trial diverted 115 tonnes of food and garden organics from landfill for recycling. As of 1 July 2021, the trial will be transitioned to an ongoing service.
- Commenced two programs targeting recycling food organics (FO) in multi-unit developments - trial of kerbside FO bins in a high-rise apartment complex and trial of communal FO bins in three reserves. Both trials are progressing well, with capacity exceeded at the communal sites.
- Total alternative water usage for 2020/21 was 23.75 megalitres, Alma Park used a total of 6.05 megalitres and Elwood Park used a total of 17.7 megalitres throughout the period. This alternative usage was below the target of 30 megalitres. In November 2020 harvesting operations commenced at Alma Park, there were water quality issues which required remedial actions, impacting the opportunities of harvesting. These issues are currently being addressed and expected to be fully operational in the 2022 water irrigation period.

- Stormwater Capital Works program achievements include:
 - A new underground drainage system installed in Ravens Grove, East St Kilda
 - Drainage pipe renewal on Park Street and Heather Street, South Melbourne
 - Modification of gross pollutant trap, Alma Park, East St Kilda
 - Raingarden renewal work on Marine Parade, St Kilda
 - Stage 2 of drainage pipe renewal works on Wimbledon Street, Elwood.
- Assessment of 113 waste management plans as a component of planning permit applications.

Challenges

- Some community sustainability programs were paused or reduced due to the COVID-19 pandemic and the EcoCentre's delivery of in-person volunteering and practical action projects was disrupted. However, online communication ensured that advice and support remained readily available to residents and local businesses.
- Limitations in the availability of electric and hybrid vehicles meant the majority of vehicles orders planned for 2020/21 were delayed and will be completed in 2021/22.
- The global financial impacts of the COVID-19 pandemic reduced investment opportunities, resulting in a drop in the percentage of fossil free investment opportunities. However, investments remained in the target range.
- The COVID-19 pandemic continued to impact projects and trials, delaying the commencement of the Food Organic and Garden Organics trial in Elwood and the glass recycling trials. However, these trials did go ahead, despite the challenges.
- Increases in waste and in contamination of kerbside recycling bins posed financial and resource recovery challenges, with Council delivering the 'Recycling Reset' campaign to address resource recovery challenges.
- Planning for future waste services to align with the requirements of the Victorian Government's circular economy policy, 'Recycling Victoria, a new economy' remain a challenge as we navigate impending legislation and regulations, contracts for waste services, capacity of processing facilities, community expectations and financial constraints.

Looking forward

The Council Plan 2021-31 has a strong focus on responding to sustainability challenges and ensuring we have smart solutions for a sustainable future. Over the next 10 years, Council has committed to improve the way in which we manage waste to reduce 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 initiatives for 2021/22 include addressing Council's declaration of a Climate Emergency, the continued implementation of the Act and Adapt - Sustainable Environment Strategy 2018-28 and evaluation and review of the Don't Waste It! Waste Management Strategy 2018-28.

Major initiative progress

Sustainable Environment Strategy Implementation

The Act and Adapt - Sustainable Environment Strategy 2018-28 consists of 40 actions to support Council and the community to improve sustainability outcomes over 10 years. In 2020/21 five actions were completed and 29 actions were progressed as scheduled. Refer to page 124 for more details on progress in delivering this strategy.

2020/21

Actual \$155,000**Budget \$220,000**

Don't Waste It! Waste Management Strategy implementation

The 'Don't Waste It!' Waste Management Strategy 2018-2028 consists of 25 actions to support Council and the community to reduce waste, recycle better, keep cleaner streets, parks and foreshore areas and use new technology to process and treat waste over the next 10 years.

In 2020-21, 12 actions were completed, four were progressed as scheduled, and three remain not started.

Refer to page 129 for more details on the progress of the delivery of this strategy.

2020/21

Actual \$705,000**Budget \$881,000**

EcoCentre Redevelopment

The current EcoCentre building has reached the end of its structural life and is no longer fit for purpose. The Victorian Government announced partnership funding of \$2.8 million for this project in its 2021 Budget.

This funding announcement is a win for the municipality, with the new building creating jobs, enabling enhanced environmental program delivery and education across Victoria, and providing a leading example of environmentally sustainable design.

The EcoCentre delivers sustainability education, services and support to Port Phillip and the wider community. Over the past 15 years, its programs and services have increased substantially to support more than 19,000 participants annually.

The City of Port Phillip has worked closely with the EcoCentre to develop designs for the site and advocate for funding.

The redevelopment will facilitate increased:

- volunteering from 20,385 to 31,580 hours per year by 2030
- program delivery and community participation from 19,000 to 35,000 participants by 2030
- practical action projects on Victorian waterways from four catchments to eight catchments by 2030
- participation in climate preparedness and adaptation programs from 300 to 5,000 by 2030
- support to other organisations through the provision of data and expertise from 12 to 20 organisations by 2030.

2020/21

Actual \$216,000**Budget \$1,975,000**

Four year priority progress

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

Priority	Not started	In progress	Completed
3.4 A water sensitive City			
Undertake integrated water management planning, including partnering with Melbourne Water and others to review and implement relevant plans.			
Plan and deliver water sensitive urban design interventions to reduce contaminants in water entering Port Phillip Bay.			
Investigate and implement (subject to viability) stormwater harvesting and flood mitigation works at key locations.			
Increase the permeability of ground surfaces across public streets and spaces, and work with the community to achieve greater permeability on private property.			
Develop a Stormwater Asset Management Plan and continue to invest in drainage improvements.			
Develop a Stormwater Management Policy and Guidelines to require onsite stormwater detention for new developments.			
3.5 A sustained reduction in waste			
Develop and implement a new municipal Waste Management and Resource Recovery Strategy, including an implementation plan to divert organic waste from landfill.			
Increase investment in street cleaning, litter bins and equipment to improve amenity and responsiveness and investigate opportunities for further improvements to service delivery.			
Work with the Metropolitan Waste and Resource Recovery Group to develop a business case to establish an inner metropolitan organic waste management service.			
Pursue waste innovations in Fishermans Bend.			
Update waste management guidelines for apartment developments, and implement education programs.			

Services that contribute to this direction

Sustainability

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

2020/21

Actual \$2,862,656 Budget \$5,231,627 Variance (\$228,065)

Service measures

Measure	2016/17	2017/18	2018/19	2019/20	2020/21	Target 2020/21
New trees planted per year	1,117	1,519	1,325	1,337	894	1,200
Results are lower than previous years due to the Council's response to COVID-19 restrictions and allowances for essential services. Tree planting was identified as a non-essential service.						
Resident satisfaction with making Port Phillip more environmentally sustainable	91 %	86 %	75 %	82 %	No data	>90 %
Data not available due to reduced scope of 2021 Community Satisfaction Survey.						
Megalitres of water use from alternative sources	10.51	14.15	19.12	27.61	23.75	≤20
Alma Park harvesting commenced operation in November 2020. There were water quality issues which required remedial actions, which are currently being addressed in preparation for the 2021/22 irrigation catchment period. Water usage, both potable and alternate water source, were down due to favourable water catchment conditions through the 2020/21 irrigation period.						
Total suspended solids removed from stormwater (tonnes)	44.1	46.5	55.9	59.0	59	70.8
All water sensitive urban design capital projects were postponed in 2020/21 as a result of COVID-19 budget saving measures. This result is a cumulative total.						
Investments in fossil free institutions	86 %	77 %	85 %	62 %	60.3 %	60-80 %
The market opportunities remain challenging as the Reserve Bank of Australia continues to provide funding at very low rates to financial institutions to support Australian economy during COVID-19.						
This continues to impact the availability of green investments as those financial institutions are either seeking investments or at very low rates. We will continue to seek opportunities to invest in fossil free deposits where possible. A change to this situation is not expected before 2023.						

Service statistics

Statistic	2016/17	2017/18	2018/19	2019/20	2020/21	Trend
Sustainability						
Participants in Council-run sustainability programs	8,308	8,373	7,839	12,313	9,945	↗
Additional trees planted	1,117	1,519	1,325	1,337	894	↗

Waste management

Reduce waste going to landfill through kerbside and public place recycling, hard waste and green waste collection, operation of the Resource Recovery Centre and waste and environmental education.

2020/21

Actual \$14,320,771 Budget \$14,846,857 Variance (\$1,328,535)

Service measures

Measure	2016/17	2017/18	2018/19	2019/20	2020/21	Target 2020/21
Council waste production per FTE (tonnes)	50.4T	59.6T	56.0T	No data	No data	No interim target

No updated data is available. The results for this measure will be collected in 2021/22.

Resident satisfaction with waste and recycling collections	93 %	89 %	83 %	82 %	82 %	>90 %
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Results from the annual satisfaction survey of residents conducted in February 2021 indicated an 82 per cent satisfaction rating with waste and recycling collections, remaining stable from last year's result.

Satisfaction

Kerbside bin collection requests per 1,000 households*	29.29	27.84	29.31	26	24.14	<35
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A slight decrease was experienced compared to previous years and remained below target.

Service standard

Kerbside collection bins missed per 10,000 bin lifts*	1.73	3.91	3.40	3.07	2.05	<4.35
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A slight decrease was experienced compared to previous years and remained below target. There were a total of 494 missed garbage and 312 missed recycling bins for the year from 3,929,016 schedule collections.

Service cost

Cost of kerbside garbage bin collection service per bin*	\$69.65	\$68.97	\$53.07	\$50.49	\$50.07	<\$80.00
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A slight decrease was experienced compared to previous years, however exceeded target.

Cost of kerbside recyclables collection*	\$36.07	\$39.57	\$46.55	\$51.38	\$50.07	<\$36.00
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Waste diversion

Kerbside collection waste diverted from landfill*	32.94 %	31.71 %	29.18 %	32.65 %	31.99 %	35.00 %
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Kerbside waste diverted from landfill remains below target, as high levels of waste continue to be generated with many people still working from home. Contamination of kerbside bins remained high, though the efforts of the 'Recycling Reset campaign' saw a 24 per cent decrease in contamination in the areas audited. The 11 month Elwood Food Organics and Garden Organics (FOGO) trial diverted an estimated total of 120 tonnes of FOGO materials from participating properties, indicating a good opportunity for future waste diversion.

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

Service statistics

Statistic	2016/17	2017/18	2018/19	2019/20	2020/21	Trend
Waste reduction						
Waste bins collected each week	38,909	39,008	39,115	39,252	39,406	⬆️
Recycling bins collected each week	34,962	35,306	35,601	35,861	36,152	⬆️
Hard and green waste collections	17,217	17,751	18,779	20,220	21,678	⬆️

Act and Adapt - Sustainable Environment Strategy 2018-28

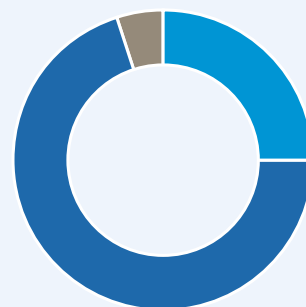
The Act and Adapt - Sustainable Environment Strategy 2018-28 was adopted in June 2018. The Strategy identifies a 10-year program of actions and funding to deliver on the strategic outcomes. There is a total of 40 actions, in 2020/21 five actions were completed and 29 actions were progressed as scheduled and six actions not started.

Act and Adapt - Sustainable Environment Strategy 2018-28 was developed to help address climate change and improve waste and water management as well as other sustainable environment challenges. It provides a blueprint for how Council and the community will work together to create a more sustainable future for Port Phillip.

In September 2019, the City of Port Phillip declared a Climate Emergency. The declaration acknowledged that Council was already providing a comprehensive response to the climate emergency through the Act and Adapt Strategy and other strategies. Council is now focused on the ongoing process of embedding the declaration in relevant policies and strategies, seeking opportunities to highlight the emergency with Victorian and Australian governments and supporting community members to take their own climate actions.

Strategy progress

Actions completion



Completed	■
In progress	■
Not started	■
Total actions	40

Highlights**A greener, cooler, more liveable City**

- Approximately 894 trees were planted as part of the Greening Port Phillip Program. Tree diversity included 118 species from 67 genus.
- A new woody meadows project was started at Gibbs and Bothwell Streets, Balaclava, in partnership with the University of Melbourne.
- A \$280,000 funding commitment from Rail Projects Victoria was made 35 trees in the first phase of the two-for-one tree replacement program.
- Expanded garden beds were delivered at the Danks Street Biolink and Port Melbourne Light Rail Reserve.
- Information was distributed about the impact of domestic pets on native animals through animal registration notices.
- The MyClimate website, which shares data on solar, water and heat and helps residents understand how they can make their home more comfortable and sustainable, was updated.
- A Memorandum of Understanding with City of Melbourne to trial use of the GreenFactor tool to assess vegetation coverage through the planning process was signed.
- The sustainability of buildings across the City was improved by 389 Environmentally Sustainable Design assessments through the planning process, a 71 per cent increase on previous years.
- Council entered a partnership with the Council Alliance for a Sustainable Built Environment and 28 councils to review the Environmentally Sustainable Design Local Planning Policy and strengthen requirements for new developments.
- Council's fleet policy and vehicle allocation guide was updated to include only electric and hybrid vehicles where a suitable model exists. Council's fleet now includes eight electric and 26 hybrid vehicles, including a recently procured hybrid truck.
- Emissions from Council's fleet reduced by approximately 16 per cent (over 12 tonnes CO₂-e) compared to the previous year. This is due to an increase in low-emissions vehicles and reduced fleet usage during COVID-19 restrictions.
- Energy efficiency improvements in Council buildings were delivered, including lighting upgrades at St Kilda Town Hall and Lady Foster Kindergarten and heating and cooling upgrades at Betty Day Community Centre and Clarendon Street Childcare Centre.
- The development of new procurement measurement and reporting processes were progressed to align with Council's new Customer Experience Program software.
- Increased sustainability criteria were included in major tenders, including contracts for civil maintenance, cleaning of Council buildings, delivered meals and various infrastructure projects.
- New sustainability requirements were developed for tenants of Council buildings to be included in all renewals of leases and licences for Council buildings. Ten new leases and licences were issued with the new sustainability requirements.
- The EcoCentre was funded to deliver sustainability programs to all 18 schools in the City of Port Phillip.
- A range of online programs were offered to the community, including formal programs such as the Sustainable Business Network, Environmental Leaders and Seedlings along with advice and support provided via webinars, newsletters and online forums.
- Council partnered with neighbouring councils to provide additional free webinars for residents and businesses.
- Council explored two models for purchasing offsite renewable energy in partnership with neighbouring Councils, Collective Power Purchasing Agreements and a Partnership with an electricity retailer. Information about renewable energy was also provided online.

A City with lower carbon emissions

- Council reached its target of zero net carbon emissions for Council operations. This was achieved through improving energy efficiency of Council buildings and lighting, purchasing renewable electricity through our involvement in the Melbourne Renewable Energy Project, use of solar panels on Council buildings, adding more electric and hybrid vehicles to the Council fleet, and purchasing accredited carbon offsets for our remaining emissions.
- An Expression of interest for service providers to install fast charging on Council land was released. This procurement process will be completed in 2021/22.

A City that is adapting to climate change

- Council continued to fund the Port Phillip EcoCentre to deliver environmental programs to the community including volunteering, education and practical action projects.
- Planning and design for the redevelopment of the EcoCentre building continued in parallel with advocacy activities to seek partnership funding. This culminated in an announcement in May 2021 from the Victorian Government that it will fund \$2.8 million.
- Council partnered with Melbourne Water to develop the 'Flood resilient guide to retrofitting your home' to support homeowners who want to reduce the cost, concern, and inconvenience of flooding, by retrofitting their home to prepare for future flood events.
- Information was shared about the impacts of climate change and how to prepare for extreme weather events on the Port Phillip website and via newsletters and Facebook.
- Council partnered with other councils through the South East Councils Climate Change Alliance (SECCCA) to assess the vulnerability of our roads, drains and buildings to climate change. The Elwood Foreshore has been chosen for further analysis with consultants investigating and providing high level costings for climate resilient building options.
- The membership of the Sustainable Business Network increased from 186 to 280. Members participated in 12 webinars across the year and received sustainability support and advice.
- Subscribers to the sustainability newsletter increased by 10 per cent and followers on Facebook by 20 per cent.

A water sensitive City

- Most irrigation sites were converted to a new centralised monitoring and control system capable of remotely managing the irrigation network. This will improve system performance and efficiency.
- Technical and feasibility investigations for potential stormwater harvesting schemes in the St Kilda area were undertaken. Full commissioning of Alma Park Stormwater Harvesting Scheme, which captures and cleans stormwater for irrigation of Alma Park sports field, was completed.
- A tool was developed to assess the draft Onsite Stormwater Detention Policy requirements for new developments, which are designed to reduce flooding and improve water quality in new developments. This Policy is proposed to be incorporated into an updated guideline for Water

Sensitive Urban Design in future years.

- Council continued to work as part of the Elster Creek Catchment Partnership to deliver actions to reduce flood risk in the catchment. The partnership reviewed options for flood mitigation infrastructure for Elwood and progressed the development of a project to expand the existing drain that runs from Elwood Canal to the Bay at Head Street. Melbourne Water is now undertaking detailed investigations into this potential project, including further flood modelling, geological and soil testing, investigations into existing services and infrastructure, and assessment of environmental impacts.
- Council partnered with Melbourne Water to deliver an online event aimed at homeowners, including information from architects, the SES and Insurance Council of Australia and delivered a targeted social media campaign to raise community awareness of flood risk in high risk areas during flood season.
- Work continued on feasibility and designs for water sensitive urban design in streetscapes which, once implemented, will improve water quality by reducing the number of pollutants, nutrients and grit flowing into the Bay from our streets.
- A study of private realm permeability was completed, including a detailed spatial analysis and options to maintain and improve existing conditions. This will inform the development of policy and guidance to assist in protecting permeability related benefits such as reduced flooding, improved water quality, reduced urban heat island and greater vegetation cover. This project will continue in 2021/22.

A sustained reduction in waste

- Actions and targets for this outcome will be reported through the Don't Waste it! Waste Management Strategy 2018-28 on page 129.

Challenges

- Some community sustainability programs were paused or reduced due to the COVID-19 pandemic and the EcoCentre's delivery of in-person volunteering and practical action projects was disrupted. However, online communication ensured that advice and support remained readily available to residents and businesses.
- Limitations in the availability of electric and hybrid vehicles meant that the majority of vehicle orders planned for 2020/21 were delayed and will be completed in 2021/22.
- The global financial impacts of the COVID-19 pandemic reduced investment opportunities resulting in a drop in the percentage of investments that are fossil free. However, this remained in the target range.

Next steps

A greener, cooler, more liveable City

- Continue to work with the Council Alliance for Sustainable Built Environment (CASBE) and partner councils to review the Environmentally Sustainable Design Local Planning Policy that increases sustainability requirements for new developments requiring a planning permit
- Next stages of the Danks Street Biolink and Woody Meadow on Gibbs and Bothwell Streets will be planted in second half of 2021.
- Street tree planting program for 2021/22 is in development and analysis of Greening Port Phillip Strategy 2017-22 is underway and will be used to inform future programs and strategy.
- Commence using the GreenFactor tool to assess vegetation coverage in new developments through the planning process. This will be offered on a voluntary basis and staff support will be offered to identify opportunities to increase vegetation coverage.
- Commence opportunities for analysis of how Council can improve how we protect vegetation and on private property.

A City with lower carbon emissions

- Continue project to plan and design an upgrade to 1,800 old and inefficient streetlights to LEDs to further reduce energy use.
- Purchase more hybrid and electric vehicles for Council's fleet, including the first purchase of a hybrid truck.
- Commence feasibility of delivering two new community programs, an advisory service for industrial emitters and a retail partnership to support the community to purchase GreenPower.
- Continue delivering the Sustainable Business Network and the Environmental Leaders program.
- Continue to deliver energy efficiency improvements in Council buildings and replace gas fired equipment with electrical where it is feasible and practical to do so.

A City that is adapting to climate change

- Complete design and commence construction of the EcoCentre redevelopment project.
- Continue to provide sustainability advice and support to residents and businesses.
- Continue to partner with the Victorian Government to deliver the Port Phillip Bay Coastal Hazard Assessment.

A water sensitive City

- Continue working with partners to implement the Elster Creek Flood Management Plan 2019-2024.
- Investigate mechanisms to increase permeability on private property.
- Adopt a policy to require onsite stormwater detention in new developments.
- Use irrigation control system to improve how we irrigate our parks and reserves.
- Support plans for recycled water processing at Fishermans Bend, and complete investigation and planning for use of this water for irrigation of Council's public spaces.

Community participation

Statistic	2017/18	2018/19	2019/20	2020/21
Participants in Council run school travel programs	6,565	6,348	6,579	2,057
Participants in Council run waste programs	501	70	672	6,023
Participants in Sustainable City Community Action Plan programs (in person)	1,306	1,421	1,080	146
Participants in live online sustainability events	-	-	461	667
Participants/viewers of event video content	-	-	3,521	1,052
Total Council run sustainability programs	8,373	7,839	12,313	9,945

Community participation overall were down due to cancellation of events and programs due to COVID-19 restrictions.

Act and Adapt goals - Council

Statistic	Baseline	2018/19	2019/20	2020/21	2027/28 goal
A greener, cooler, more liveable City					
Street tree canopy cover	19 %	No score	No score	2 % increase on baseline	10 % increase
A City with lower carbon emissions					
GHG emissions (tCo2-e) Gross	10,950	10,758	3,193	2,079	520
GHG emissions (tCo2-e) Net	6,464	4,736	23	0	0
Electricity from renewable sources *	293 kW 19 %	359 kW 23 %	93 %	95 %	100 %
Energy consumption in Buildings and Streetlights (MWh)	8,900	8,970	8,800	8,272	7,300
A water sensitive City					
Potable water use (ML)	238	298	359	195	203
Total suspended solids (t/y)	-	55.94	59	59	-
Total phosphorous (kg/y)	-	93.86	No score	No score	-
Total nitrogen (kg/y)	-	510.34	No score	No score	-

Act and Adapt goals - Community

Statistic	Baseline	2018/19	2019/20	2020/21	2020/21 goal	2027/28 goal
A greener, cooler, more liveable city						
Canopy cover	19 %	No score	No score	No score	2 % increase on baseline (11.2 %)	10 % increase on baseline (12.1 %)
A City with lower carbon emissions						
GHG emissions (tCo2-e) gross	1,704,000	No score	No score	No score	No goal	Goal to be set. Will align with Victorian Government
Electricity from renewable sources - total roof top solar (kW)	5,100	No score	9,559	10,982 kW	10,400	29,000
A City that is adapting to climate change						
Indicators to be reported - number of houses impacted by extreme weather; temperature hotspots; use of Council facilities during extreme weather	-	No score	No score	No score	-	-
A water sensitive City						
Potable water use	178L person /day	No score	No score	No score	-	-

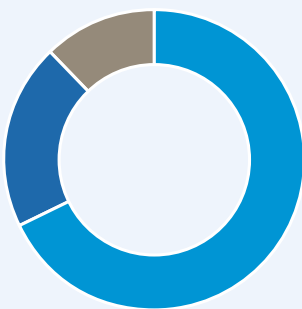
Don't Waste It!

Waste Management Strategy 2018-28

The 'Don't Waste It!' Waste Management Strategy 2018-2028 was adopted in October 2018 and consists of 25 actions to support Council and the community to reduce waste, recycle better, keep cleaner streets, parks and foreshore areas and use new technology to process and treat waste over the next ten years.

Strategy progress

Actions progress



Completed	18
In progress	4
Not started	3
Total actions	25

The 25 actions deliver on four outcome areas:

1. a City that reduces waste
2. a City that maximises reuse and recycling
3. a City with clean streets, parks and foreshore areas
4. a City that uses new technology to process waste better and reduce environmental impacts.

For 2020/21 there was a total of 25 actions, 18 actions were completed, and four actions were progressed as scheduled and three actions not started.

Over 6,000 residents were engaged directly in waste related programs, calculated as follows:

- 318 Compost Revolution orders
- 485 participating households in the FOGO trial

- 180 participating households in the kerbside glass recycling trial
- Approximately 5,000 households inspected in the 'Recycling Reset' campaign, there was an additional mailout to all residents
- 40 MUDs (Multi-Unit Development) education kits to residents of MUDs
- All residents in Parkside Apartment complex in South Melbourne engaged in high-rise food organics recycling trial.

In addition to these several hundred households were engaged in communal food organics recycling trials and communal glass recycling trials.

Highlights**A City that reduces waste**

- Delivery of the 'Don't Waste It!' and the Summer Rangers social media strategies across multiple platforms including LinkedIn, Facebook, Twitter and Instagram. Key messaging related to encouraging avoidance and reuse of materials, finding alternatives to plastic bags and promoting the use of donation bins and buying second-hand.
- Summer campaign waste and anti-litter signage installed on all foreshore bins.
- Engagement with approximately 182 businesses in the key activity centres of Acland Street, Fitzroy Street, parts of Blessington Street and St Kilda Road to encourage use of own bins, and not public litter bins, for commercial waste.
- A submission to Victorian Government's discussion paper on container deposit legislation, advocating for the commencement of the Product Stewardship Scheme for containers.

A City that maximises reuse and recycling

- Delivery of the 'Recycling Reset' campaign which saw nearly 15,000 inspections take place over 17 inspection areas, leading to a 40 per cent decrease in recycling bin contamination.
- Recycling Reset engaged seven temporary employees whose usual employment was impacted by COVID-19. Four of these employees were engaged via the Working for Victoria program.
- City of Port Phillip was awarded a Keep Australia Beautiful Award for their kerbside and communal glass recycling trials. The Summer Rangers Program received a 'Highly Commended' honour in the Keep Australia Beautiful Awards, and the 'Worm Farm Relocation' program was a finalist in the Waste category.
- Communal glass recycling bins remain in place, and further sites have been added, bringing the total number of communal bins to 14 at seven different locations. A total of 371,860 litres of glass has so far been collected and recycled as part of these trials, 317,590 litres from the communal component and 54,270 litres from the kerbside component.
- Council progressed the development of an e-learning training module for staff, to engage them in the 'Don't Waste It!' Strategy targets, improve recycling behaviours, and introduce the concept of a circular economy. This is due to launch in 2021/22.
- Workshops were held for the Summer Rangers to upskill the 2020/21 cohort to have more in-depth conversations with the community about improving recycling and reducing contamination with a focus on residents in multi-unit developments (MUDs).
- There were assessment for 113 waste management plans, a component of planning permit applications, to ensure new developments make provision for current and emerging waste and recycling services.
- A MUDs education kit was developed and disseminated to 40 MUDs. It has a focus on donating used goods and recycling them.
- Council appointed a new mattress collection and recycling contractor is providing excellent value for money, strategies to maximise resource recovery and long term environmental and social benefits through their operations.
- In 2020/21, over 250 tonnes of mattresses were collected and recycled.
- A new electronic waste (e-waste) collection and recycling contractor was appointed in April 2021.

- The Elwood delivery of the Food Organics and Garden Organics (FOGO) trial diverted 115 tonnes of food organics and garden organics from landfill to be processed and recycled into composts and soil conditioners. The trial achieved consistently low contamination, <1 per cent each collection. From 1 July 2021, the trial will be transitioned to an ongoing service for the next two years.
- Council commenced two programs targeting recycling food organics (FO) in areas of high-density housing and in apartment buildings. These were trials of kerbside FO bins in a high-rise apartment complex and communal FO bins in three reserves. Initial capacity has been exceeded at the communal sites requiring the placement of additional bins.
- Approximately 318 Port Phillip households, apartment buildings and schools have begun composting by purchasing a subsidised compost bin or worm farm via Council's Composting with Community program. In September 2020, a mid-term review was undertaken and 140 responses from community members were received. Forty-six per cent said that their bin contents had reduced by about a quarter since they started composting.
- Council continued to be involved in the group procurement process for processing kerbside recyclables, led by the Victorian Government.
- Progression was made on the development of specifications for new kerbside waste collection contracts to align with 'Recycling Victoria' requirements.
- Progression of specifications for a new Hard and Green Waste contract is underway.
- Council was successful in obtaining a Ministerial Exemption to extend kerbside collection contracts to meet policy requirements of 'Recycling Victoria'.
- Inclusion of references to circular economy in Council's review of the Procurement Policy (in draft). Awaiting Council endorsement.
- Council submitted its draft Transition Plan to the Department of Environment, Land, Water and Planning (DELWP), outlining a proposed approach to meeting the requirements of 'Recycling Victoria, a new economy'.

A City with clean streets, parks and foreshore areas

- An expanded Summer Ranger waste education and litter prevention program with 16 seasonal staff conducted litter audits and delivered in-field engagements seven days a week throughout the summer and public holiday season.
- Historical and 2020/21 season Summer Ranger litter audit data was transitioned to DELWP's LitterWatch platform, making the data publicly available as part of a state-wide data set.
- There were more than 21,678 booked hard waste collections, 1,458 more collections than 2019/20.
- A combined 2,479 kg of hard and dumped rubbish was collected from streets, 70 per cent of which was recovered for recycling, a consistent result with 2019/20.
- There were continued collaboration between Waste Management, Street and Beach, Service Transformation, Local Laws and the Communications and Engagement teams in the Litter and Illegal Dumping Taskforce.
- The successful roll out of the 'Don't Dump It!' trial to highlight enforcement of large-scale illegal dumping offences resulting in several investigations and infringements.
- Draft public litter bin placement guidelines tables were scheduled for review in conjunction with litter bin collection data to be drawn from the recently installed Operations System.

A City that uses new technology to process waste better and reduce environmental impacts.

- Council continued investigations into advanced waste processing (AWP) for the garbage stream, as an alternative to landfill.
- A submission to the Victorian Government on their waste and recycling legislation and governance options paper, advocated for uniform data collection, improved awareness of waste generation, avoidance and reuse/recycling and keeping organics out of landfill.
- A contribution to Council's submission to Infrastructure Victoria's 30-year infrastructure strategy, advocated for improved awareness of waste generation, avoidance and reuse/recycling.

Challenges

- Planning for the future of waste services, to align with the requirements of the Victorian Government's circular economy policy, 'Recycling Victoria, a new economy', remains a challenge, as officers navigate impending legislation and regulations, contracting for waste services, group procurement, capacity of processing facilities, waste export bans on various commodities, community expectations and operating in a financially constrained environment.
- At present, Council does not have a separated waste charge, and the proposed 10-year Financial Plan includes a rates cap challenge where a residual \$19 million gap will need to be addressed through service level reductions and/or a future waste charge. The City of Port Phillip is one of eight Victorian councils currently without such a charge.
- Increases to the Municipal and Industrial Landfill Levy (Landfill Levy) are a key contributor to the increasing financial impact of waste management, as are the increased expectations on Council to deliver on the requirements of the Victorian Government's household recycling reforms.
- COVID-19 continued to impact projects and trials, leading to reduced resources and funding available to progress some projects, such as the planned business engagement program and the appointment of an officer to embed circular economy principles into Council policies and plans.
- COVID-19, and associated restrictions, also led to delays in the commencement of the FOGO trial in Elwood and the glass recycling trials, and saw extraordinary increases in illegally dumped waste, household waste generation and contamination of kerbside recycling bins, leading to financial and resource recovery challenges. Council responded to the latter with the delivery of the 'Recycling Reset' campaign.

Next steps















- In 2021/22, the Year 4 evaluation of the Don't Waste It! Waste Management Strategy 2018-2028 will take place, involving municipal waste audits and compilation of qualitative and quantitative data for all trials, projects and programs that were delivered in Years 1-4.
- Together, this information will be used to assess progress against 2022 targets and provide valuable insights into informing planning for the 'next' for waste management in the City of Port Phillip.
- The next steps will involve a review of the 'Don't Waste It!' Strategy to align it with the requirements of 'Recycling Victoria, a new economy', and will include the finalisation of our transition plan to deliver the Victorian Government's kerbside recycling reforms.
- Officers will continue to participate in standalone and collaborative procurement processes managed by the Victorian Government to assess the viability of new technology to process and manage waste streams.
- We will continue our advocacy work, including writing submissions, seeking and applying for grants to support the delivery of the household recycling reforms and actions arising from the reviewed 'Don't Waste It!' Strategy.
- We will continue to design, procure and deliver effective and efficient waste services, and we will continue engagement with our community on waste and recycling services, with a focus on planning for outcomes for MUDs.



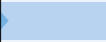








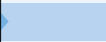















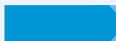


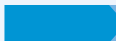


Don't Waste It! targets

Target	2019 baseline	Goal to meet target	Current status	Tracking
By 2022, a 20 % reduction (by weight) in: <ul style="list-style-type: none"> waste per house waste per apartment waste per Council employee 	<ul style="list-style-type: none"> waste output per house 5.6 kg / week waste output per apartment 6.5 kg / week waste output per Council employee 1.3 kg / week 	<ul style="list-style-type: none"> waste output per house 4.5 kg / week waste output per apartment 5.2 kg / week waste output per Council employee 1.1kg / week 	<ul style="list-style-type: none"> houses and apartments* 9.5 kg / week Council employee no data available* 	Off-track
Off track due to increased numbers of people staying at home, due to COVID-19 restrictions and lockdowns, which has resulted in an increase of waste produced in households.				
By 2022, landfill diversions of: <ul style="list-style-type: none"> 43 % for houses 29 % for apartments 58 % for Council buildings 85 % for public bins. 	<ul style="list-style-type: none"> Houses 38.7 % Apartments 21.4 % Council buildings 35.6 % Public litter bins 1.4 % 	<ul style="list-style-type: none"> Houses 43 % Apartments 29 % Council buildings 58 % Public bins 85 % 	<ul style="list-style-type: none"> Houses and apartments* 32 % Council buildings no data available* Public bins no data available 	Off-track
Off track due to increased numbers of people staying at home, due to COVID-19 restrictions and lockdowns, which has resulted in an increase of waste produced in households.				
By 2022, a 50 % reduction in contamination levels in apartments, houses and Council building recycling bins.	<ul style="list-style-type: none"> Houses 15 % Apartments 18 % Council buildings 13 % 	<ul style="list-style-type: none"> Houses 7.5 % Apartments 9 % Council buildings 6.5 % 	<ul style="list-style-type: none"> Current contamination rates are 16.39 %. 	Off-track
Off track due to increased numbers of people staying at home, due to COVID-19 restrictions and lockdowns, which has resulted in an increase of waste produced in households.				
By 2022, a 50 % reduction in recyclable items in apartments, houses and Council building waste bins.	<ul style="list-style-type: none"> Houses 74 % Apartments 71 % Council buildings 65 % 	Required % of recyclables in waste bins to meet 2022 targets: <ul style="list-style-type: none"> Houses 37 % Apartments 35.5 % Council buildings 32.5 % 	<ul style="list-style-type: none"> No data available* 	N/A
Off track due to increased numbers of people staying at home, due to COVID-19 restrictions and lockdowns, which has resulted in an increase of waste produced in households.				
By 2022, maintain community satisfaction levels of 90 % for waste services.	<ul style="list-style-type: none"> Community satisfaction with waste services is 87 % (2018) 	<ul style="list-style-type: none"> >90 % 	<ul style="list-style-type: none"> 82 % (2020) 	Off-track
We continue to engage with the community to deliver high quality and accessible services.				

* Separated house and apartment data, Council employee/buildings data and public litter bin data will not be available until 2021 Municipal Waste Audits are undertaken.

'Don't Waste It!' strategy actions

Action	Not started	In progress	Completed
Outcome 1 - a City that reduces waste			
1 We will work with residents and businesses to encourage the purchase of products that can be reused and have minimal packaging.			
2 We will promote a reduction of single use plastics (e.g. plastic bags and coffee cups) to our community.			
3 We will develop and deliver programs to assist businesses to rescue surplus food and create food rescue opportunities.			
4 We will better inform our community of how to minimise their waste, including programs to recognise and reward households and businesses that reduce their total waste.			
5 We will advocate to government to ban use of single use plastics, and all unnecessary plastic packaging.			
6 We will advocate to government to ban use of non-recyclable items and packaging through the Product Stewardship Scheme and other policy opportunities.			
7 We will advocate to government to advance zero waste and circular economy initiatives (including redesign and rethinking of systems) at local, state and federal levels.			
Outcome 2 - a City that maximises reuse and recycling			
8 We will educate and support residents, businesses and Council staff to have better recycling habits, recycling more and ensuring recycled waste is not contaminated.			
9 We will work towards the following targets and encourage the Victorian Government to set these for Fishermans Bend:			
10 · 80 per cent of waste diverted from landfill			
11 · 50 per cent reduction in food waste.			
12 We will set guidelines for developers to make sure it's possible for people who live in apartments to recycle.			
13 We will seek grant funding to trial insinkers within existing apartments.			
14 We will make sure Council's waste collection contracts and services maximise recycling.			

Action	Not started	In progress	Completed
Outcome 3 - a City with clean streets, parks and foreshore areas			
15 We will collect dumped rubbish quickly, increase awareness of the services available to dispose of hard rubbish, and educate people about the costs and risks of litter and dumped rubbish.			
16 We will review our street and beach cleaning services to ensure all additional investment is put to best use, and service standards meet community expectations. This includes how we collect and manage data relating to litter, and how this data can be shared and used to improve our services.			
17 We will ensure public litter bins are located where they are most needed to prevent litter.			
18 We will use solar powered bins that compact waste to reduce the number of bins needed in our parks and streets.			
19 We will trial the use of charity bins within apartment buildings.			
Outcome 4 - a City that uses new technology to process waste better and reduce environmental impacts			
20 We will collect more data (from community groups and digital sources including GPS) and use it to plan and deliver better Council services.			
21 We will continue to make the most of new technology, including investing in plant and equipment.			
22 We will investigate advanced waste treatment options, comparing the benefits and costs of different technologies available, to inform our future service decisions.			
23 We will partner and explore the feasibility of a Sustainability Hub to better address our future waste and recycling needs, which may include: - supplying recycled water to public spaces - access to Advanced Waste Treatment - providing community access to better waste drop-off facilities - a new shared depot and service facility - community education, training spaces and sporting facilities.			
24 We will advocate to government for uniform data collection and publication across the state and country to improve awareness of waste generation, avoidance and reuse/recycling.			
25 We will advocate to the Victorian Government for better management of existing landfill sites, including by ensuring maximum possible methane capture, improving the environmental standards for operating landfills, and keeping organics out of landfill.			

Direction 4

We are growing
and keeping our
character

4.1 Liveability in a high density City

4.2 A City of diverse and distinctive neighbourhoods and places

Outcome indicators

Measure	2016/17	2017/18	2018/19	2019/20	2020/21	Target 2020/21
Residents who feel a sense of safety and security in Port Phillip	85 %	82 %	81 %	82 %	68 %	>85 %
Residents who are proud of, connected to and enjoy living in their neighbourhood	97 %	96 %	96 %	94 %	88 %	>95 %
Residents who agree the local area is vibrant, accessible and engaging	97 %	95 %	93 %	93 %	85 %	>95 %
Results from the annual satisfaction survey of residents conducted in February 2021 showed a lower result across the three measures above compared to last year, all falling shy of the targets. Some of these results may be due to less opportunities to connect and participate in community life as a result of COVID-19 rolling restrictions.						
Planning decisions upheld at VCAT*	70 %	61 %	72 %	77 %	75 %	>70 %
Decisions upheld at VCAT remained consistent with previous years. Allowing for mediated and withdrawn outcomes, Council decisions upheld at VCAT for this financial year is actually 90.9 %.						

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

Highlights

- The Victorian Government released Better Apartment Design Standards, which City of Port Phillip officers had provided extensive feedback on. These provide better green open space, quality of external building materials, mitigating wind impacts and design integration with the street.
- The biennial City of Port Phillip Design and Development Awards were successfully held online for the first time. The Awards encouraged and celebrated design excellence and received over 65 submissions in eight different categories, with 27 shortlisted projects.
- A Mobile Resource System was installed in 43 operational vehicles such as waste, street sweeping and cleaning vehicles. The operations system uses technology to significantly reduce administrative burdens, to assist audit requirements and improve dumped rubbish and laneway cleaning services for the community.
- The “Future South Melbourne” consultation was held in March and April 2021, as part of the first year of work on the South Melbourne Structure Plan. Over 1,550 comments were received, 240 surveys were completed, and six key consultation events were held in addition to sessions targeting specific interest groups.
- Planning controls to facilitate the St Kilda Marina redevelopment were introduced into the Planning Scheme.
- The Heritage Program continued. Key outcomes were the preparation of parts of the HO7 and HO8 precinct reviews. A number of heritage controls were updated in or introduced into the Planning Scheme through planning scheme amendments, including the HO6 review, Montague Commercial Precinct and Tiuna Grove properties. Work also continued on the public facing heritage mapping “Your Heritage, Our Heritage”, which is due to go live by the end of 2021.
- As part of the HO7 Stage 2 review, targeted consultation on the potential social significance of the Dick Whittington and Inkerman Hotels was undertaken. Approximately 200 individual submissions were received.
- The Good design guide for buildings in flood affected areas of Fishermans Bend, in May 2021 Arden & Macaulay, was prepared in partnership with City of Melbourne and Melbourne Water, ready for Council adoption in July 2021.
- Urban design and heritage advice was provided to improve the quality of building design across the City by completing 520 urban design and heritage assessments through the planning process, a 10 per cent increase from 2019/20.
- Work on the St Kilda Strategic Plan progressed, including targeted stakeholder consultation in March 2021.
- Astor Theatre garden landscaping, bike racks, seating and landscaping at the corner of Chapel Street and Dandenong Road has been completed in conjunction with the Wellington Street Upgrade project. This project improves the amenity and accessibility of the area.
- We provided feedback to the Victorian Government on the Inner Metro Land Use Framework Plan, social housing proposals and other site-specific redevelopments being determined by the Minister for Planning.
- The Victorian Government released the Better Apartment Design Standards, which City of Port Phillip had provided extensive feedback on. These provide better green open space, quality of external building materials, mitigating wind impacts and design integration with the street.
- Wayfinding Guidelines were endorsed by Council, part of Wayfound Victoria to unify wayfinding signage approach across the public realm across the Victoria.
- The concept plan for St Kilda Pier was prepared, in consultation with Parks Victoria, to integrate landslide works into design options as part of the Victorian Government rebuild.
- Effectively managing the combustible cladding audits on buildings within the municipality, including successfully managing the impacts of an extreme risk rated building in St Kilda.
- The number of Council decisions upheld by VCAT for the 2020/21 financial year was 78.8 per cent, excluding any consented decisions and withdrawn applications. This considerably exceeded the target of 70 per cent. Allowing for mediated and withdrawn outcomes, Council decisions upheld at VCAT for this financial year was 90.9 per cent, which also considerably exceeds the metro and state-wide averages of 60.8 per cent and 50.61 per cent respectively, for 2020/21.
- The creation of a City of Port Phillip registration of pools and spas and ensuring pools in the municipality were registered with Council, in accordance with the recent Victorian Government pool and spa regulations.

- We achieved a rate of 99 per cent of our customer requests and 92 per cent of Councillor requests being resolved within the appropriate timelines, exceeding 2020/21 targets of 80 per cent.
- Council achieved the inclusion of Affordable Housing conditions on approvals in Fishermans Bend (FBURA), consistent with Council's long-term advocacy.
- With exercise representing one of the four activities permitted under Stage 3 COVID-19 restrictions, the importance of open space increased during this period of social isolation. When restrictions are eased and facilities such as playgrounds, fitness equipment and the foreshore are again available for use, these open spaces will continue to be an important part of the recovery.

Challenges

- Undertaking consultation amid changing restrictions during COVID-19 posed challenges for how we reached out to and heard from the community. In response, Officers moved towards using online sessions when necessary. When restrictions allowed, in-person drop-in sessions and meetings were still held.
- City of Port Phillip Design and Development Awards were postponed due to COVID-19 and then held online.
- The review and cleaning of Council's stormwater network was progressed with another 12 per cent of the network operating at 100 per cent capacity.
- During 2019/20, Fishermans Bend Taskforce (FBT) was restructured several times and ministerial responsibility for Fishermans Bend transferred to Minister Allan, and in June 2020, to Minister Pakula. This changing environment has contributed to the program being off track for an extended period.
- The COVID-19 pandemic has heightened other key issues regarding development risks, particularly delays in development.
- Council Officers continued to work with the Victorian Government and nominated environmental consultants to progress the Contamination Management Action Plan (CMAP) at Gasworks Arts Park Reinstatement after delays during 2020/21.
- Open space projects continued during the COVID-19 pandemic, however while the majority of these projects relied on local suppliers and contractors, there were delays in the supply chain for some specialised outdoor products that could only be sourced overseas.
- As construction was an essential service, physical distancing procedures were strictly followed on Council construction sites with changes made to items including vehicle occupancy, the availability of wash-up facilities on-site and the design of lunchrooms.

Looking forward

The Council Plan 2021-31 makes sure the City is a great place to live, with access to high quality public spaces, development and growth are well managed, and it is safer and easy to connect and travel.

Key initiatives for 2021/22 include:

- Continuing the Fishermans Bend Program
- Commencing work on a new Housing Strategy
- Continuing work on the South Melbourne Structure Plan
- Holding the biennial Design and Development Awards
- Continuing the Heritage Program
- Completing the Public Space Strategy
- Completing the St Kilda Strategic Plan
- Continuing to update the Planning Scheme through planning scheme amendments, including the Planning Scheme Review
- Continue to have an ongoing partnership with the Victorian Building Authority and Cladding Safety Victoria including identifying lessons learnt in our dealings with the extreme rated building in St Kilda.
- Continue to advocate to the Minister for Planning and partner with DELWP and the Fishermans Bend Taskforce to achieve affordable housing in FBURA, consistent with the aspirations of Council and the Fishermans Bend Framework.

Major initiative progress

Public Space Strategy Development

During 2020/21 Council continued to develop a draft Public Space Strategy. The draft Strategy provides the vision for the future of public spaces in the City of Port Phillip and delivers on Strategic Direction 4 of the Council Plan 'We are growing and keeping our character'. Its purpose is to inform Council's ongoing planning and investment in public spaces through outlining the challenges, outcomes and actions required to realise the full potential of Port Phillip's already enviable public space network of parks, gardens, streets, the foreshore, and urban plazas. The Strategy will be finalised and ready for Council adoption in 2021/22.

2020/21

Actual \$24,000**Budget \$45,000**

Fishermans Bend Program

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

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

During 2020/21 the program has progressed albeit against a changing timeline. A new governance structure was introduced to provide a more coherent way of managing the changing shift in emphasis on Fishermans Bend from the Victorian Government. This involved representation from City of Melbourne, City of Port Phillip and the DJPR (Fishermans Bend Taskforce), which met a number of times throughout 2020/21.

Delays were expected on the overall schedule, Council resources continued to focus on the detailed Montague Precinct Implementation Plan, and this is now being finalised for authorisation before formal discussions with Council.

It is anticipated that this will then be followed by a detailed community engagement process. Planning controls are scheduled to be drafted before the end of the 2021/22 financial year, laying the foundation for the commencement of the delivery programs.

Work on the Sandridge and Wirraway Precinct Plans has not yet commenced. Work on these components is likely to commence following the successful approval of the Montague Precinct Implementation Plan.

Detailed precinct planning activities continue to be a collaborative venture between Council and the taskforce. Major work packages have also progressed with Council as key stakeholder, including the development of the Water Sensitive Cities Strategy led by Melbourne Water and a community engagement process. The culmination of this work is likely to coincide with the release of the Montague Plan later this financial year.

Detailed work on the finance and funding is also underway and Council will need to develop a formal risk position regarding this.

Statutory planning has also continued with eight developments currently under construction.

2020/21

Actual \$216,000**Budget \$425,000**

Gasworks Arts Park Reinstatement

The City of Port Phillip is committed to the ongoing management and response to the known contamination of Gasworks Arts Park. The site was once part of the former South Melbourne Gasworks and is contaminated with the by-products of coal gas production.

On 9 December 2014, Council resolved to request that the State of Victoria, as the original polluter of the former South Melbourne Gasworks Albert Park, project manage the soil remediation of the site. This includes finalising a Remediation Action Plan and to:

- keep as many mature trees on the site as possible
- ensure a transparent process with open communication with Council and the community throughout the remediation process
- maintain a commitment to retaining the land as an off-leash park in a native bush setting.

The Victorian Government has been working with Council in developing a soil Contamination Management Action Plan (CMAP) and has been undertaking groundwater investigations at the park and surrounds. It is expected that the CMAP will be finalised in the second half of 2021, at which time it will be made available to the community.

Further investigations by the Victorian Government of the site's contamination status will continue to be conducted throughout 2021 as the CMAP and groundwater remediation action plan are further developed. The most recent studies have shown several 'hot spot' areas of contamination and work will be occurring over August and September 2021 to investigate this further.

Albert Park College trial use of Gasworks Arts Park

Following a Council resolution on 18 March 2020, Albert Park College was granted approval to use Lemnos Square and Gasworks Arts Park on a trial basis until 31 December 2020. Following the COVID-19 pandemic restrictions a Council resolution on 17 March 2021, Albert Park College was granted an extension of the trial until 31 December 2021.

This approval comes with conditions of use, which include:

- park use only on school days during recess and lunchtimes
- no access to public amenities within Theatre and Café complex
- sport and sports equipment are not permitted
- teaching staff to be present and identifiable
- path network must always be used when moving between campuses
- no exclusive use.

Temporary signage about the trial was installed at Gasworks Arts Park in July 2020. A community update was distributed on 10 July 2020 that included information about the progress of the Park Plan, Ground Penetrating Radar (GPR) Survey and groundwater monitoring..

Detailed information on this project is available on Council's website: portphillip.vic.gov.au

2020/21

Actual \$0

Budget \$0

St Kilda Marina Project

The St Kilda Marina is on Crown land, managed by Council as the Committee of Management. In 2019, the 50-year lease expired, an interim lease arrangement is in place until 2022, providing Council and the community an opportunity to reimagine the future of the Marina.

The purpose of this project is to secure and implement a new lease arrangement for the St Kilda Marina. Work to prepare for a new long-term lease began in September 2016, when Council resolved to undertake a competitive selection process. Council approved the project approach, program and budget in February 2018, which underpins a comprehensive planning and community engagement process to help realise a solution for the site that benefits the community and achieves a balance between social, cultural, environmental, economic and financial objectives for the City and State.

Council has worked with specialist consultants and the community through a multi-stage engagement program to determine the Site Vision and Objectives, and a design brief that guided the process for procuring a new lease, including a redevelopment proposal for the ageing Marina.

A planning scheme amendment (PSA) was undertaken in parallel with the new lease competitive process to better enable the Site Brief design intent to be realised. Following Council endorsement of the Planning Panel report in June 2020, the PSA was approved by the Minister for Planning and introduced into the Planning Scheme on 7 December 2020.

The procurement process that commenced with a Council endorsed Procurement Plan in June 2019 concluded on 15 July 2020. Australian Marina Development Corporation (AMDC) was selected as the preferred tenant for a 35-year lease, with an additional 15-years conditional on meeting agreed performance criteria. The consortium includes several locally based people who have a long association with the Marina and significant marina operations and redevelopment expertise and experience.

The lease underwent a public submissions process and Council considered any feedback received prior to making its final decision on the lease on 16 September 2020 and progressing it to Victorian Government approvals process. The lease was formally approved on 1 December 2020 by Governor In Council, the Victorian Government approving body for this lease as required by the St Kilda Land Act 1965.

The new lease is worth about \$160 million over 50 years.

The redevelopment concept design approved by Council as part of the lease includes:

- Public open space at the site expanding from four to 50 per cent
- Far less fencing to create a more welcoming site, better connected to adjacent open space, including the opening of the peninsula to the public.
- Marine Parade works to create a retail, food and beverage strip as part of a slight increase in commercial space from 3,600 m² to 3,745 m² net lettable area, with a potential for future expansion up to 5,000 m² dependent on demand and Council approval.
- Realignment of the Bay Trail to address high conflict zones between users and improved pedestrian and bike paths through the site, with the possibility of a future additional Bay Trail link via a bridge at the entrance to the harbour, funded by Council.
- Carparking areas redesigned as flexible spaces which can be activated in quiet times for a range of community events and activities.
- Consolidated boat storage capacity to 300 within a dry boat storage facility, with an additional 100 capacity possible, dependant on demand and Council approval.

Commencement of the new lease is 1 May 2022. Council is now working closely with the new tenant to transition from the existing to the new lease arrangement which involves many complex requirements for this unique and complicated yet special site.

2020/21

Actual \$141,000

Budget \$175,000

Four year priority progress

Priority	Not started	In progress	Completed
4.1 Liveability in a high density City			
Partner with the Victorian Government to ensure the Fishermans Bend Framework and precinct plans maximise outcomes for current and future Port Phillip residents, including employment, housing choice, quality public space and community facilities, and early delivery of fast, frequent public transport.			
Deliver open space remediation and streetscape works in Fishermans Bend, particularly in the Montague Precinct and at the Ferrars Street Education and Community Precinct.			
Work with the Victorian Government to effectively manage soil contamination and remediation on open space sites, including at Gasworks Arts Park.			
Review and update the Port Phillip Planning Scheme, and Municipal Strategic Statement, to ensure an effective framework of local policy and controls to manage growth and support healthy communities.			
Implement planning scheme amendments that strengthen design and development controls in areas undergoing significant change.			
Invest in improving parks, playgrounds and street and public space lighting.			
Review Council's design and technical standards for streets and public spaces.			
Develop a new public space strategy.			
Deliver the Design and Development Awards, to showcase and promote design excellence in Port Phillip.			
Continue to improve community safety by evaluating CCTV, undertaking community safety audits and implementing crime prevention through environmental design guidelines.			
Continue to maintain a high standard of amenity, ensure compliance with planning requirements and local laws, and support public health and safety through service improvements and mobile technology.			
Review Council's Local Laws to manage and improve community amenity.			
Review (Completed in 2017) and implement Council's Domestic Animal Management Plan, which promotes animal welfare and responsible pet ownership.			
Work with the Victorian Government to improve the safety of buildings in our municipality.			

Priority	Not started	In progress	Completed
4.2 A City of diverse and distinctive neighbourhoods and places			
Effectively manage the St Kilda Marina lease process, including developing design guidelines through stakeholder and community engagement.			
Advocate for and partner to develop a vision and plan for St Kilda Junction.			
Develop an urban design framework for St Kilda Road North ANZAC Station precinct and surrounds			
Develop a strategic plan for the St Kilda precinct, including a strategy to revitalise Fitzroy Street.			
Develop design guidelines for key foreshore destinations including the St Kilda Triangle and Port Melbourne Waterfront.			
Implement a program to strengthen heritage controls including assessing sites of cultural and social significance and implementing the review of Heritage Overlay 6 (East St Kilda) through the Planning Scheme.			
Review the Housing Strategy to ensure new residential development is well located and respects the character and heritage of established neighbourhoods.			
Review the Heritage Policy in the Port Phillip Planning Scheme to improve guidance on the retention and adaptive reuse of the City's heritage fabric.			
Reflect and interpret the City's history through the installation of plaques, memorials and monuments.			
Upgrade the foreshore including vegetation projects and maritime infrastructure renewals.			

Services that contribute to this direction

Amenity

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

2020/21

Actual \$11,098,987 Budget: \$13,493,131 Variance: (\$913,847)

Service measures

Measure	2016/17	2017/18	2018/19	2019/20	2020/21	Target 2020/21
Resident satisfaction with street cleaning	88 %	87 %	87 %	84 %	No data	>90 %
Resident satisfaction with beach cleaning	95 %	93 %	95 %	95 %	No data	>90 %
Data not available due to reduced scope of 2021 Community Satisfaction Survey						
Street cleaning audit compliance	94 %	94 %	95 %	94 %	94 %	>95 %
The annual street cleaning service performance ratings remained at a rating of 94 per cent. Independent Asset Inspection Officers undertake monthly performance inspections across the seven precincts of Elwood, Middle/Albert Park, Port Melbourne, Port Melbourne Industrial, South Melbourne, St Kilda East and West.						

City planning and urban design

Manage the Port Phillip Planning Scheme including the Local Planning Policy Framework; design and engage on integrated urban spatial policies and projects; develop place-based urban strategy and land use policies; contribute to advocacy for state planning policy and regulation reform; deliver public realm projects, precinct management and provide urban design and heritage advice; advocate for investment and design improvements on state public realm and transport projects.

2020/21

Actual: \$3,438,188 Budget: \$4,138,530 Variance: \$301,390

Development approvals and compliance

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

2020/21



Actual \$8,267,224 Budget: \$7,647,892 Variance: (\$163,220)

Service measures

Measure	2016/17	2017/18	2018/19	2019/20	2020/21	Target 2020/21
Resident satisfaction with Council's planning services	78 %	78 %	60 %	76 %	No data	>80 %
Data not available due to reduced scope of 2021 Community Satisfaction Survey						
Timeliness						
Time taken to decide planning applications*	78	77	78	88	93	<75
The result shows the median number of days to make a decision on an application. The result was higher than the target of 75 days. This increase is largely a consequence of loss of key staff through internal promotions, retirements and the difficulty in recruiting qualified and experienced staff. This in addition to changed working arrangements due to COVID-19 and resource imposts from Council customer service improvements and our role in administering ministerial projects in Fishermans Bend has impacted our ability to meet this target.						
Service standard						
Planning applications decided within required timeframes*	60 %	61 %	57 %	68 %	68 %	>60 %
An increase in applications responded to on time was experienced in comparison to previous years and exceeded target.						
Service cost						
Cost of statutory planning service per planning application*	\$2,554.87	\$2,764.04	\$2,617.25	\$2,791.06	\$2,674.48	<\$2,400.00
The cost of planning service remained consistent with previous years. This measure includes the costs of administrative staff who support the planning process.						

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

Service statistics

Statistic	2016/17	2017/18	2018/19	2019/20	2020/19	Trend
Planning applications						
Received	1,155	1,095	1,224	1,041	1,146	
Decisions made	1,380	1,303	1,204	1,080	1,005	








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

2020/21

Actual \$1,927,955 Budget \$1,626,011 Variance (\$329,109)

[illegible]

Service statistics

Measure	2016/17	2017/18	2018/19	2019/20	2020/21	Trend
Health services						
Prescribed accommodation inspections conducted	134	98	149	109	135	
Hairdresser, tattooist and beauty parlour inspections conducted	106	152	95	173	39	
A higher proportion of hairdresser, tattooist and beauty parlours were inspected when COVID-19 restrictions allowed, just prior to the end of the preceding financial year as indicated by the higher inspection number in 2019/20.						
Syringes collected and discarded through syringe disposal containers and the Community Clean-up program	20,749	18,204	19,122	22,434	14,529	
The syringe collection program had a reduction in used syringes collected in public syringe containers and from the public realm due to less public activity during COVID-19 restrictions.						
Public health nuisances reviewed	234	230	245	262	248	
Due to COVID-19 restrictions the number of public health nuisances requiring review in 2020/21 were down.						
Food safety						
Inspections of registered premises	2,680	2,768	2,801	2,584	1,950	
Inspections of registered food premises were lower due to the impact of COVID-19 restrictions. All open premises received at least one inspection as required by legislation.						
Food premises complaints	185	195	205	251	271	
Food samples analysed	265	242	238	230	146	
The food sampling program were lower due to the impact of COVID-19 restrictions.						

Municipal emergency management

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

2020/21

Actual \$2,563,599 Budget \$1,555,171 Variance \$4,996,940

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

2020/21

Service measures

[illegible]

Service statistics

Measure	2016/17	2017/18	2018/19	2019/20	2020/21	Trend
Animal management						
Animal registrations	9,678	9,618	9,474	10,936	11,560	⬆️
Dogs impounded	129	138	98	94	69	⬆️
Cats impounded	150	288	103	99	90	⬆️
Reported cases of stray cats (feral or trespassing)	106	114	74	80	89	⬆️
Reported cases of stray dogs (wandering at large)	78	61	51	37	35	⬆️
Reported cases of dog attacks	86	93	82	91	96	⬆️
Reported cases of barking dogs	332	380	475	142	54	⬆️
Local Laws						
Unightly property complaints	149	145	164	175	131	⬆️
Local law infringement notices issued	484	349	414	452	275	⬆️

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

Public space

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

2020/21

Actual \$19,934,483 Budget \$25,001,140 Variance (\$2,340,052)

Service measures

Measure	2016/17	2017/18	2018/19	2019/20	2020/21	Target 2020/21
Resident satisfaction with parks and open space	96 %	94 %	95 %	93 %	No data	>90 %
Data not available due to reduced scope of 2021 Community Satisfaction Survey.						
Contract delivered to standard for parks and open space	99 %	99 %	99 %	96 %	95 %	>95 %
Public space community requests resolved on time	88 %	87 %	78 %	80 %	92 %	>85 %
A high proportion of public space community requests continue to be resolved on time, an improvement on last year, and above the target of 85 per cent.						

Service statistics

Statistic	2016/17	2017/18	2018/19	2019/20	2020/21	Trend
Public and open space						
Ovals mowed (hectares per week)	14 ha	14 ha	14 ha	14 ha	14 ha	➡️
Reserves and gardens maintained (hectares per week)	177.6 ha	177.6 ha	177.6ha	177.6ha	177.6ha	➡️
Playground inspections conducted	3,380	3,042	2,008	2,629	2,808	⬆️
Additional trees planted	1,117	1,519	1,325	1,337	894	⬆️

Direction 5

We thrive by harnessing creativity



5.1 A City of dynamic and distinctive retail precincts

5.2 A prosperous City that connects and grows business

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

Outcome indicators

Measure	2016/17	2017/18	2018/19	2019/20	2020/21	Target 2020/21
Visitors to the City of Port Phillip	3.5 mil	3.7 mil	4.3 mil	No data	No data	3.5 mil
Data is not available due to COVID-19 restrictions.						
Residents who agree they have the opportunity to participate in affordable local community events and activities	95 %	90 %	84 %	91 %	67 %	>92 %
Residents who agree Port Phillip has a culture of creativity	94 %	90 %	85 %	90 %	70 %	>95 %

Results from the annual satisfaction survey of residents conducted in February 2021. The rolling number of restrictions as a result of COVID-19 and the impact this has had on local community events, activities and creative endeavours, is likely to have played a factor in influencing this perception.

Highlights

- The delivery of the Art and Soul - Creative and Prosperous City Strategy 2018-22 to create a thriving social, cultural, and economic future for Port Phillip. Council has worked to invest and support the creative industries, deliver a concentrated placemaking effort, strengthen the creative industries of South Melbourne and Fishermans Bend, increase access to affordable spaces and funding for local creative industries, and plan for adequate employment opportunities in the creative industries
- The launch of the Renew Fitzroy Street Project in collaboration with the Fitzroy Street Business Association. Designed to lease vacant shop fronts to new and emerging creatives and retailers, Renew Fitzroy Street launched 2 March 2021 and since then has reactivated seven vacant shops with 12 creative start-ups, attracting new visitors and businesses and breathing new life to the Street. In March 2021, four shops with seven creatives were launched as part of the program and in June 2021, another three shops with five creative start-ups joined the program. Creative start-ups are creative entrepreneurs or collectives of creative people, trialling their business ideas in a retail or gallery setting. These range from plant stylists, muralists, fibre artists, mixed arts, hand-made soap, light and projection artists, ceramic artists, and vintage furniture.
- A series of short films were produced to promote, highlight and celebrate our many local neighbourhoods.
- The Live Love Local campaign was developed to support the community through economic, social, and cultural recovery.
- An outdoor dining and entertaining program was launched to incorporate business parklets, community parklets, laneway closures and foreshore activations across the City.
- South Melbourne Market launched a new online shopping and home delivery service - South Melbourne Market Direct. The online shopping platform of market fresh products allows shoppers to support our wonderful traders, particularly during lockdowns.
- A range of grants to support recovery were funded including the Cultural Development Fund, Local Festivals Fund and Love My Place.
- The St Kilda Film and Yaluk-ut Weelam Ngargee Festivals 2021 were presented in hybrid formats, subsequently reaching far wider audiences.
- A range of cultural and economic support measures were funded via the cancellation of the 2021 St Kilda Festival including the potential formation of three new trader associations and substantial support for live music and events.
- The Live Music, Library and Game Action Plans were endorsed by Council.
- Forming part of the COVID-19 economic recovery roadmap, the City of Port Phillip closed the northbound lane of Cecil Street (between York and Coventry Streets) from 4 January to 18 April, allowing for restaurant outdoor dining extensions and the creation of a safe, inviting and accessible space for our local community to enjoy. The closure also created a space for activations and events, providing an opportunity to support both the Cecil Street restaurants and local musicians, community groups and performers who all faced a challenging year. The space hosted over 35 activations over the summer season, with all programmed activity free and aimed at a wide range of age groups in our community
- Council endorsed seed funding to investigate trader associations for Carlisle Street, Ormond Road and the corner of Clarendon and Coventry streets.
- The Prosperous Port Phillip Business Advisory Group was established in September 2020 to help support recovery efforts for local businesses impacted by the COVID-19.
- Business parklet and footpath trading businesses were offered complimentary weatherproofing assets to keep, including gas heaters, umbrellas plus lighting, which supported over 90 local businesses.
- Playspace activations took place across the City. At the Dundas Place Playspace Activation, on Glen Eira Road and Acland Plaza, night-time neon lighting was installed. Temporary public seating was installed on Clarendon and Bay Streets and temporary decking was installed on Armstrong Street, Middle Park. As part of the activation, Council set up a partnership with Multicultural Arts Victoria delivering 12 live music performances for businesses and public space. The rollout was delayed by COVID-19 lockdowns, projects are either underway or completed.
- A summer music program providing live music to outdoor settings across the City.

- The Palais Theatre Amenities Upgrade was completed in May 2021 and included four refurbished toilet areas, two Female and two Male facilities. Conversion of the annexure under the croft to a new female toilet, including the inclusion of a rear DDA compliant access. Council worked closely with Live Nation and Heritage Victoria to deliver the new amenities without impacting the historical significance of the existing internal features.
- 2020/21 saw new partnerships formed with Melbourne Fringe Festival, Open House Melbourne as well as local arts organisations collaborations with Midsumma Festival. Officers continue to meet with creative businesses and organisations, identifying opportunities for networking, collaboration, and development.
- The Victorian Pride Centre (VPC) officially opened on Sunday, 11 July 2021. Council contributed \$13 million to the VPC and this investment will see an additional \$46 million of socio-economic benefits to the precinct over the next 20 years and provide capacity for health care, advisory, and support services for the LGBTIQ+ community.
- Community Support
 - In 2020 when the Port Phillip Community Group (PPCG) quickly became the major food response for the most vulnerable and isolated in Port Phillip during the pandemic. With support from the City of Port Phillip, South Melbourne Market traders and other agencies, PPCG volunteers were able to provide food staples weekly via their Share The Food initiative. From April 2020 to March 2021, 23,549 food parcels and meals were packed and distributed to residents facing financial hardship from COVID-19. However, when autumn ended in Melbourne this year, the need grew again.
 - Market fruit and vegetable, bakery, deli and florist traders continue to donate surplus fresh produce weekly. Every Sunday food is collected from the Market by Hare Krishna Melbourne which provide ongoing and exceptional support to PPCG with transport and deliveries as well as cooking around 5,500 weekly meals in their Albert Park The Food For Life Kitchen. The food parcels are packed from a warehouse in Fishermans Bend by PPCG volunteers and distributed by City of Port Phillip employees.

Challenges

In response to COVID-19, the remaining actions of the Strategy will be evaluated for their relevance to recovery efforts and a re-prioritisation of activities is likely to eventuate.

Looking forward

Council is committed to a City that thrives by harnessing creativity and the Council Plan 2021-31 sets out clear goals of a City that has a flourishing economy, where our community and local business thrive, and we maintain and enhance our reputation as one of Melbourne's cultural and creative hubs. The importance of action in this area is emphasised by Council declaring an Economic Emergency in 2020.

Key initiatives for 2021/22 include implementation of the:

- Art and Soul - Creative and Prosperous City Strategy 2018-22 review being undertaken against the remaining actions and their relevance to COVID-19 recovery opportunities
- South Melbourne Town Hall renewal
- South Melbourne Market building compliance and renewal program works.

Major initiative progress

Art and Soul - Creative and Prosperous City Strategy Implementation

The Art and Soul - Creative and Prosperous City Strategy 2018-22 provides a blueprint for Council, community and business to work together to create a thriving social, cultural and economic future for Port Phillip. The goals contained within the Strategy guides Council to invest and support the creative industries, deliver a concentrated placemaking effort, strengthen the creative industries of South Melbourne and Fishermans Bend, increase access to affordable spaces and funding for local creative industries, and plan for adequate employment opportunities in the creative industries. A review of all actions was completed in 2019/20 with several amendments made. This included the removal of actions that no longer made sense post-COVID-19 and the prioritisation of others including the Strategy's three key plans on Gaming, Live Music and Libraries. The budget for the Public Space Activation Program was increased during the year due to funding allocated to Council from the Victorian Government's Outdoor Eating and Entertainment Package.

Strategy Implementation

2020/21

Actual \$200,000 Budget \$440,000

Public Space Activation

2020/21

Actual \$1,022,000 Budget \$520,000

South Melbourne Town Hall Renewal and Upgrade

South Melbourne Town Hall is a 140-year-old building, that shapes the character of Emerald Hill, helps tell the story of the City's history, and provides a focal point for community gatherings and events.

The building is in fair condition overall but due for major restoration and renewal. We are currently planning these restoration works as well as the scheduled routine maintenance and life cycle replacement works that will follow.

During 2020/21, the structural and essential safety measure assessments were completed and preparation for further heritage planning was undertaken. In March 2021, Council was presented with options and agreed to proceed with the full scope of repair and renewal. The procurement has commenced for a heritage consultant/architect to undertake the design works during 2021/22.

2020/21

Actual \$518,000 Budget \$640,000

Four year priority progress

Priority	Not started	In progress	Completed
5.1 A City of dynamic and distinctive retail precincts			
Trial an approach that brings together residents, property owners, businesses and placeusers to agree a future vision and new place identity for our shopping precincts.			
Leverage opportunities to improve the Carlisle Street retail precinct, including tram stop upgrade (completed in 2018), Marlborough Street redevelopment of the supermarket precinct to enhance the retail offer and surrounding street spaces.			
Review footpath trading policies to promote street activity and accessibility (completed 2019).			
Continue to collect special rates to support traders and fund the promotion, marketing and development of retail precincts.			
Develop a strategic business case for the South Melbourne Market to shape the future direction and investment, and plan for and deliver renewal works.			
Work with inner Melbourne councils to develop approaches to better manage licenced premises and entertainment precincts.			
Develop a process to require developers to work with Council to commission art on hoardings.			
5.2 A prosperous City that connects and grows business			
Develop a creative and prosperous city strategy that features all elements of our City's economy - (completed 2018).			
Map the innovation and creative ecosystem of the City to understand and prioritise options to address issues of affordability and availability of space.			
Work with the inner-city councils and Victorian Government to protect, promote and grow the local creative and innovative economy.			
Develop and implement a marketing plan to promote the local environment, attractions and events to locals and visitors.			
Connect local industry associations, including visitor and volunteer groups like the Port Melbourne Waterfront Welcomers with the broader visitor economy.			
5.3 A City where arts, culture and creative expression are part of everyday life			
Optimise our investment in our key arts and culture venues, including engaging with operators of Gasworks Arts Park and Linden Gallery to ensure we foster access, participation, local arts development and Port Phillip as a cultural destination.			
Support the community to plan and produce festivals that celebrate local culture and talent.			
Implement a new competitive multi-year grant program for arts and cultural organisations.			
Implement the Events Strategy through event attraction and communications.			
Deliver improvements to library branches and the library collection, including preparing the Library Action Plan and planning for redeveloping the St Kilda Library.			
Protect and develop the Port Phillip City Collection by acquiring, preserving and exhibiting artworks.			
Develop and implement a Live Music Action Plan to better support, facilitate and grow a dynamic live music scene.			

Services that contribute to this direction

Arts, culture and heritage

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

2020/21

Actual \$6,253,853 Budget \$6,785,453 Variance \$927,351

Service measures

Measure	2016/17	2017/18	2018/19	2019/20	2020/21	Target 2020/21
Resident satisfaction with delivering arts and festivals	96 %	92 %	90 %	93 %	No data	>90 %
Data not available to reduced scope of the 2021 Community Satisfaction Survey.						

Festivals

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

2020/21

Actual \$1,601,796 Budget \$2,204,438 Variance \$1,835,798

Service statistics

Statistic	2016/17	2017/18	2018/19	2019/20	2020/21	Trend
Festivals						
Filming permits issued	228	270	316	201	160	⬇️
Attendance at St Kilda Festival	400,000	460,000	460,000	400,000	N/A	⬇️

The COVID-19 rolling restrictions impacted the number of filming permits issued. Council decided to cancel on a one-off basis the 2021 St Kilda Film Festival as a result of COVID-19.

Economic development and tourism

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

2020/21

Actual \$3,008,121 Budget \$1,181,856 Variance (\$460,115)
Service measures

Measure	2016/17	2017/18	2018/19	2019/20	2020/21	Target 2020/21
Residents who agree their local area has a good range of business services and local conveniences	95 %	92 %	92 %	89 %	No data	>90 %
Resident satisfaction with visitor management	94 %	86 %	84 %	86 %	No data	>90 %
Data not available due to reduced scope of 2021 Community Satisfaction Survey.						

Markets

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

2020/21

Actual \$8,731,303 Budget \$8,487,499 Variance (\$967,258)
Service measures

Measure	2016/17	2017/18	2018/19	2019/20	2020/21	Target 2020/21
Residents who agree South Melbourne Market is a significant benefit to residents	98 %	98 %	98 %	98 %	No data	>90 %
Data not available due to reduced scope of 2021 Community Satisfaction Survey.						

Service statistics

Statistic	2016/17	2017/18	2018/19	2019/20	2020/21	Trend
South Melbourne Market						
Visitors to the South Melbourne Market	5,001,932	5,130,400	5,567,704	5,151,854	3,969,340	📉

A range of Victorian Government restrictions impacted visitation to the South Melbourne Market in 2020/21. These included no international visitation, limited interstate and intrastate visitation, five kilometre travel limits within Melbourne as well as partial closures of the Market as some small businesses and traders were not authorised to trade by the Chief Health Officer.

Libraries

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

2020/21

Actual \$3,667,928 Budget \$5,029,240 Variance \$1,061,530

Service measures

Measure	2016/17	2017/18	2018/19	2019/20	2020/21	Target 2020/21
Visits to library per capita	6.4	6.0	5.7	4.1	1.97	>6.3

Annual library visitor numbers have been significantly impacted by COVID-19 restrictions, including building capacity and lockdowns.

Utilisation

Rate of turnover for physical items (loans per item)*	4.5	4.4	4.33	3.73	3.82	>4.5
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Annual loan rates have been affected by periodic service closures due to COVID-19 restrictions over the last year. Libraries continue to promote the range of options available for service users to access resources, both physically and via online options.

Resource standard

Collection items purchased in the last five years (standard of library collection)*	51 %	51 %	49 %	51 %	49 %	49 %
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The result remains consistent with previous years. The collection performance measure is tracking in line with the target this year.

Service cost

Cost of library per population*	\$39.10	\$39.16	\$37.42	\$35.48	\$30.30	No Target
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The cost of the library service decreased slightly compared to last year. This is primarily due to the reduction in services as a result of COVID-19.

Participation

Active library borrowers in the municipality*	19.4 %	19.1 %	18.6 %	18.8 %	17.6 %	≥ 20 %
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Active library membership has remained reasonably stable despite the impact of COVID-19 on some services and physical access to library branches.

Note: in 2018 the LGPRF methodology for reporting this measure was changed to capture the average of the three previous financial years rather than the figure for specific year. Results from 2018 onwards reflect this reporting methodology.

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

Service statistics

Statistic	2016/17	2017/18	2018/19	2019/20	2020/21	Trend
Libraries						
Loans made at our five library branches	716,561	943,968	937,409	726,834	723,669	↗
Inter-library loans	4,976	4,851	5,267	3,809	507	↗
Total library visits	687,565	661,916	626,662	473,375	229,659	↗
Programs run	478	534	468	284	N/A	↗
Attendees at our programs	33,922	31,923	30,899	17,314	N/A	↗

Art and Soul: Creative and Prosperous City Strategy 2018-22

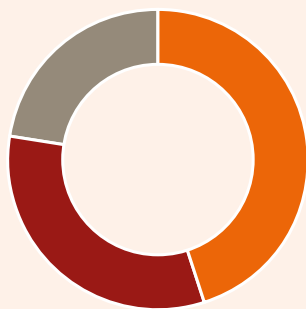
The Art and Soul - Creative and Prosperous City Strategy 2018-22 sets out the creative, cultural and economic development objectives for the City of Port Phillip. It outlines the cultural

change and collaborative actions required over the next four years across a range of Council services, including arts, culture and heritage, economic development and tourism,

festivals, libraries, markets, city planning and urban design, to create a thriving social, cultural and economic future. It was endorsed by Council on 20 June 2018.

Strategy progress

Actions progress



Completed



In progress



Not started



Total actions

23

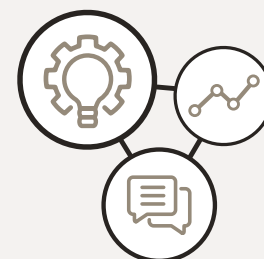
COVID-19 had considerable impact on Port Phillip's cultural and retail communities and therefore what Council could and should be doing to support. This resulted in a full review of Art and Soul in late 2020 with several actions deleted, added and/or amended. Twenty-eight project action areas were scheduled to be delivered (or continue to be delivered) in 2020/21 with 16 actions completed or ongoing and 12 actions progressed.

Despite the interruptions and setbacks caused by COVID-19, there were significant milestones met within the Creative and Prosperous City Strategy in 2020/21.

Highlights

- The Live Music Action Plan and Game Action Plan were both endorsed by Council. These Plans, along with the Libraries Action Plan that will go to Council in early 2021/22, will form the blueprint for activity in the cultural space beyond the duration of the Strategy.
- Work took place with local place users to co-create and implement local community hubs that reflected the demographics of our unique places. Playstreet events were held in East St Kilda, South Melbourne, Port Melbourne and St Kilda to trial the viability and success of such initiatives.
- Council's Outdoor Dining and Activation Program was immensely successful and demonstrated how policies that streamline Council processes can be effective in enabling street activations. Approximately 100 hospitality businesses took the opportunity to trial a business parklet, close a laneway or activate a foreshore space as this was integral to their survival throughout multiple lockdowns and capacity restrictions.
- A program of grants called 'Love My Place' ran for the second year and funded a range of artistic projects throughout the municipality.
- The Prosperous Port Phillip Business Advisory Group was formed to guide Council on issues relating to traders and small business. This resulted in a number of initiatives to create opportunities for business to build future resilience.
- New 10-year funding deeds were confirmed for both Linden New Art and Gasworks Arts Park with revised KPIs developed to increase return to the community. Both venues are also being encouraged to expand their reach into the local area.
- In the final year of initial funding, we continued to support six key arts organisations through our Cultural Development Fund - Australian Tapestry Workshop, Rawcus Theatre Company, Red Stitch Actors Theatre, The Torch, Phillip Adams BalletLab, Theatre Works - to assist them in capacity building, partnership, forward planning, and increased creative outcomes for the City
- Several public space activations were trialled including the closure of Cecil Street between Coventry and York streets which allowed the South Melbourne Market to broaden dining opportunities and provide new gathering spaces for community and customers.
- Council ran an extensive local tourism marketing and communications campaign called Live Love Local. This was designed to encourage greater visitation from locals across the wider municipality and featured the creation of numerous videos of Mayor Louise Crawford interviewing local businesses and highlighting Port Phillip's neighbourhoods and shopping strips.
- The unfortunate cancellation of the St Kilda Festival in 2021 allowed Yaluk-ut Weelam Ngargee to shine with an expanded program of virtual and physical events held in May 2021 across multiple venues. Council's Events Program continued to trial new and innovative activations including the April Sun series at the St Kilda Triangle Carpark which created a brand new live music venue for thousands to enjoy and participate in.
- Renew Fitzroy Street launched in 2021 and worked with landlords to offer vacant shopfronts to emerging retailers. A joint collaboration with the Fitzroy Street Business Association, this pilot demonstrates the realm of opportunities available for future exploration in this area.
- Council used the \$1.7 million secured from the cancellation of the St Kilda Festival to fund a range of initiatives to support economic and cultural recovery. These included setting aside money for the formation of three new trader associations, funds to beautify shopping strips, a community art fund and support of the St Kilda Blues Festival.

Direction 6

Our commitment
to you

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

Outcome indicator

Measure	2016/17	2017/18	2018/19	2019/20	2020/21	Target 2020/21
Satisfaction with community consultation and engagement (index)*	60	56	61	59	58	>60
Engagement with the community consultation and engagement dropped by one point compared to last year and just fell short of the target of 60. Engagement with the community continues with Port Phillip committed to continuously exploring ways to improve levels of satisfaction. A slight drop this year may have been influenced by the COVID-19 pandemic as community engagement was undertaken in an online environment while social distancing restrictions were in place.						
Proportion of residents who have participated in community engagement activities	No data	5 %	5 %	9 %	No data	6 %
No data available due to reduced scope of the 2021 Community Satisfaction Survey.						
Satisfaction with the overall performance of Council (index)	67	63	65	65	62	>65
Results from our annual satisfaction survey of residents indicated resident perception of Port Phillip's overall performance was stable with a slightly lower result than the previous year.						
Overall financial sustainability risk rating	Low	Low	Low	Medium	Medium	Low
The short-term impact of COVID-19 has some measures outside low risk rating, but medium to long-term outlook remains low. The financial sustainability risk rating is being monitored carefully and appropriate risk management strategies have been implemented, including applying cost saving measures across the organisation.						
Efficiency savings as a percentage of operating expense (excluding depreciation)	1.2 %	1.0 %	1.0 %	2.6 %	1.2 %	1.8 %
Council continues to proactively develop and lead an efficient and effective organisational culture. For the 2020/21 financial year, we have delivered productivity and efficiency savings of 1.2 per cent of operating expenditure less depreciation. This is greater than the one per cent target set in our financial strategy and Budget.						

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

Highlights

- Six websites were launched, City of Port Phillip, Intranet, Port Phillip Libraries, South Melbourne Market, SMM Direct and St Kilda Esplanade Market.
- Occupational Health and Safety's Donesafe software improvements for workflows and automation.
- Improvements to cybersecurity and resilience, responding to the increased cyber-attacks as well as an increased organisational dependency on technology over 2020/21.
- Responding to COVID-19 pandemic and leading the way in conducting virtual council meetings and citizenship ceremonies.
- Relocation of council records to an off-site archive storage.
- Continued improvements enabling hybrid working, including remote meetings and replacing in-person All Staff events with virtual events. Staff capability to run remote meetings on Teams software was uplifted.
- Nine meeting rooms at St Kilda Town Hall were equipped with video conferencing equipment to support hybrid meetings, with an additional two rooms set up at the Operations Centre and one at St Kilda Library.
- Creation of flexible spaces to support new ways of working at the St Kilda Town Hall, St Kilda Library and Operations Centre.
- A clean desk policy was introduced for COVIDSafe measures to assist with unassigned seating, ensuring workplaces are clean and sanitised for the next person.
- Supporting Community with COVID-19 relief packages.
- Continuity of Customer Service from multiple diverse channels (phone, email, online, Snap Send Solve, and counters outside of lockdown) throughout lockdown periods.
- The Customer Experience Program continued to operate remotely through extended lockdown periods, with multiple vendors and over 60 staff working on the design, build, testing and training of a further 10 key functional modules that have supported key deliveries in 2020/21 as well as the release two going live in August 2021.

Looking forward

The Council Plan 2021-31 is committed to Port Phillip being a leading local government authority, where our community and our organisation are in a better place as a result of our collective efforts.

Major initiative progress

Customer Experience Program

The Customer Experience Program aims to significantly improve the experience of residents, businesses, visitors and ratepayers every time they contact the City of Port Phillip. The program is changing our processes, systems and capabilities which will be delivered and realised over the coming months. A business case for the program was endorsed by Council on 18 April 2018.

Key achievements in the initial years of the Program include the implementation of nine websites in under 12 months of core process and technology for Finance, Asset Management, and Supply Chain. Other achievements were a Culture and Capability uplift program of work delivering, broad and targeted organisational training, a Customer Charter, and a Customer Experience toolbox to support service improvement and customer focused solutions.

In August 2020, we launched a new City of Port Phillip website. The website offers a significant benefit for our community, with its clean, uncluttered design and customer focused layout of information making it easier for our community to access the resources they need. The website also provides the basis for more opportunities to enhance customer self-service online, this is the first step in a longer journey towards making things easier and better for our customers. In October 2020 we also launched a new intranet, providing an improved central source for staff to find information and an easy entry point to all corporate operating systems.

In December 2020, we successfully implemented the second key release of our core technology and process changes in Budgeting, Project Lifecycle Management, Capital Delivery and Planning and Performance, meaning the way we set budgets and KPIs, track and report on performance and plan and deliver our projects will be better, and more effective than ever before. This key release has also provided critical links between our existing Finance, Procurement and Asset Management modules so processes now work more seamlessly across the whole system. These implementations are already beginning to deliver key benefits in efficiency, productivity and easier and better ways to interact with Council. Design, build, test and training are almost complete for the next key release and will include modules to support customer request management, building and planning applications, applications and issuing of permits and certificates, animal registrations, property and leases, rates and billing, information management, and bookings. This release is expected to go-live in early August 2021 and will also deliver a more complete online customer self-service capability for customers to connect and deal with Council.

2020/21

Actual \$8,685,000 Budget \$9,649,000

Four year priority progress

Priority	Not started	In progress	Complete
6.1 A financially sustainable, high performing, well-governed organisation that puts the community first			
Implement our Customer Experience Improvement Plan and Information and Communications Technology Strategy to streamline processes, improve systems, improve workforce mobility and transition to digital service delivery.			
Be the partner of choice for other councils and organisations to work with, to enable improved customer experience, productivity and innovation.			
Be catalysts for greater community action, including by opening up more of our data to the public.			
Develop and implement a Community Engagement Policy.			
Develop and implement an advocacy strategy to advance Council and community priorities - (completed 2018).			
Improve our enterprise planning, performance, risk and compliance frameworks.			
Deliver the Council Election 2020.			
Improve record-keeping, including digitising historical records.			
Implement the outcomes from the review of the Local Government Act .			
Review the organisation's People and Culture Strategy, and develop a workforce plan.			
Improve the organisation's health and safety practices.			
Upgrade the organisation's financial and asset management systems, processes and practices.			
Invest in improving the condition, functionality, capacity and sustainability of Council assets.			
Continue to build organisational capability and maturity in project management.			
Review our rating strategy, property policy and investment policy.			
Embed environmental and social responsibility into the way we work including monitoring measures of gender equity.			

Services that contribute to this direction

Asset and property management

Ensure effective management of our assets and property.

2020/21

Actual \$19,223,747 Budget \$20,690,046 Variance (\$4,275,913)

Service measures

Measure	2016/17	2017/18	2018/19	2019/20	2020/21	Target 2020/21
Asset management maturity	815	952	1,025	1,031	1,031	>1,000
Asset management maturity exceeded target with stable results compared to the previous year.						
Asset renewal as a percentage of depreciation*	92 %	58 %	63 %	72 %	38 %	≥ 69 %
The deferral and delay of the capital works program in 2020/21 in response to the COVID-19 pandemic, and ongoing Victorian Government mandated shutdowns during the financial year, Council did not achieve their target on this ratio. This is expected to improve in future years as restrictions ease.						

Service statistics

Statistic	2016/17	2017/18	2018/19	2019/20	2020/21	Trend
Property management						
Leases and licenses managed by Council	170	172	195	195	210	➔
Building maintenance requests processed	5,106	5,313	4,855	5,733	No data	-

People, culture and capability

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

2020/21

Actual \$4,566,896 Budget \$5,016,547 Variance \$352,091

Service measures

Measure	2016/17	2017/18	2018/19	2019/20	2020/21	Target 2020/21
Staff turnover*	11.4 %	11.5 %	18.04 %	13.94 %	15.05 %	10 %
Permanent staff turnover increased in 2020/21 compared to the previous year. There is a very competitive labour market, and City of Port Phillip staff are well regarded in their profession which makes them sought after for roles. A contributing factor to the increase is staff turnover associated with organisational change, which contributed 1.4 per cent of the 15.05 per cent.						
Total recordable injury frequency rate per million	15.7	30.34	36.40	28.10	18.4	21.8
The Total Recordable Injury Frequency Rate (TRIFR) is the number of fatalities, lost time injuries, alternate work, and other injuries requiring medical treatment per million hours worked. To determine the monthly TRIFR we determine the number of incidents that arose in those categories, multiply it by 1,000,000 and divide it by the total hours worked. This is a 12-month rolling average. It is important this metric is not looked in isolation, but it compliments several metrics.						
Staff engagement score	73 %	74 %	74 %	No data	71 %	>74 %
Staff alignment score	57 %	60 %	62 %	No data	59 %	>59 %

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

Finance and project management

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

2020/21

Actual \$8,204,518 Budget \$6,556,568 Variance \$803,793

Explanation: Adjustment to budget amount of \$3.2 million to reflect changes to inter-departmental transitions to ensure consistent comparison between actuals and budget.

Service measures

[illegible]

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

Governance, risk and policy

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

2020/21

Actual \$7,834,342 Budget \$8,545,632 Variance \$418,213

Service measures

[illegible]

Measure	2016/17	2017/18	2018/19	2019/20	2020/21	Target 2020/21
Satisfaction						
Community satisfaction with Council decisions*	57	57	59	58	60	60
Community satisfaction with Council decisions increased by two points compared to last year.						
Attendance						
Councillor attendance at Council meetings*	96 %	93 %	94 %	94 %	99 %	>90 %
Councillor attendance remained stable and is above target with an extremely high result.						
Service cost						
Direct cost of delivering Council's governance service per Councillor*	\$48,688	\$57,337	\$56,441	\$52,239	\$44,131.55	<\$62,000
Cost of governance service per Councillor includes Councillor allowances, training and development, travel, phone, equipment costs and achieved our target of less than \$62,000.						

Communications and engagement

Enable two-way communication between Council and the community; publish accessible information for the community on Council's services, programs, projects, corporate governance and key initiatives; promote Council's decisions, advocacy, events and activities through proactive media and communications; inform and engage our workforce with internal communications.

2020/21

Actual \$2,287,714 Budget \$2,317,528 Variance (\$17,850)

Service statistics

Statistic	2016/17	2017/18	2018/19	2019/20	2020/21	Trend
Number of projects that we engaged the community on	30	37	43	28	17	↔
Number of pieces of feedback on the Council Plan and Budget	2,000	65	662	400	929	↗
Number of Twitter followers	6,979	7,497	7,718	7,920	7,968	↗

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

Technology

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

2020/21

Actual \$11,553,620 Budget \$11,885,842 Variance (\$1,723,434)

Customer experience

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

2020/21

Actual \$11,050,636 Budget \$12,242,033 Variance (\$73,894)

Service measures

Measure	2016/17	2017/18	2018/19	2019/20	2020/21	Target 2020/21
Community time saved (days)	72,258	4,344	5,482	9,218	5,037	11,000
Staff time saved (hours)	4,430	5,818	15,926	11,910	20,654	4,000
A significant proportion of staff hours saved were in community facing services which has enabled business to focus on larger community benefits including participation in the customer transformation program, reducing community wait times and improving customer experience.						
Community satisfaction with customer service (index)	72	72	74	73	68	>70
Results from our annual survey of residents conducted in February 2021 showed this result was slightly down from the previous year.						
Calls answered within 30 seconds	83 %	82 %	83 %	69 %	63 %	>80 %
The result was predominantly due to peak period unexpected call volumes and increased handling time combined with resourcing levels that were not adequate to maintain target service levels. Due to COVID-19 lockdowns and fluctuating conditions it has been difficult to predict expected call patterns and volumes, and adequately roster staff for these volatile times. Further to this we have also experienced staff returning home to other countries or parts of Australia and have had varying success in filling vacant positions.						
Requests resolved within agreed timeframes	94 %	94 %	93 %	94 %	92 %	>90 %
A high proportion of requests were resolved within agreed timeframes, meeting target and remaining stable against previous years.						
Percentage of residents that agree the website is easy to use and navigate through the sections you want	88 %	87 %	89 %	86 %	No data	90 %
Data not available due to reduced scope of the 2021 Community Satisfaction Survey.						

Service statistics

Statistic	2016/17	2017/18	2018/19	2019/20	2020/21	Trend
ASSIST customer service						
Number of customer interactions	203,579	161,843	162,677	166,874	158,373	↗
Face to face interactions at Council service centres	37,622	28,345	32,164	22,298	19,372	↗
Phone calls answered by ASSIST	107,163	98,790	94,677	73,360	80,165	↗
Administration tasks handled by ASSIST	58,794	34,708	35,836	71,216	58,836	↗
Percentage of ASSIST calls answered within 30 seconds	83.34	81.00	77.00	67.00	60.17 %	↗

The decline in overall volume for the ASSIST customer service is attributed to COVID-19 and lockdown periods. This particularly impacted calls to our after-hours service, activity in relation to people reporting issues with the use of parking across the municipality and the volume of face-to-face interactions that typically occur when our counters are fully open, such as parking permit renewals and payments. The service level for calls answered in 30 seconds was impacted by peak periods where staffing was low and fluctuations in resources transitioning in and out of the Front Counter services at Port Melbourne and St Kilda Town Halls.

Asset management performance

Council is committed to advanced asset management practice including the use of smart technology to optimise our decisions and performance.

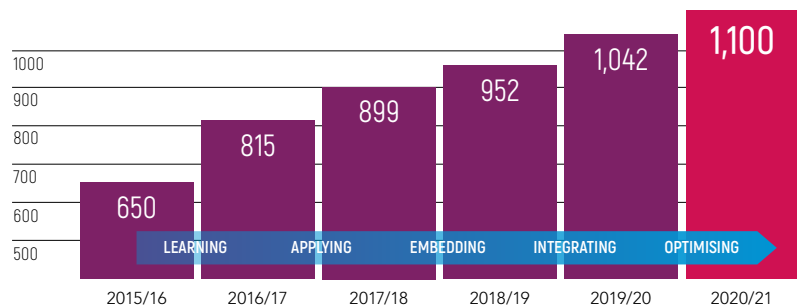
Council benchmarks our asset management maturity progress using the National Asset Management Assessment Framework (NAMAF) which is seen as best practice in Local Government.

The NAMAF has two measurement scales Core and Advanced practices. Each scale has eleven key elements and all eleven key elements must be completed before in Core Asset Management before a Council can progress to advanced Asset management practices.

The diagrams below show Council journey towards implementing and embedding Asset Management at the City of Port Phillip Core Asset Management Maturity Assessment.

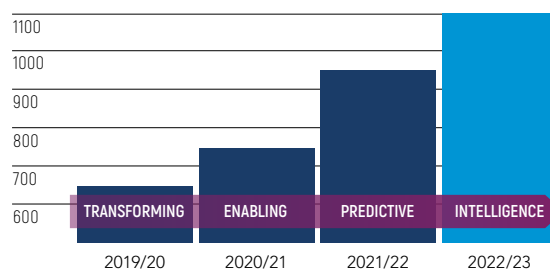
Our performance and goal of achieving advanced asset management practices

'Core' Asset Management Maturity National Asset Management Framework Scores



The Core Asset Management Maturity National Asset Management Framework Scores must be completed before organisations can transition to the Advanced Asset Management Maturity National Asset Management Framework Scores. Port Phillip have completed the Core Framework

'Advanced' Asset Management Maturity National Asset Management Framework Scores



Port Phillip have transitioned to Advanced Asset Management Maturity National Asset Management Framework Scores And are now sitting on 815 on the advanced table

State of our assets report

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).

Council's approach to asset management is guided by its Asset Management Policy. The Asset Management Policy sets out Council's vision and objectives for asset management and guides all asset management activities undertaken by the organisation to maintain, renew, upgrade or expand assets during an assets lifecycle (planning, acquisition, operations, maintenance, renewal and disposal).

We manage our assets in five portfolios



We assess the performance of our assets based on the five drivers

Each driver is scored on a 1 to 5 scale based on Council's risk matrix.

Compliance

What is the compliance date of the asset and does it still meet industry best practice?

Sustainability

Is our service delivery balancing environmental, economic and social impact for current and future generations?

Capacity

Is the service over or under used? Do we need more or less of these assets? Can we integrate other services?

Function

Is it suitable for its intended purpose? Is it the right service and can the asset meet the service requirements? Does it comply with legislative requirements now and can the asset in the future?

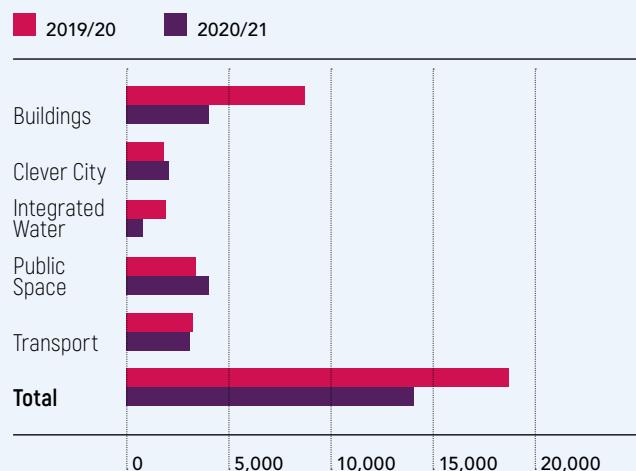
Condition

What components makes up the asset and what is the remaining useful life and condition of the asset?

Capital expenditure 2020/21

In 2021, Council adjusted its Capital spend on assets by \$8 million in response to the anticipated impact of COVID-19 pandemic would have on the economy and a reduction of revenue collected through rates and parking income.

Asset portfolio \$'000

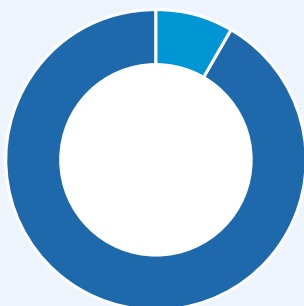




Buildings portfolio

Our buildings and community facilities represent one of our most complex asset classes which challenges us to provide and deliver assets/facilities which enable the delivery of successful and sustainable Services to our community. The Building portfolio comprises four asset management plans to manage the 228 building structures and over 36,000 individual building components with a total replacement value of \$452,275,824

- **Community**
167 community buildings including libraries, childcare centres, sports pavilions, arts and culture buildings, public toilets
- **Corporate**
25 corporate buildings including town halls, depots, Council offices
- **Commercial**
35 commercial buildings including restaurants, shops, markets, marina buildings
- **South Melbourne Markets**
One market superstructure including carpark, mechanical equipment and plant.

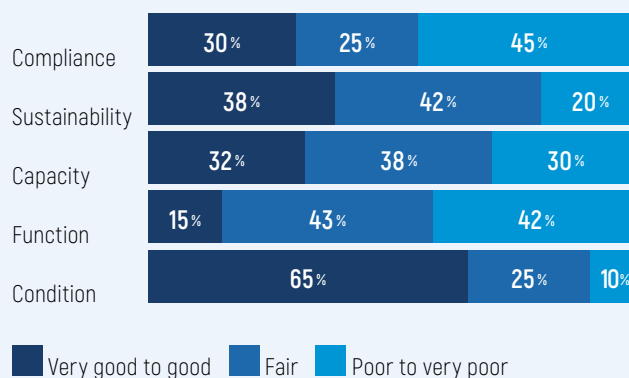
Total replacement value of Building portfolio



Asset	Value
 Buildings	\$230,310,032
 Land	\$2,486,475,870
Total	\$2,716,785,902

Asset performance

Asset performance looks at the compliance, sustainability, capacity, function and condition of the assets. Structural audits of building components are completed each year based on risk and age profile. Condition data along with an assessment of other key drivers and Service Strategic Plans are used in the development of the budget and updated 10-year financial plan.



Building key points

- Data confidence **medium***

- South Melbourne Town Hall major renewal project 2021-23 impacting financial forecasts
- Palais Theatre sinking fund will be required for structural repairs to that building
- Aging Portfolio requires diversification which Property have outlined in the LTFP
- South Melbourne Market Non-compliance works.

2020/21 projects delivered

Current Council initiatives which will contribute to towards enhancing our buildings include:

- Building Renewal and Upgrade Program
- Building Safety and Accessibility Program
- Public Toilet Plan Implementation
- Palais Theatre Renewal and Upgrades
- South Melbourne Town Hall Renewal and Upgrade
- Bubup Nairm Cladding Rectification Works
- Palais Theatre Backstage Concrete Spalling Rectification.

* Reliable Data based on sound records, procedures, investigations and analysis, documented properly but has minor shortcomings, for example some of the data is old, some documentation is missing and/or reliance is placed on unconfirmed reports or some extrapolation. Dataset is complete and estimated to be accurate $\pm 10\%$

Asset expenditure profile

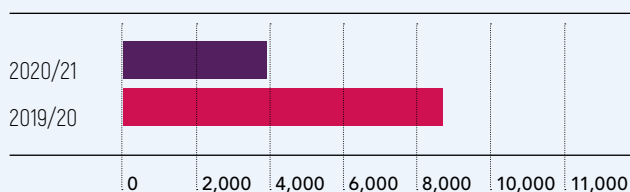
The asset expenditure profile is the annual expenditure on our asset classes broken down into the following categories:

- **Operation costs**
 - essential safety measures, fire services inspections, condition and safety audits, utility cost
- **Maintenance**
 - cleaning, minor repairs and routine scheduled works
- **Renewals**
 - replacing like for like assets to extend their useful life
- **Upgrade**
 - enhances an existing asset to increase service capacity
- **Expansion**
 - extends an existing asset to same standard which may attract new users.

The total capital expenditure in 2020/21 in the building portfolio is \$3,932,000.

Capital expenditure 2020/21

Building portfolio \$'000



Challenges and opportunities

Demographics

- Change in the age structure of the population will mean it is critical to plan age-based facilities
- It will be critical that our buildings accessible so that equity is preserved.

Climate change

- Investment in energy efficiency measures in Council buildings to reduce our environmental impact
- Increased risk of damage due to high severity storms and rainfall events.

Technology

- Use of integrated building management systems to control user comfort while optimising energy consumption.

Population growth

- An increasing population will create a higher demand on our facilities resulting in increased maintenance and operational costs to maintain levels of service.

Urbanisation

- Increased urbanisation will require new approaches to the provision of services and assets including forming partnerships with others and collating services to multi-use facilities.

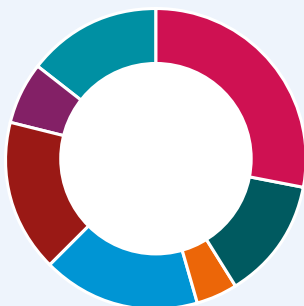
Clever City portfolio

The Clever City portfolio includes asset classes from:

- business technology
- public lighting
- fleet and plant.

The assets in this portfolio will build the foundations for future innovations such as: mesh networks, 'Internet of Things', smart lighting, sensor technology, communication interfaces, the knowledge we gather and our client service interfaces will be enabled through the assets we provide in this portfolio.

Total replacement value of Clever City portfolio



Asset	Value
Lighting	\$4,298,267
Parking machines	\$1,998,878
Parking sensors	\$678,415
IT equipment	\$2,593,344
Fleet	\$2,529,731
Plant and equipment	\$1,000,806
Library	\$2,173,261
Total	\$15,272,706

Asset performance

Compliance	80%	15%	5%
Sustainability	60%	30%	10%
Capacity	70%	25%	5%
Function	60%	30%	10%
Condition	70%	20%	10%

Very good to good Fair Poor to very poor

Clever City key points

- Data confidence **medium***

- Council owned lighting has backlog of renewals in open space assets
- Complex funding model of Powercor own public lighting asset and council pay for upgrades, operation and maintenance costs
- Council include Powercor owned public lights in our emission calculations, needs to be reviewed
- Council offset emissions with Green credits.

2020/21 projects delivered

Projects and programs that were delivered to improve our assets within this portfolio and the way we manage it include:

- Public Space Lighting Renewal and Upgrade - Bay Trail
- Public Space Lighting Renewal and Upgrade - Elwood Foreshore.

* Reliable Data based on sound records, procedures, investigations and analysis, documented properly but has minor shortcomings, for example some of the data is old, some documentation is missing and/or reliance is placed on unconfirmed reports or some extrapolation. Dataset is complete and estimated to be accurate $\pm 10\%$

Asset expenditure portfolio

Council is committed to improving customer interfaces and have committed to invest in business technology over the next five years.

Capital expenditure 2020/21**Clever City portfolio \$'000****Challenges and opportunities****Sustainability**

- Council has, in partnership with CitiPower, replaced 3,200 streetlights with energy efficient equivalents. This will reduce our net greenhouse emissions by 12 per cent
- Council Fleet and Plant policy updated to ensure greater use of energy efficient fleet and plant
- Business technology moving to Cloud based solutions reducing reliance on maintaining hardware and server rooms.

Technology

- Sensor-based smart lighting and other technology optimise energy use and promote energy efficiency
- Future planning of communication network to consider smart city capability including establishing LoRAWAN** network
- Data and analytics conversion to public information without third party software applications.

Population growth

- Demand for improved customer interfaces and communication with our community
- Improved public lighting services from increasing awareness of crime and technology developments.

Urbanisation

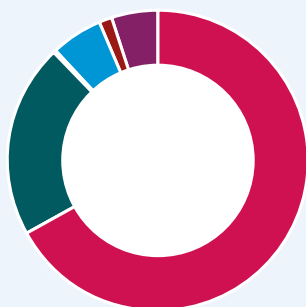
- Increased demand for lighting infrastructure assets to facilitate safe and convenient access to amenities whilst balancing the night sky lighting spills.

** LoRaWAN, are the specifications of networking protocols designed to wirelessly connect battery, operated equipment in the regional, national or global network.

Integrated Water Management portfolio

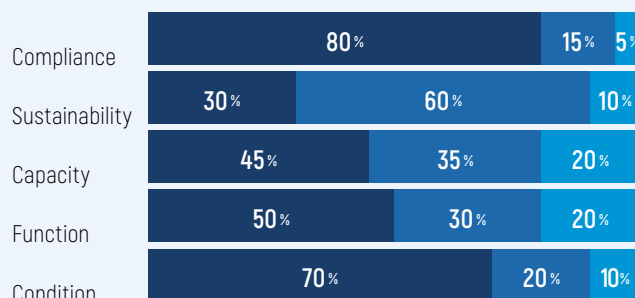
Integrated water management infrastructure often goes unnoticed by the community, as the majority is underground.

Total replacement value of Integrated Water Management portfolio



Asset	Value
Pipes	\$55,722,902
Pits	\$17,388,634
Outlets	\$245,759
Culverts	\$4,707,490
GP Traps	\$1,136,662
WSUD	\$4,035,280
Total	\$83,236,730

Asset performance



Very good to good Fair Poor to very poor

Integrated water key points

- Data confidence **medium***

- CCTV and maintenance program will continue to restore function to network over next three years
- Implementation of 3D flood model in 2022/23 will provide increased knowledge for cost benefit analysis of future capital works
- Partnerships within Fishermans Bend Taskforce may provide external funding opportunities for major projects.

2020/21 projects delivered

Council projects and programs that have improved our stormwater drainage system and knowledge include:

- Stormwater Capital Works including Gross Pollutant Trap improvements, Water Sensitive Urban Design implementation
- Stormwater designs
- Maritime Infrastructure Renewal Program
 - Kerferd Road jetty decking renewal
- TuFlow flood model.

* Reliable Data based on sound records, procedures, investigations and analysis, documented properly but has minor shortcomings, for example some of the data is old, some documentation is missing and/or reliance is placed on unconfirmed reports or some extrapolation. Dataset is complete and estimated to be accurate $\pm 10\%$

Asset expenditure portfolio

The total capital expenditure 2020/21 in the integrated water portfolio was \$914,000 less than 2019/20. This budget was diverted to maintenance pipe cleaning program which has been highly successful improving the functionality of our network, whilst our Flood modelling project is being completed.

Capital expenditure 2020/21

Integrated Water Management portfolio \$'000



Looking forward

In 2018, Council commenced CCTV data survey of our current network. Improving our knowledge of the condition, function and capacity of the stormwater system is enabling us to refine our future renewal demand and funding projections. Flooding hotspots have been identified, and the CCTV data is being used to improve flood modelling projections, target maintenance activities and inform future upgrade works.

Challenges and opportunities

Water reuse

- Large-scale stormwater reuse will reduce catchment overland flows and their effects
- Water sensitive urban design to manage and reduce the impacts of flooding and sea-level rise
- Groundwater salinity levels are very high and require mechanisms for management/controls.

Climate change

- Increased risk of storm damage to critical infrastructure through flooding as a result of higher rainfall intensity
- Increasing community resilience to the impact of climate change.

Technology

- Use of technology to manage the stormwater drainage system, such as, CCTV inspections and remote sensing equipment to assist in emergency response to flooding.

Population growth

- Increased number of people exposed to flooding risk
- Potential for higher volumes of waste stormwater system reducing quality of water discharged into natural water bodies
- Development sites disturbing the underground water aquifers.

Urbanisation

- Increased demands on existing assets
- Investment in system improvements to mitigate possible future flooding issues resulting from high density developments.

Public Space portfolio

Public space enables the community to spend time outdoors in attractive spaces for leisure and recreational purposes. Assets are provided to enhance the enjoyment of these spaces.

- 6,486 park furniture items (drinking fountains, seats, BBQs, litter bins, bike racks)
- 60 playgrounds within public spaces
- 398 hectares of passive parks, active reserves, and foreshore areas
- 25 hectares of active sporting reserves.

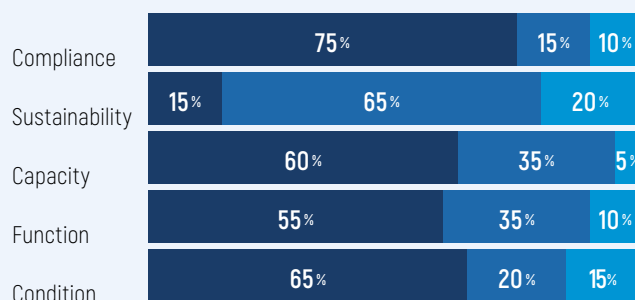
Total replacement value of Public Space portfolio

Not including land value.

Asset	Value
Activity Area	\$3,151,694
Activity Point	\$4,102,469
Barbeque	\$199,054
Barrier Continuous	\$7,924,224
Barrier Point	\$1,194,765
Bicycle Fitting	\$932,649
Boating Facility	\$18,008,027
Electrical Conduit	\$310,209
Electrical Fitting	\$356,587
General Fixture	\$2,668,829
Irrigation Systems	\$3,008,702
OpenSpace Areas	\$599,078
Public Artwork	\$24,959
Retaining Wall	\$7,586,342
Seat	\$5,193,197
Shelter	\$521,038
Table	\$910,006
Tree	-
Waste Collection Point	\$2,859,550
Park Signs	\$100,677
Total	\$59,652,064

Asset performance

Asset performance looks at the sustainability, capacity, function and condition of the assets. The performance profile shows that the overall condition of our public space assets is good but requires us to sustain our investment in renewing, improving and maintaining these areas to meet the expectations of the community.



Very good to good Fair Poor to very poor

Public Space key points

- Data confidence **medium***

- Updated condition data needs to be collected for this asset portfolio so renewal forecast modelling can take place
- Depreciation has been used as a figure to build budgets to and this still reflects in the current forecasts
- Renewal budget has been used for service upgrades and extensions in the past planning period
- Public Space asset plan will be reviewed as a priority and condition-based model will be updated with 10-year asset renewal forecasts based on service intervention levels.

2020/21 projects delivered

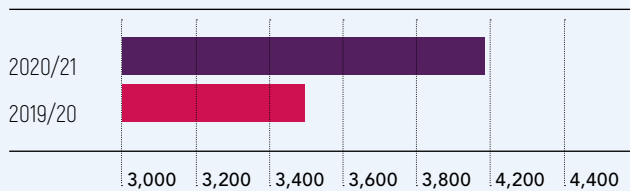
Council projects and programs that have improved our infrastructure and facilities, and the services delivered include:

- Litter Bin Renewal Program
- Street Signage and Furniture Renewal Program
- Open Space Irrigation Upgrade
- Parks Furniture and Pathway Renewal Program
- Foreshore Assets Renewal and Upgrade Program
- Playground Safety Audit Works.

* Reliable Data based on sound records, procedures, investigations and analysis, documented properly but has minor shortcomings, for example some of the data is old, some documentation is missing and/or reliance is placed on unconfirmed reports or some extrapolation. Dataset is complete and estimated to be accurate $\pm 10\%$

Asset expenditure portfolio

The total capital expenditure in 2020/21 in the Public Space portfolio was \$4,175 million an increase in expenditure of \$666,000 from 2019/20.

Capital expenditure 2020/21**Public Space portfolio \$'000****Looking forward**

The Public Space Strategy will soon be released and the actions from the Strategy will be implemented into the Asset Management Plan and Strategic Asset Management modelling. This will allow Council to review the existing service levels and adjust our services to meet community expectation.

Challenges and opportunities**Participation patterns**

- Providing access to flexible, multipurpose facilities that support participation to community life through sport, recreation and life-long learning
- Maximise use of current infrastructure.

Climate change

- Damage to foreshore areas due to storm surges
- Risk of prolonged drought conditions
- Risk of water table rising with high salinity levels
- New initiatives in stormwater harvesting to reduce demand on potable water supplies.

Demographics

- Increase in demand for accessible, safe and well-lit public open spaces
- Change in demand for recreational opportunities.

Population growth

- Population growth in certain areas will place heavy demand on the use of public open space assets. This will have potential impacts on maintenance and renewal requirements.

Urbanisation

- Much of future housing will be higher density dwellings with little or no private open space. Increased use of public space areas is likely to increase, resulting in a higher level of effort to maintain.

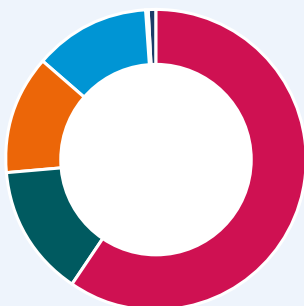
Transport portfolio

Our network of roads and footpaths, and other related assets represents a significant investment by the community and is vital to its prosperity.

Our network comprises:

- 265 km of streets and laneways
- 473 km of road footpath
- 13 road and pedestrian bridges
- 455 km of kerb and channel
- signs, speed humps, roundabouts and other traffic management devices to improve road safety
- street furniture such as seats and bike racks.

Total replacement value of Transport portfolio

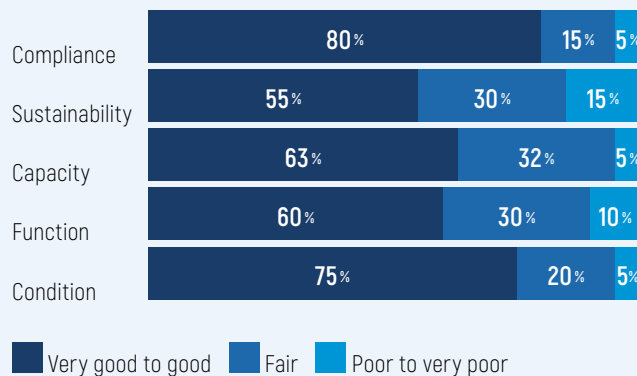


Asset	Value
Pavement - base layer	\$159,604,738
Pavement surface	\$46,554,612
Pathways and footpath	\$43,186,799
Road edges	\$42,062,608
Bridges and structures	\$1,952,76
Road islands	\$1,808,003
Total	\$295,169,526

Transport asset performance

Asset performance looks at the sustainability, capacity, function and condition of the assets. A full assessment of our road pavements was undertaken using deflection testing by independent pavement engineers in 2018/19 and 2020/21. The pavement condition and capacity was shown to be far superior than initial estimates adopted by Council. This has informed the review and development of the budget and updated 10-year financial plan.

The asset performance profile indicates that our roads and footpaths are in very good condition, which indicates that recent capital investment has been effective. There may be opportunity to reassess current allocation so that optimised funding is allocated.



2020/21 projects delivered

Council projects and programs that have improved our infrastructure and facilities, and the services delivered include:

- Footpath Renewal Program
- Kerb and Gutter Renewal Program
- Laneway Renewal and Upgrade Program
- Road Renewal Program.

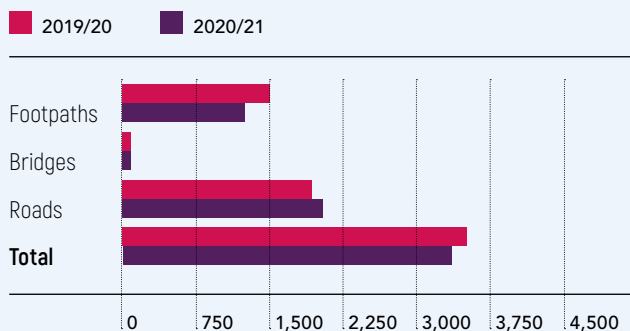
Asset expenditure portfolio

On average, Council spends approximately \$7.5 million each year to manage our transport assets. This includes allocating money towards:

- maintenance and repair
- road renewal
- road resurfacing
- footpath replacement
- road and laneway upgrades, and safety improvements.

Capital expenditure 2020/21

Transport portfolio \$'000



Current service strategies and policies

The future needs of the community are determined through the service planning process. Assets measures driven through these plans are function, capacity and sustainability. Council's current service influences are:

- Road Management Plan 2021
- Car Share Policy 2016-21
- Parking Permit Policy 2015 / Parking Management Policy
- Move, Connect, Live - Integrated Transport Strategy 2018-28
- Sustainable Transport and Parking Rates Policy 2007.

Looking forward

Council has had a strong history of investing in the renewal and maintenance of its roads and footpaths. This is evidenced by the very good condition of these assets. Over the next three years, Council will undertake a review of the function of our road network to determine what is best use of the road reserve space. The expenditure forecast has been revised to allow planning and design to take place with internal and external stakeholders. Existing service levels will be maintained under the current planned expenditure model.

Challenges and opportunities

Public transport

- Growth in demand projected to continue to outpace the capacity of the public transport system
- Advocacy and partnerships with Victorian Government and other service providers.

Climate change

- Increased frequency and intensity of extreme rainfall, wind and lightning events are likely to cause significant damage to roads and urban facilities.

Technology

- Use of technology to manage the road network, such as:
 - capture of field data using mobile technology solutions
 - online tools to enable the public to report issues.

Population growth

- Provision of active transport infrastructure and planning controls designed to promote alternative travel options
- Damage to Council's road assets due to land development
- Fishermans Bend Urban Renewal Area.

Traffic congestion

- Traffic congestion has a significant effect on our environment and compromises the liveability of our City
- Increased congestion can compromise safety of vulnerable road users.



The JL Murphy Reserve play space upgrade was completed in September 2020.

5

Working for our community

Working with Council	5-182
Our organisational structure	5-183
Leading the way	5-184
Our people	5-188
Occupational health and safety	5-191

Working with Council

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

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

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

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

Our organisational structure

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

This change to the operating model saw a reduction in the number of divisions from five to four and the realignment of departments and functions to provide greater synergies for operations to ensure we remain agile, adaptive and responsive to changing needs and enable us to be best organised to deliver on the Council Plan.

Organisational structure (as at 30 June 2021)



Leading the way

In 2020/21, the Executive Leadership Team (ELT) comprised four General Managers (GM) and the CEO.

The role of ELT is to provide strategic management to oversee the implementation of Council decisions to ensure the very best outcomes for the Port Phillip community. They are responsible for the overall performance of the organisation and contribute to policy development through recommendations to Council. ELT provides leadership and decision making to ensure strategic alignment of project delivery and operations in achieving the outcomes of the four-year Council Plan.

Chief Executive Officer (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.



Peter Smith

Chief Executive Officer

Peter Smith commenced in May 2017 as the CEO. Peter has over 30 years' experience working in CEO and senior executive roles in federal, state and municipal governments in Australia. He has particular experience in leading major urban renewal programs and developing and implementing a range of successful placemaking, 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.

City Growth and Organisational Capability

The City Growth and Organisational Capability division is focused on organisational strategy and performance (including council planning, risk, audit & Enterprise Portfolio Management); providing human resource services, the health, safety, wellbeing of our people, supporting our organisational culture, as well as communications and engagement both internally and with our community.

This division also provides future planning and design of our City in line with the aspirations of our community and Council, including protecting the unique heritage of our City and ensuring our City grows in a sustainable way. It is also leading the Council's focus on recovery for our City from the impact of COVID-19 on business, events, tourism, the arts and live music; and they manage the Council's two markets, South Melbourne Market and St Kilda Esplanade Market and deliver Council's festival program.



Kylie Bennetts

General Manager

Kylie Bennetts commenced in January 2018 as the Director CEO's Office. Kylie has worked in local government for over 10 years, holding a range of different portfolios and responsibilities and has also worked in state government predominantly project and policy development in the social services and community sectors. Kylie has particular experience in strategy and policy development, risk management and governance.

Kylie has a Bachelor Degree in Health Science, Prince II project management qualifications and is in the final year of an Executive Masters of Public Administration.

Development, Transport and City Amenity

The Development, Transport and City Amenity division is focused on enhancing the liveability of our City through advocacy and development, safe and accessible transport modes with a focus on improving bike and walking paths and through services that ensure community health, safety and amenity throughout the City.



Lili Rosic

General Manager

Lili commenced as General Manager of Place, Strategy and Development in August 2018, after acting as General Manager from April 2018.

Lili's key strengths include facilitative leadership, political acumen, and expertise in strategic policy development. Committed to working with her teams to create a culture of inspirational and excellent customer service, Lili is passionate about positive and productive dialogue that involves all key stakeholders to ensure we enhance the City's public spaces, transport options, liveability and resilience to climate change.

She holds an MBA and is a graduate of the Australian Institute of Company Directors.

Customer, Operations and Infrastructure

The Customer, Operations and Infrastructure division provides technology, asset management, infrastructure management and maintenance, project delivery, financial and customer service leadership and support to the organisation.



Chris Carroll

General Manager

Chris joined 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 leadership roles for Auckland Council and the former Auckland City Council and played a key role in the implementation of the Auckland local government reforms.

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, property and asset management, change leadership, and business transformation and improvement.

Community Wellbeing and Inclusion

The Community Wellbeing and Inclusion division is responsible for delivering high quality services and programs that improve the lives of all who live, work, learn and play in our City. The division has a special responsibility to ensure that everyone is able to enjoy the benefits of all that the City offers, especially those who face barriers.



Tony Keenan

General Manager

Tony commenced as General Manager in October 2018. Tony has extensive leadership experience having held several Chief Executive roles in the community sector. He has broad experience in public policy having served in numerous senior advisory roles for governments. Tony has an Executive Masters - Public Administration from the Australian and New Zealand School of Government and was awarded a Harkness Fellowship in Public Policy which he undertook at University of California, San Francisco.

Our people

A multitude of services are delivered in our community by the 911 people employed at the Port Phillip Council.

Staff profile (by banding)

	Full time equivalent									
	Band 1	Band 2	Band 3	Band 4	Band 5	Band 6	Band 7	Band 8	All other	Total
Permanent full time										
Female	0.00	0.00	16.00	28.00	61.00	58.00	49.4	30.00	30	272.40
Male	1.00	28.00	21.00	22.00	28.00	48.00	48.00	43.00	29	268.00
Permanent part time										
Female	1.56	0.00	19.57	26.98	19.31	17.33	28.05	3.98	2.2	118.98
Male	5.07	0.00	8.03	10.42	2.98	5.24	2.4	0.00	0.8	34.94
Casual										
Female	0.06	0.00	0.21	0.48	0.06	0.03	0.33	0.03	0.00	1.20
Male	0.00	0.00	0.12	0.12	0	0.03	0.03	0.00	0.00	0.30
Total	7.69	28.00	64.93	88.00	111.35	128.63	128.21	77.01	62.00	695.82

Staff profile (by division)

	Full time equivalent					
	CEO	City Growth and Organisational Capability	Development, Transport and City Amenity	Community Wellbeing and Inclusion	Customer, Operations and Infrastructure	Total
Permanent full time						
Female	0	61.40	46	99	66	272.4
Male	1	30.00	69	26	142	268
Permanent part time						
Female	0	16.36	9.5	77.28	15.84	118.98
Male	0	4.1	7.42	19.02	4.4	34.94
Casual						
Female	0	0.03	0.39	0.6	0.18	1.2
Male	0	0.06	0.03	0.21	0.00	0.3
Total	1	111.95	132.34	222.11	228.42	695.82

Note

- Temporary staff total of 51.61 FTE not included in table above
- Casual FTE is calculated on an estimate of 2 hours per pay cycle
- Fixed Term senior officers (SO) employees are considered Permanent for reporting purposes

Supporting our People during COVID-19

In response to the COVID-19 pandemic and government restrictions many parts of our business moved to remote working. This required the organisation to adapt to new ways of working, communicating, collaborating, new technologies and different ways of managing teams.

Our focus has been on supporting and ensuring the health, wellbeing and effectiveness of our people to adapt to these changes which has included:

- delivery of a series of virtual workshops and webinars on employee wellbeing, dealing with change and ambiguity, setting up your workstation at home, maintaining physical health, practices to support good mental health and connecting with others
- running development sessions for our leaders on Creating Psychologically Safe and Thriving Workplaces
- supporting our people in a return to the workplace through a staged approach ensuring COVID safe plans and practices were in place
- conducting an employee Wellbeing pulse survey to understand how our people were faring and identify additional actions that may be required.

Employee Assistance Program

Our Employee Assistance Program (EAP) helps staff to meet the challenges and demands of their personal and work lives. This professional and confidential service provides employees and their immediate families with short term support for a variety of work related and personal issues.

During the COVID-19 pandemic, the CEO keenly promoted the importance of looking after mental health to all staff. Staff had ongoing access and support from a variety of resources and services provided by our EAP provider. We also engaged our provider to run various wellbeing webinars which were well received.

People and Culture Strategy 2019-2022

Our vision is to be recognised as a leading government organisation that is agile, future ready and trusted to leave our community and our people in a better place. This is the foundation of the People and Culture Strategy, which requires us to make the best use of our people's diverse talents and to provide a healthy, inclusive and enabling workplace.

The delivery of the People and Culture Strategy 2019-2022 continued to progress throughout the year with priority and focus on the initiatives that would most enable our people to work through the impacts of COVID-19, as well as to meet the changes introduced by the Local Government Act and Gender Equality Act 2020 legislative requirements

Our People and Culture Strategy 2019-2022 contains four themes and associated actions that are key to achieving our aspiration.

Theme 1: Our People

- We are an employer of choice that attracts and retains the right people.
- We manage performance well and our people are committed to learning and growth.
- We successfully plan for and manage change.

Theme 2: Our Culture

- We have an aligned and engaged workforce that lives our values.
- We are a diverse, inclusive and socially responsible organisation.

Theme 3: Our Leadership and Teamwork

- We have constructive, adaptive and resilient leadership.
- We have well led, agile, purposeful and effective teams.

Theme 4: Our Workplace and Operating Environment

- We have safe, healthy and productive workplaces.
- We provide the right tools, equipment and support for people to do their jobs.

Initiatives, measures and targets have been developed for each theme.

Flexible Work

We recognise that flexibility is an essential part of a diverse, adaptive and high-performing workforce. This year we developed a Flexible Work Policy in consultation with staff and key stakeholders that provides a range of flexible working arrangements, supporting and empowering all staff to successfully manage work and life commitments.

Learn. Develop. Grow.

Investing in our people capability is fundamental. In 2020/21 staff attended multiple training courses offered through our Corporate Training Calendar, with a total of 2,589 attendances across 139 courses. The training was delivered across several platforms including a concentrated shift to online learning in response to the COVID-19 pandemic.

We also expanded our Learning Management System (MyPath) to include two new online e-learning Modules for Health and Safety Induction as well as Fraud Corruption Awareness and Prevention. The Customer Experience Transformation program continued to be a key focus this year and was supported by training to ensure people were able to perform their roles in the new systems. A total 94 programs were run in the form of eLearn modules, online interactive learning and drop-in sessions.

Study assistance is available to staff undertaking accredited courses related to their current work or local government careers. In 2020/21, 21 staff members took advantage of this program, using 549.77 hours of study leave.

Leadership Development Program

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

- Executive Leadership Team development
- ongoing team development for members of the Leadership Network, consisting of our Executive Leadership Team and managers
- individual coaching for senior staff
- Local Government Professionals (LGPro) professional development programs including the LGPro Management Challenge.

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, 200 staff members completed eLearning modules on either Anti-Bullying and Harassment or Equal Opportunity for Managers and Supervisors since July 2020.

Community focus

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

Initiatives included:

- Give as You Earn donations to charity of choice via payroll deduction with over \$3,700 monies donated
- Blood donation drives with over 80 individual staff donations made
- The Secret Santa Appeal which raised \$2,500 (approx.) and purchased supermarket vouchers for distribution by the Family, Youth and Children department
- Donations were made to four local charities supporting the community from funds that would have been used for the Employee Annual event.

We are also in the process of piloting a Corporate Volunteer program. Initial focus will be on working with local charities distributing food and other essential items to people facing hardship or isolation.

Occupational health and safety

We remain committed to providing a safe and healthy working environment for all employees, visitors, contractors, subcontractors, volunteers and the public. We recognise the importance of a strong workplace culture and have continued to enhance the three focus areas.

Each focus area is interrelated and throughout 2020/21 we made good progress in the growth of our maturity.



Leadership



Systemic approach



Experience

Leadership

We acknowledge that positive culture commences with leadership in safety.

Our leaders have been supported in the implementation of the new safety management system with education and change management sessions.

'Safety shares' as the first agenda item on all team meetings has continued to keep safety messages front of mind. Throughout the pandemic, leadership in supporting our people to effectively undertake work in ever changing environments has been a focus. Leaders were provided resources to assist in recognising and supporting their teams.

Systemic approach

City of Port Phillip's systemic approach to addressing occupational health and safety is via our focus on communication and consultation, reporting, investigating incidents and enhanced trend analysis which have informed the next annual safety plan priorities to effectively manage our key risks.

These key risks include managing challenging interactions, manual handling, safe use of plant and equipment, and contractor safety management. Emergency management was implemented alongside several procedures and guides for specific safety risks. In addition, support for our employees' wellbeing and mental health and embedding the safety management system continues to be a focus.

Experience

During the year we strongly emphasised the importance of delivering a positive experience for all. During 2020/21 we delivered:

- monthly reporting of all incidents and trends and including our return to work management
- progress reports against our target Total Injury Frequency Rate (TIFR)
- all serious incidents were investigated to identify remedial actions to prevent the incident from reoccurring and identify if there are any systemic factors that can be addressed. Regular consultation with Health and Safety Representatives and

the frequency of Health and Safety Committee meetings was increased throughout lockdown to enhance staff support and communication

- communication, guidance and employee wellbeing support for people including vulnerable workers throughout lockdowns and impacts of COVID-19
- wellbeing check-ins and maintaining team connection were encouraged
- mental health initiatives including participation in RUOK Day and provision of wellbeing webinars
- COVIDSafe Plans and risk assessments to support the ever-changing restrictions and service delivery challenges
- visibility of safety with workplace inspections, leader wellbeing check-ins with staff and safety shares
- all staff were provided the opportunity to receive the flu vaccine.

Construction of DDA
compliant facilities at VegOut
Community Gardens began
in 2021.



6

Statutory statements

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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 2020/21 the application fee for a request was \$29.60.

For more information about Freedom of Information, including a request form, visit portphillip.vic.gov.au

Principal Officer: Peter Smith, CEO

Details of Freedom of Information (FOI) requests 2020/21

Total number of FOI requests received	47
Total number of valid requests (including nine requests received in the previous financial year still under consideration)	45
Number of requests where access was granted in full	11
Number of requests where access was granted in part	18
Number of requests where access was denied in full	4
Number of requests where no documentation was found	2
Number of requests not proceeded with	13
Number of valid requests still under consideration at 30 June 2021	6
Number of appeals lodged with the FOI Commissioner	2
Total application fees collected	\$1,184.00
Total application fees waived	\$177.60

Public Interest Disclosure Act (formerly Protected Disclosure)

The **Public Interest 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.

City of Port Phillip is committed to the aims and objectives of the **Public Interest 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. City of Port Phillip will take all reasonable steps to protect people who make such disclosures from any detrimental action in reprisal for making the disclosure.

More information on Public Interest Disclosures, including procedures for making a disclosure under the Act, is available on our website.

There were no disclosures notified to the Independent Broad-based Anti-Corruption Commission under section 21(2) of the Act during the 2020/21 financial year.

Privacy and Data Protection Act

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.

The objective of the policy is to ensure the responsible collection and handling of individuals' personal and health information. The policy explains the 10 Information Privacy Principles, and how Council adheres to these principles.

Contracts

During the year Council had no instances whereby it engaged a contractor in excess of \$150,000 including GST for goods and services and \$200,000 including GST for works without first conducting a competitive tendering process. In order to mitigate the risk of a breach in Section 186 of the **Local Government Act** detailed monthly vendor expenditure reports are distributed to all departments and an ongoing procurement training program is maintained.

Domestic Animal Management Plan

Under the Domestic Animals Act 1994, Council is required to have a four-year Domestic Animal Management Plan (DAMP). In 2017 Council undertook development and public consultation on a new Domestic Animal Management Plan 2017/21, endorsed by Council on 15 November 2017.

In 2020/21 the following activities were undertaken to promote and ensure responsible pet ownership and pet welfare:

- Council continued promotion of the 'Barking Dog Management Kit' to assist residents in addressing barking dogs with their neighbours
- Continued our focus on proactive patrols throughout the year at our foreshore, reserves and other public areas
- Annual communication plan with an educational social media action plan to educate dog owners in community groups
- Regular reviews of the microchip database with Council's records were completed
- Conducted regular meetings to strengthen our partnership with the Lost Dogs Home to work on enhancing services to help owners reunite with their pets, promote adoption of animals and reduce euthanasia rates across Council in accordance with Actions 29, 30 and 40 of the DAMP
- Installed new signage along the foreshore in accordance with Actions 11 and 22 of the DAMP to increase the Summer Amenity Program's focus on off-leash restrictions
- Development of the new DAMP 2022-25 and community consultation.

Our focus in 2021/22 will be to:

- amend Council's order 26 relating to off leash requirements
- support Council's construction of a dog agility park in Elwood
- continue our focus on patrolling our foreshore, parks and reserves
- increase temporary signage on our foreshore throughout summer
- implement our communication plan with a key focus on social media and our website
- complete our new DAMP 2022-25 to be adopted by Council in November 2021.

Carers Recognition Act

City of Port Phillip acknowledges the important contribution of carers in our community. The **Victorian Carers Recognition Act 2012** defines a care relationship as being above what a relationship would typically involve.

The 2018 Census collected by Australian Bureau of Statistics shows that 8.9 per cent of the population of City of Port Phillip identify as either a primary or non-primary carer. Carers Victoria tells us that many informal carers do not see themselves as a "carer", seven out of 10 carers are female, and the average age of a carer in Victoria is 54 years.

In recognising carers within the Council workforce, carers are reflected in the Organisation's Enterprise Agreement and Leave Policy, strengthened by the Australian Government Fair Work Act 2009 and Carers Act 2010.

Over recent years, much change has occurred in the aged care and disability service sectors resulting in Council considering different ways to respond to the Act. In 2020/21 Council activities were supported through the Council Plan 2017 Strategic Direction One: We Embrace Difference and People Belong. Some of these activities are outlined below:

Information provision

- On 11 September 2020 Council launched our own Carer Information Hub as a local resource tool for carers. As of June 2021, there have been 576 total page views.
- For resources specific to families, youth and children, Council updated the language used on an existing page "Children with additional needs" to "Disability support for families and carers". Throughout the 2020/21 year this page received 2,571 total page views.

Raising awareness

- During National Carers Week in October 2020, Council celebrated and thanked local Carers through social media, via our Facebook page. On 16 October Council reposted the Carers Victoria Facebook post, raising the awareness in our community of the valuable work of informal carers. The post reached 1,247 people and received 32 engagements including link clicks, reactions, comments and shares. The reach of this post is comparable to engagement achieved for other topics posted on Council's social media.

- In 2021 Council partnered with Carers Victoria to develop a pilot training program for Council Officers to increase their understanding of the unique carer experience and how their role might respond to the care relationship principles of the legislation. From this training Council Officers who participated recognised opportunities and commenced implementation to improve Council's response to our carers as customers.

Carer participation

- Council continued to maintain relationships with local carer support groups and services, including Alfred Carers, Jewish Spectrum Services, the Inner South Family and Friends group, MIND and the Borderline Personality Disorder Community group. The relationship of mutual exchange of information between Council and local NDIS provider the Brotherhood of St Laurence continues to strengthen.
- Council acknowledges the Victorian Carer Card program and the concessions attached to it, through offering a concession rate for card holders for their pet registration and for ticketed events run through Council. One such example is with the 2021 hybrid format of the St Kilda Film Festival. The live event ticketing process allowed patrons to note they were bringing a carer. Those patrons were provided with a free ticket for their allocated carer. These discounts can have a significant impact through recognising and valuing the contribution of carers.

Carer involvement in service provision

Council services have continually adapted in response to changing government restrictions with the COVID-19 pandemic, creating a challenging environment for both clients and carers. Some examples of Council's activities include:

- Children and Family Services and community managed centres continue to have access to a Lead Family Worker. Throughout the pandemic, promotion of this service increased, tailoring support for carers and other vulnerable families to access support and resources. Families are made aware of this Council-funded service via posters in centres, newsletters and when information is posted to families regarding other service news
- In December 2020 Council implemented a planned transition of the Fog Theatre and SPARC Theatre programs to a specialist provider. These programs are respite programs for carers and focus on arts and cultural participation and inclusion for people with disability. Feedback was sought from group members and their support networks to develop the transition plan which guided the selection of a private provider

- Council's Commonwealth Home Support Program (CHSP) provides services for eligible residents including respite services. Due to COVID-19 restrictions the delivery of this service for clients aged over 65 years has significantly reduced. Council provided 396.5 hours of respite, 44 per cent less than was provided in 2019/20. The average length of respite service was 1.25 hours for 2020/21
- Carers registered with the Social Inclusion Carer Support Group were contacted regularly via phone, in place of regular group outings.

Accessibility and disability inclusion

The City of Port Phillip Access and Inclusion Plan 2019 - 2021 is our commitment to the equitable participation and inclusion of people with disability within our community. Our vision for this three-year plan is to strengthen the Port Phillip community as a place in which people with disability feel valued and have a positive sense of belonging.

Summary of progress

A total of 44 of the 46 actions in Council's current Access and Inclusion Plan have been delivered or are on track, noting the delivery time frame or the approach has been amended for 11 actions. There are two actions related to Council's social procurement engagement that are experiencing more notable delays (actions 3.2.1 and 3.2.2). Efforts to progress these actions continue. Some highlights for the actions for the period 2020/21 are:

- Council launched its new website in August 2020 and new intranet in October 2020, with both sites meeting Web Content Accessibility Guidelines (WCAG) 2.1 AA accessibility standards. The introduction of the new Council website saw a drop of 38 per cent in accessibility issues
- Council's ongoing review work in the area of accessible parking spaces saw six spaces upgraded in the period 2020/21
- Accessibility and disability inclusion fact sheets were launched to support audiences such as arts grant applicants, and sport and recreation providers. Posted online, these fact sheets are designed to assist with promoting accessibility and disability inclusive practices

- The challenging environment caused by the COVID-19 pandemic in 2020 did not stop the community and Council from delivering on a community participation project as part of our celebration and acknowledgment of International Day of People with Disability (3 December). December 2020 saw the launch of an online participatory community creative performance video titled 'Got the Magic'
- A Carer Information Hub was launched on Council's website, detailing what services are available from Council for carers, local carer-led support groups, and key government-led resources and programs
- In early 2021, we moved to a new approach to engaging with community members interested in local access and inclusion topics. Previously, information was sent to interested community members who had completed a membership form to be part of the City of Port Phillip Access Network (CoPPAN). Our new way of communicating is now via the Accessibility and Disability Inclusion webpage with fresh content posted when available. This means that the information is available to all in the community. In addition, there is an option to subscribe to a distribution list for people who are interested in receiving notifications about key information posted on the webpage
- The 2021 St Kilda Film Festival website contained accessibility information for the various event venues. In addition, the majority of films featured in this year's program (approximately 70 per cent) were made available online with closed captioning
- Progress has been made to increase the accessibility of footpaths across the municipality with the 2020/21 footpath program nearing completion. Renewal/resurfacing of footpaths has been undertaken at numerous sites across the municipality to improve their condition
- Upgrade works to bring public toilets up to current compliance standards, included; VegOut completed in August 2020, Gasworks in October 2020, and Albert Park Library in January 2021. All toilets are currently open and operational.

Council maintains a comprehensive implementation plan for the Access and Inclusion Plan. Community members are welcome to contact City of Port Phillip's Access and Inclusion Planner to enquire about the status of actions in the plan. An interim status report for all actions for the period 2019 to June 2021 is also available to the community. More information on Council's activities in relation to accessibility and disability inclusion can be found on our webpage Accessibility and Disability Inclusion.

Food Act Ministerial direction

In accordance with Section 7E of the **Food Act 1984**, a council is required to publish a summary of any Ministerial directions received during the financial year in its annual report. No such Ministerial directions were received by Council during the financial year.

Road Management Act Ministerial direction

Direction In accordance with Section 22 of the **Road Management Act 2004**, a council must publish a copy or summary of any Ministerial direction in its annual report. No such Ministerial directions were received by Council during the financial year.

Planning and Environment Act

In accordance with Section 46GM and 46QD of the **Planning and Environment Act 1987**, a council that is a collecting or development agency, must prepare and give a report to the Minister for Planning on infrastructure development contributions including levies and works in kind. The report must be published in a council's annual report.

For the 2020/21 year the following information about infrastructure and development contributions is disclosed.

Total DCP levies received in 2020/21

Council	City of Port Phillip
DCP name	C13 Port Melbourne DCP
Year approved	1999
Levies received	\$55,968.00

DCP land, works, services or facilities accepted as works-in-kind in 2020/21

Council	Nil
DCP name	C13 Port Melbourne DCP
Year approved	1999
Project value	\$0.00

Total DCP contributions received and expended to date

(for DCPs approved after 1 June 2016)

DCP name and year approved	C13 Port Melbourne DCP 1999
Total levies received	\$0.00
Total levies expended	\$0.00
Total works in kind accepted	\$0.00
Total DCP contributions received (levies and works in kind)	\$0.00

Land, works, services or facilities delivered in 2020-21 financial year from DCP levies collected

Project description	Greening Port Phillip further funding for Graham Street and other greening project in the DCP area
Project ID	80757
DCP name and year approved	C13 Port Melbourne DCP 1999
DCP fund expended \$	\$138,463.00
Works-in-kind accepted \$	\$0.00
Council's contribution \$	\$63,136.97
Other contributions \$	\$0.00
Total project expenditure \$	\$201,599.97
Percentage of item delivered	100 %
Total project expenditure	\$130,267.00

National Competition Policy

Council has an obligation to comply with requirements of competitive neutrality policy when it is operating a significant business. Competitive neutrality policy requires us to implement competitively neutral measures to mitigate any net advantage over our private competitors arising from government ownership or demonstrate that restricting competition is in the public interest.

Child Safe Standards

We are a committed child safe organisation that has zero tolerance for child abuse.

We work on a continuous improvement model that ensures we actively review and improve our policies and procedures.

We have also obtained feedback from Council's external Audit and Risk Committee through regular reporting and workshops.

Council is meeting the legislative obligations and, more importantly, delivering on our commitment to children and young people living, learning and playing in Port Phillip that they all have the right to feel and be safe.

Key Child Safety achievements during 2020/21 include:

- collaborating across the organisation to ensure best practice recruitment and training practices are in place for staff, volunteers and contractors
- body safety and consent training provided to further advance and embed child safety across all children's and young people's programs Council provides
- ensuring services that pivoted to digital platforms during COVID-19 remained accessible and child safe to families, children and young people by ensuring safe and secure online platforms and guidelines.

Council's work to date to implement the Victorian Child Safe Standards will support a smooth transition to the new Child Safe Standards which come into effect on 1 July 2022.

Best value report

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

In 2020/21, we continued to focus on delivering improvement initiatives to complement our Customer Experience (CX) program. In addition, a culture and capability program was implemented which included introduction of a Customer Charter, improved complaints management and a support and training program for staff to learn our new systems and uplift their interactions with our customers.

In response to the changing needs of our community and leveraging our uplift in staff capability, we have been able to improve access and delivery of services. Some examples of these were:

- Implementation of online Rates Hardship form
- Improvements to the Child Safe Complaint Reportable Conduct Process
- Forms Improvement Project (improved manual forms and implement online forms)
- Community Facilities Bookings moved online.

These initiatives as well as other projects to improve services has reduced the time the community waits for our services by over 5,000 days during 2020/21.

At the same time, we created internal efficiencies that will result in over 20,000 hours of staff time savings by: digitising internal paper forms and workflows for internal helpdesks; process improvements; implementing a pilot system for rostering of library staff and efficiencies related to the upgrade of our phone system. This freed up time was redirected to more value-adding tasks.

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.

The Local Government Act 1989 details six Best Value principles:

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

Governance and management checklist

This checklist increases transparent reporting and is prescribed under the **Local Government Act 2020** (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.

Community engagement policy	Adopted in accordance with section 55 of the Act	✗
Outlines Council's commitment to engaging with the community on matters of public interest	<p>Date of adoption: 17 February 2021</p> <p>Our commitment to community engagement is outlined in the Council Plan 2021-31. Our Community Engagement Policy outlines our promise to ensure our community has opportunities to have a say on matters that impact or interest them and to participate in Council's decision-making process. The policy is supported by an internal Communications and Engagement Framework that outlines an organisation-wide approach to the development of communication and engagement strategies.</p>	
Community engagement guidelines	Guidelines (online toolkit) Community engagement guidelines are available to staff via Council's staff intranet, to assist with planning and delivery of engagement programs.	✓
Assists staff to determine when and how to engage with the community	<p>Date of operation of current guidelines: 20 March 2012</p> <p>Reviewed biannually</p>	
Financial Plan	Adopted in accordance with Section 91 of the Act	✓
Outlines the financial and non-financial resources required for at least the next 10 financial years	Date of adoption: 23 June 2021 as part of the Council Plan 2021-31	
Annual Budget	Adopted in accordance with Section 130 of the Act	✓
Sets out the services to be provided and initiatives to be undertaken over the next 12 months, and the funding and other resources required	Date of adoption: 23 June 2021 as part of the Council Plan 2021-31	
Asset Management plans	Plans	✓
Sets out the asset maintenance and renewal needs for key infrastructure asset classes for at least the next 10 years	Date of operation: 26 June 2017	
Revenue and Rating Plan	Plan	✓
Sets out the rating structure of Council to levy rates and charges	Date of operation of current policy: 7 June 2017	
Risk Policy	Policy	✓
Outlines Council's commitment and approach to minimising the risks to Council's operations	Date of operation of current policy: 7 June 2017	
Fraud and Corruption Awareness Policy	Policy	✓
Outlines Council's commitment and approach to minimising the risk of fraud	Date of operation of current policy: 20 May 2020	

Municipal Emergency Management Plan	Prepared and maintained in accordance with Section 20 of the Emergency Management Act 1986	✓
Plan under Section 20 of the Emergency Management Act 1986 for emergency prevention, response and recovery	Date of preparation: 24 May 2019	
Procurement Policy	Prepared and approved in accordance with section 108 of the Local Government Act 1989	✓
Policy under Section 108 of the Local Government Act 1989 outlining the matters, practices and procedures that will apply to purchases of all goods, services and works	Date of adoption: 1 June 2020 Work has commenced to comply with requirements of Local Government Act 2020	
Business Continuity Plan	Plan	✓
Sets out the actions that will be taken to ensure that key services continue to operate in the event of a disaster	Date of operation of current plan: 28 January 2020	
Disaster Recovery Plan	Plan	✓
Sets out the actions that will be undertaken to recover and restore business capability in the event of a disaster	Date of operation of current plan: 11 May 2018	
Risk Management Framework	Framework	✓
Outlines Council's approach to managing risks to Council's operations	Date of operation of current framework: 9 July 2018	
Audit and Risk Committee	Established in accordance with Section 139 of the Act	✓
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	Date of establishment: 19 December 1995 The Charter is reviewed each year and was last adopted by Council 5 August 2020. Council is scheduled to adopt the most recently updated Charter in September 2021.	
Internal audit	Engaged	✓
Independent accounting professionals engaged by Council to provide analysis and recommendations aimed at improving Council's governance, risk and management controls	Date of engagement of current provider: 18 April 2019 The internal audit and core assurance services provider is initially appointed for a three-year term. A rolling annual audit plan is developed each year in conjunction with the Audit & Risk Committee and the Strategic Risk & Internal Audit Committee.	
Performance Reporting Framework	Framework	✓
Indicators measuring financial and non-financial performance, including the performance indicators referred to in Section 131 of the Act	Date of operation of current framework: 26 February 2020	
Council Plan reporting	Reports	✓
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	Date reports presented: 17 February 2021, 15 September 2020	

Financial reporting	Statements presented to Council in accordance with Section 138(1) of the Act	✓
Quarterly statements to Council under section 138 of the Act comparing budgeted revenue and expenditure with actual revenue and expenditure	Dates statements presented: 2 December 2020, 17 February and 5 May 2021	
Risk reporting	Reports	✓
Six-monthly reports of strategic risks to Council's operations, their likelihood and consequences of occurring, and risk minimisation strategies	Date of reports: 1 November 2019, 1 May 2020, 1 November 2020, 22 April 2021	
Performance reporting	Reports	✓
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	Date of reports: 17 February 2021, 15 September 2021	
Annual Report	Considered at an Ordinary meeting of Council in accordance with Section 134 of the Act	✓
Annual Report under sections 131, 132 and 133 of the Act to the community containing a report of operations and audited financial performance statements	Date of consideration: 18 November 2020	
Councillor Code of Conduct	Adopted in accordance with Section 139 of the Act	✓
Code under Section 139 of the Act setting out the conduct principles and dispute resolution processes to be followed by Councillors	Date adopted: 17 February 2021	
Delegations	Reviewed in accordance with Section 11 of the Act	✓
Sets out the powers, duties and functions of Council and the Chief Executive Officer that have been delegated to members of staff	Under the transition from the Local Government Act 1989 to the Local Government Act 2020 Council was required to review and make new delegations. Council made the following delegations in 2020/21: <ul style="list-style-type: none"> • Council delegations to CEO • Council delegations to staff • Council delegation to the Planning Committee • Council delegation to IMAP Committee (revoked) • CEO delegations to staff (various). 	
Governance Rules	Governance Rules adopted in accordance with Section 60(1) of the Act	✓
Governance Rules for the conduct of meetings of Council and special committees, and other matters prescribed by the Act	Date Governance Rules made: 19 August 2020	

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



Councillor Louise Crawford

Mayor

City of Port Phillip

20 September 2021

St Kilda



Peter Smith

Chief Executive Officer

11 September 2021

St Kilda

Public document

Council has a Public Transparency Policy which supports Council in its ongoing drive for good governance and the importance of open and accountable conduct and how council information is to be made publicly available.

The public transparency policy is a statutory document required under the **Local Government Act 2020**, which must:

- a) give effect to the public transparency principles
- b) describe the ways in which Council information is to be made publicly available
- c) specify which Council information must be publicly available, including all policies, plans and reports required under this Act or any other Act.

Council information will be made available:

- Council website
<http://www.portphillip.vic.gov.au>
- Open Data www.data.gov.au
- at Council offices
- or by request.

Members of the public can make different kinds of information requests to Council (e.g. informal requests for documents and information or formal FOI requests). Council will respond to requests for information in alignment with:

- the Act including the Public Transparency Principles, and this policy
- Part II statement made under the **Freedom of Information Act 1982**.



Development and community consultation for the new Domestic Animal Management Plan 2022-25 (DAMP) began in 2021

7

Financial Report

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Understanding the Financial Report

The Financial Report includes a General Purpose Financial Report and a Performance Statement for the Port Phillip Council for the year ended 30 June 2021.

The report highlights Council's financial performance and overall position at the close of the 2020/21 financial year (30 June 2021) and is presented in accordance with Australian Accounting Standards, other authoritative pronouncements of the Australian Accounting Standards Board, Urgent Issues Group Interpretations, the **Local Government Act 2020, Local Government (Finance and Reporting) Regulations 2004** and the **Local Government (Planning and Reporting) Regulations 2020**.

Introduction

This report has been prepared to assist readers' understanding of the Financial Report and to provide a summary of the circumstances and issues that have had a significant impact on information contained within those documents.

Council is a not-for-profit organisation and a number of the generally recognised terms used in public company reports are not appropriate for Council.

As part of its commitment to accountability, the Council has developed this report to assist readers with their understanding of Council's financial information. A glossary has been included to further assist readers in understanding the Financial Report.

What is contained in the annual Financial Reports?

Council's Financial Report has two main sections: the financial statements and the accompanying notes.

There are five financial statements and 39 notes.

The five financial statements are the:

- Comprehensive Income Statement
- Balance Sheet
- Statement of Changes in Equity
- Statement of Cash Flows
- Statement of Capital Works.

The accompanying notes to the financial statements detail Council's accounting policies and the breakdown of values contained in the statements.

The Financial Report is prepared by Council staff, reviewed by the Chief Financial Officer, reviewed by the Council's Audit and Risk Committee and then presented to the Auditor-General for audit.

Comprehensive Income Statement

The Comprehensive Income Statement is sometimes referred to as a 'Profit and Loss Statement' and presents:

- the sources of Council's **Income** under various income headings
- the **Expenses** incurred in running the Council during the year
- The **Other Comprehensive Income**, which typically includes non-cash items such as revaluation adjustments.

The key figure to look at is the surplus or (deficit) of Council for the year. This reflects Council's financial performance. The comprehensive surplus or (deficit) is equal to the movement in Council's net assets or total equity from the prior year. A positive result (no brackets) means that the revenue for the year is greater than the year's expenses.

Balance Sheet

The Balance Sheet is a one page summary, presenting a snapshot of the financial position of Council as at 30 June. It shows what Council controls as Assets and what it owes as Liabilities. The 'bottom line' of this Statement is the Net Assets. This is the net value of Council, which has been built up over many years.

The assets and liabilities are separated into current and non-current. Current assets are realisable or convertible to cash within the next 12 months, while current liabilities are those which Council must pay or settle within the next 12 months.

The components of the Balance Sheet are described here.

Current and non-current assets

- **Cash and cash equivalents** includes cash and investments - that is, cash on hand, cash held in the bank, and cash investments maturing within three months
- **Trade and other receivables** are monies owed to Council for rates, parking, fines, GST refunds, home support, and other services provided by Council
- **Other financial assets** reference the value of Council's longer term financial investments (maturity greater than three months), such as bank bills, term deposits and floating rate notes, as well as the value of shares that Council holds
- **Other assets** represents income due to Council, but not yet paid or billed, and prepayments which are expenses that have been paid in advance by Council

- **Investments in associates and joint ventures** includes Council's portion of post-acquisition profits or losses of arrangements in which they have either significant influence or joint control
- **Property, infrastructure, plant and equipment** are the largest components of Council's worth and represent the current value of land, buildings, roads, drainage, and equipment which have been purchased by, or contributed to, Council over many years. It also includes those assets which Council does not own, but has significant control over, and responsibility for, such as foreshore pavilions, parks and Crown land, and leased vehicles
- **Right of use assets** are items Council has an exclusive right to use for the duration of a contract or lease period.

Current and non-current liabilities

- **Trade and other payables** are suppliers to whom Council owes money as at 30 June
- **Trust funds and deposits** represent monies held in trust or deposits received and held by Council
- **Provisions** include long service and annual leave entitlements owing to employees at the end of the financial year
- **Interest bearing loans and borrowings** are the borrowings taken out by Council
- **Lease liabilities** are the amounts payable by Council under contract or lease terms for the right of use assets.

Net assets

This term is used to describe the difference between the value of total assets and the value of total liabilities. It represents the net value of Council as at 30 June. The net value of Council is also synonymous with total equity.

Total equity

Total equity always equals net assets. The components of equity include:

- **Accumulated surplus** - the profit or loss results of all financial years totalled and carried forward
- **Reserves** comprise asset revaluation reserves, which are the difference between the previously recorded value of assets and their current valuations; and general reserves, which are allocations from the accumulated surplus for specific projects.

Statement of changes in equity

During the course of the year the value of total equity, as set out in the Balance Sheet, changes. This statement shows the values of such changes and how these changes arose.

The main reasons for changes in equity stem from:

- the 'profit or loss' from operations, as described in the Statement of Comprehensive Income
- transfers to and from Council's reserves
- revaluation of assets.

Statement of cash flows

The Statement of Cash Flows summarises Council's cash payments and cash receipts for the year. The values differ from those shown in the Statement of Comprehensive Income due to the requirement to include GST (which is not a cost to Council as it is recovered from the ATO), and because it is prepared on a cash basis not an accrual basis.

Cash in this statement refers to bank deposits and other forms of highly liquid investments maturing within three months that can readily be converted to cash.

This statement provides the reader with an indication of Council's liquidity and its capacity to pay its debts and other liabilities. It also reflects Council's ability to fulfil its ongoing operating payment obligations, investment in community assets and ongoing financing transactions.

Council's cash arises from, and is used in, three main areas:

Operating activities

- **Receipts:** All cash received into Council's bank account from ratepayers and others who owed money to Council. Receipts also include the interest earnings from Council's cash investments
- **Payments:** all cash paid by Council from its bank account to staff, creditors and other persons. It does not include the costs associated with the creation of assets.

Investing activities

- Relates to payments for assets such as building improvements, footpaths and road renewals and other long term revenue-producing assets and the cash received from the sale of these assets. It also shows the movement in investments.

Financing activities

- This is where the receipt and repayment of borrowed funds are recorded.

Statement of Capital Works

The Statement of Capital Works expands on the payments Council has made for property, infrastructure, plant and equipment identified in the Statement of Cash Flow. It is prepared on a cash basis, not an accrual basis.

Council's capital works occurs in three main areas:

- **Property** relates to land and buildings. Improvements to existing assets are separately identified and heritage buildings are separated from other buildings
- **Plant and Equipment** comprises fixtures, fittings and furniture, computers and telecommunications, library books, heritage plant and equipment and other plant, machinery and equipment
- **Infrastructure** includes roads, bridges, footpaths and cycleways, drainage, recreational, leisure and community facilities, waste management, parks, open space and streetscapes, and off-street car parks.

Council's total capital works payments for the year is then also categorised into new, renewed, expanded or upgraded asset expenditure.

This statement reflects Council's investment in a broad spectrum of community assets. It also demonstrates whether the expenditure was made for new assets or modifications to existing assets.

Notes to the accounts

The notes are a very important and informative section of the report. They enable the reader to understand the basis upon which the values shown in the statements are established and are necessary to provide details of Council's accounting policies.

In addition to providing details of accounting policies, the notes also explain many of the summary figures contained in the statements. The note cross references are shown beside the relevant items in the Statement of Comprehensive Income, Balance Sheet, Statement of Changes in Equity, Statement of Cash Flows and the Statement of Capital Works.

Where Council wishes to disclose other information that cannot be incorporated into the statements, then this is shown in the notes.

Notes are grouped into the following categories:

- Performance against budget
- Analysis of Council results by program
- Funding for delivery of our services
- The cost of delivering services
- Our financial position
- Assets we manage
- People and relationships
- Managing uncertainties
- Other matters
- Change in accounting policy.

The notes should be read together with the other parts of the financial statements to get a clear picture of the accounts.

Performance Statement

The Performance Statement reports sustainable capacity performance, service performance and financial performance including forecast results for the next four years from the Strategic Resource Plan. It also includes a description of the municipal district, including its size, location and population, and has been prepared in accordance with the **Local Government Act 2020** and the **Local Government (Planning and Reporting) Regulations 2020**.

Statements by Principal Accounting Officer and Councillors

The Certification by the Principal Accounting Officer is a statement made by the person responsible for the financial management of the council that, in his opinion, the financial statements have met all the statutory and professional reporting requirements.

The certification by Councillors and the Chief Executive Officer is a statement made on behalf of the council that, in their opinion, the financial statements are fair and not misleading.

Auditor General's Report

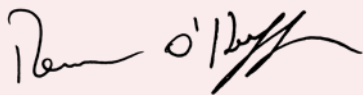
The Independent Audit Report is the external and independent opinion on the financial statements. The audit opinion confirms that the financial statements fairly present the results in all material respects of the council and comply with the statutory reporting requirements of the **Local Government Act 2020** and the **Local Government (Planning and Reporting) Regulations 2020**. A separate Independent Audit report is also provided on the Performance Statement, which confirms that it fairly presents in all material aspects the Council's performance in accordance with the statutory requirements of the **Local Government Act 2020** and the **Local Government (Planning and Reporting) Regulations 2020**.

Financial statements

For year ended 30 June 2021

Certification of the Financial Report

In my opinion the accompanying financial statements have been prepared in accordance with the **Local Government Act 1989**, the **Local Government (Planning and Reporting) Regulations 2014**, Australian Accounting Standards and other mandatory professional reporting requirements.



Dennis O'Keeffe CA
Principal Accounting Officer

20 September 2021
St Kilda

In our opinion, the accompanying financial report presents fairly the financial transactions of the City of Port Phillip for the year ended 30 June 2021 and the financial position of the Council as at that date.

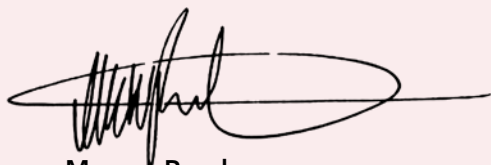
As at the date of signing, we are not aware of any circumstances which would render any particulars in the financial report to be misleading or inaccurate.

We have been authorised by the Council and by the **Local Government (Planning and Reporting) Regulations 2014** to certify the financial statements in their final form.



Louise Crawford
Mayor and Councillor
City of Port Phillip

20 September 2021
St Kilda



Marcus Pearl
Deputy Mayor and Councillor

20 September 2021
St Kilda



Peter Smith
Chief Executive Officer

20 September 2021
St Kilda



Victorian Auditor-General's Office

Independent Auditor's Report

To the Councillors of City of Port Phillip

Opinion	<p>I have audited the financial report of City of Port Phillip (the council) which comprises the:</p> <ul style="list-style-type: none"> balance sheet as at 30 June 2021 comprehensive income statement for the year then ended statement of changes in equity for the year then ended statement of cash flows for the year then ended statement of capital works for the year then ended notes to the financial statements, including significant accounting policies certification of the financial statements. <p>In my opinion the financial report presents fairly, in all material respects, the financial position of the council as at 30 June 2021 and their financial performance and cash flows for the year then ended in accordance with the financial reporting requirements of Part 6 of the <i>Local Government Act 1989</i> and applicable Australian Accounting Standards.</p>
Basis for Opinion	<p>I have conducted my audit in accordance with the <i>Audit Act 1994</i> which incorporates the Australian Auditing Standards. I further describe my responsibilities under that Act and those standards in the <i>Auditor's Responsibilities for the Audit of the Financial Report</i> section of my report.</p> <p>My independence is established by the <i>Constitution Act 1975</i>. My staff and I are independent of the council in accordance with the ethical requirements of the Accounting Professional and Ethical Standards Board's <i>APES 110 Code of Ethics for Professional Accountants</i> (the Code) that are relevant to my audit of the financial report in Victoria. My staff and I have also fulfilled our other ethical responsibilities in accordance with the Code.</p> <p>I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.</p>
Councillors' responsibilities for the financial report	<p>The Councillors of the council are responsible for the preparation and fair presentation of the financial report in accordance with Australian Accounting Standards and the <i>Local Government Act 1989</i>, and for such internal control as the Councillors determine is necessary to enable the preparation and fair presentation of a financial report that is free from material misstatement, whether due to fraud or error.</p> <p>In preparing the financial report, the Councillors are responsible for assessing the council's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless it is inappropriate to do so.</p>

Auditor's responsibilities for the audit of the financial report

As required by the *Audit Act 1994*, my responsibility is to express an opinion on the financial report based on the audit. My objectives for the audit are to obtain reasonable assurance about whether the financial report as a whole is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with the Australian Auditing Standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of this financial report.

As part of an audit in accordance with the Australian Auditing Standards, I exercise professional judgement and maintain professional scepticism throughout the audit. I also:

- identify and assess the risks of material misstatement of the financial report, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the council's internal control
- evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Councillors
- conclude on the appropriateness of the Councillors' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the council's ability to continue as a going concern. If I conclude that a material uncertainty exists, I am required to draw attention in my auditor's report to the related disclosures in the financial report or, if such disclosures are inadequate, to modify my opinion. My conclusions are based on the audit evidence obtained up to the date of my auditor's report. However, future events or conditions may cause the council to cease to continue as a going concern.
- evaluate the overall presentation, structure and content of the financial report, including the disclosures, and whether the financial report represents the underlying transactions and events in a manner that achieves fair presentation.

I communicate with the Councillors regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that I identify during my audit.



Sanchu Chummar

as delegate for the Auditor-General of Victoria

MELBOURNE
23 September 2021



Victorian Auditor-General's Office

Independent Auditor's Report

To the Councillors of City of Port Phillip

Opinion	<p>I have audited the accompanying performance statement of City of Port Phillip (the council) which comprises the:</p> <ul style="list-style-type: none"> • description of the municipality for the year ended 30 June 2021 • sustainable capacity indicators for the year ended 30 June 2021 • service performance indicators for the year ended 30 June 2021 • financial performance indicators for the year ended 30 June 2021 • basis of preparation and • certification of the performance statement. <p>In my opinion, the performance statement presents fairly, in all material respects, the performance of the council for the year ended 30 June 2021 in accordance with the performance reporting requirements of Part 6 of the <i>Local Government Act 1989</i>.</p>
Basis for Opinion	<p>I have conducted my audit in accordance with the <i>Audit Act 1994</i> which incorporates the Australian Standards on Assurance Engagements. I further describe my responsibilities under that Act and those standards in the <i>Auditor's Responsibilities for the Audit of the performance statement</i> section of my report.</p> <p>My independence is established by the <i>Constitution Act 1975</i>. I and my staff are independent of the council in accordance with the ethical requirements of the Accounting Professional and Ethical Standards Board's APES 110 <i>Code of Ethics for Professional Accountants</i> (the Code) that are relevant to my audit of the performance statement in Victoria and have also fulfilled our other ethical responsibilities in accordance with the Code.</p> <p>I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.</p>
Councillors' responsibilities for the performance statement	<p>The Councillors are responsible for the preparation and fair presentation of the performance statement in accordance with the performance reporting requirements of the <i>Local Government Act 1989</i> and for such internal control as the Councillors determines is necessary to enable the preparation and fair presentation of the statement of performance that is free from material misstatement, whether due to fraud or error.</p>
Auditor's responsibilities for the audit of the performance statement	<p>As required by the <i>Audit Act 1994</i>, my responsibility is to express an opinion on the performance statement based on the audit. My objectives for the audit are to obtain reasonable assurance about whether the performance statement as a whole is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with the Australian Standards on Assurance Engagements will always detect a material misstatement when it exists.</p>

Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the decisions of users taken on the basis of this performance statement.

As part of an audit in accordance with the Australian Standards on Assurance Engagements, I exercise professional judgement and maintain professional scepticism throughout the audit. I also:

- identify and assess the risks of material misstatement of performance statement, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the council's internal control
- evaluate the overall presentation, structure and content of the performance statement, including the disclosures, and whether performance statement represents the underlying events and results in a manner that achieves fair presentation.

I communicate with the Councillors regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that I identify during my audit.

MELBOURNE
23 September 2021



Sahchu Chummar

as delegate for the Auditor-General of Victoria

Comprehensive Income Statement

For the year ended 30 June 2021

		\$'000	
	Note	2021	2020
Income			
Rates and charges	3.1	133,663	129,017
Statutory fees and fines	3.2	16,942	19,483
User fees	3.3	31,251	37,691
Grants - operating	3.4	13,492	12,003
Grants - capital	3.4	3,860	3,249
Contributions - monetary	3.5	6,235	10,362
Contributions - non-monetary	3.5	826	40
Other income	3.7	19,509	25,028
Total income		225,778	236,873
Expenses			
Employee costs	4.1	92,895	94,675
Materials and services	4.2	77,263	84,279
Depreciation	4.3	19,525	25,799
Amortisation - Right of use assets	4.4	843	700
Bad and doubtful debts	4.5	4,545	4,636
Borrowing costs	4.6	349	349
Finance costs - Leases	4.7	77	75
Other expenses	4.8	17,599	18,318
Net loss on disposal of property, infrastructure, plant and equipment	3.6	219	1,117
Share of net losses of associates and joint ventures	6.3	37	18
Total Expenses		213,352	229,966
Surplus/(Deficit) for the year		12,426	6,907
Other comprehensive income			
Items that will not be reclassified to surplus or deficit in future periods			
Net asset revaluation increment/(decrement)	9.1	54,411	12,704
Total comprehensive result		66,837	19,611

The above comprehensive income statement should be read in conjunction with the accompanying notes.

Balance Sheet

As at 30 June 2021

	Note	2021	2020
Assets			
Current assets			
Cash and cash equivalents	5.1(a)	13,842	7,642
Trade and other receivables	5.1(c)	20,159	17,865
Other financial assets	5.1(b)	101,500	87,000
Non-current assets classified as held for sale	6.1	11,713	2,211
Other assets	5.2(a)	2,479	1,916
Total current assets		149,693	116,634
Non-current assets			
Trade and other receivables	5.1(c)	532	516
Other financial assets	5.1(b)	4,516	5
Investments in associates and joint ventures	6.3	270	307
Property, infrastructure, plant and equipment	6.2	3,239,408	3,200,370
Right-of-use assets	5.8	1,301	1,339
Total non-current assets		3,246,027	3,202,537
Total assets		3,395,720	3,319,171
Liabilities			
Current liabilities			
Trade and other payables	5.3(a), (c)	13,174	8,316
Trust funds and deposits	5.3(b)	7,374	7,949
Provisions	5.5	19,553	15,513
Interest-bearing liabilities	5.4	7,500	-
Lease liabilities	5.8	767	585
Total current liabilities		48,368	32,363
Non-current liabilities			
Provisions	5.5	2,380	3,367
Interest-bearing liabilities	5.4	-	7,500
Lease liabilities	5.8	563	789
Total non-current liabilities		2,943	11,656
Total liabilities		51,311	44,019
Net Assets		3,344,409	3,275,152
Equity			
Accumulated surplus		640,760	639,697
Reserves	9.1(b)	2,703,649	2,635,455
Total Equity		3,344,409	3,275,152

The above balance sheet should be read in conjunction with the accompanying notes.

Statement of Changes in Equity

For the year ended 30 June 2021

			\$'000		
	Notes	Total	Accumulated Surplus	Revaluation Reserve	Other Reserves
2021					
Balance at beginning of the financial year		3,275,152	639,697	2,557,780	77,675
Adjustment to opening retained earnings - asset disposal 2020*		(7,256)	(7,256)	-	-
Adjustment to opening retained earnings - asset transfer 2018**		9,676	9,676	-	-
Adjusted Opening balance		3,277,572	642,117	2,557,780	77,675
Surplus/(deficit) for the year		12,426	12,426	-	-
Net asset revaluation increment/(decrement)	9.1(a)	54,411	-	54,411	-
Transfers to other reserves	9.1(b)	-	(44,672)	-	44,672
Transfers from other reserves	9.1(b)	-	30,889	-	(30,889)
Balance at end of the financial year		3,344,409	640,760	2,612,191	91,458
2020					
Balance at beginning of the financial year		3,255,541	647,632	2,545,076	62,833
Impact of change in accounting policy- AASB 15 Revenue from Contracts with Customers		-	-	-	-
Impact of change in accounting policy- AASB 1058 Income of Not-for-Profit Entities	10	-	-	-	-
Impact of change in accounting policy- AASB 16 Leases	5.8	-	-	-	-
Adjusted Opening balance		3,255,541	647,632	2,545,076	62,833
Surplus/(deficit) for the year		6,907	6,907	-	-
Net asset revaluation increment/(decrement)	9.1(a)	12,704	-	12,704	-
Transfers to other reserves	9.1(b)	-	(43,419)	-	43,419
Transfers from other reserves	9.1(b)	-	28,577	-	(28,577)
Balance at end of the financial year		3,275,152	639,697	2,557,780	77,675

The above statement of changes in equity should be read in conjunction with the accompanying notes.

* In May 2020 the land at 477 Graham Street was transferred to the Department of Education & Training to be used as a future school site. The status of this was not known at the end of the 2019/20 financial year therefore has been adjusted in the 2020/21 opening retained earnings to reflect the impact on the prior year results.

** In 2017 Council purchased a parcel of land at 2-4 Buckhurst Street, South Melbourne, under agreement that the State Government would transfer title to the other 2 parcels at the site to Council for it to be developed and used as a park. The transfer of these additional parcels occurred in the 2019/20 financial year however the status of ownership was only determined in the 2020/21 financial year, therefore opening retained earnings (equity) has been adjusted to reflect the impact on the prior year results.

Statement of Cash Flows

For the year ended 30 June 2021

		\$'000	
	Note	2021 Inflows / (outflows)	2020 Inflows / (outflows)
Cash flows from operating activities			
Rates and charges		131,501	125,278
Statutory fees and fines		13,274	16,021
User fees		30,739	39,792
Grants - operating		13,383	12,939
Grants - capital		3,860	3,249
Contributions - monetary		6,235	10,362
Interest received		934	1,383
Trust funds and deposits taken		21,488	56,770
Other receipts		9,337	13,992
Net GST refund		6,869	8,330
Employee costs		(90,090)	(94,751)
Materials and services		(79,190)	(96,338)
Short term, low value and variable lease payments		(906)	(691)
Trust funds and deposits repaid		(22,063)	(55,907)
Other payments		(7,882)	(8,774)
Net cash provided by/ (used in) operating activities	9.2	37,489	31,655
Cash flows from investing activities			
Payments for property, infrastructure, plant and equipment	6.2	(15,086)	(22,370)
Proceeds from sale of property, infrastructure, plant and equipment	3.6	4,083	218
Payments for investments		(106,011)	(87,000)
Proceeds from sale of investments		87,000	83,000
Net cash provided by/used in) investing activities		(30,014)	(26,152)
Cash flows from financing activities			
Finance costs		(349)	(349)
Repayment of borrowings		-	-
Interest paid- lease liability		(77)	(75)
Repayment of lease liabilities		(849)	(698)
Net cash provided by/(used in) financing activities		(1,275)	(1,122)
Net increase (decrease) in cash and cash equivalents		6,200	4,381
Cash and cash equivalents at the beginning of the financial year		7,642	3,261
Cash and cash equivalents at the end of the financial year		13,842	7,642
Financing arrangements	5.6		
Restrictions on cash assets	5.1		

The above statement of cash flows should be read in conjunction with the accompanying notes.

Statement of Capital Works

For the year ended 30 June 2021

	Note	2021	2020
Property			
Buildings		3,932	8,697
Heritage buildings		-	-
Building improvements		-	-
Total buildings		3,932	8,697
Total property		8,697	15,408
Plant and equipment			
Heritage plant and equipment		-	105
Plant, machinery and equipment		991	925
Fixtures, fittings and furniture		259	468
Computers and telecommunications		1,035	583
Library books		732	886
Total plant and equipment		3,017	2,967
Infrastructure			
Roads		1,942	1,863
Bridges		24	25
Footpaths and cycleways		1,337	1,506
Drainage		651	1,565
Parks, open space and streetscapes		4,175	3,509
Other infrastructure		-	2,238
Total infrastructure		8,129	10,706
Total capital works expenditure		15,078	22,370
Represented by			
New asset expenditure		332	1,653
Asset renewal expenditure		9,165	10,202
Asset expansion expenditure		30	2,060
Asset upgrade expenditure		5,551	8,455
Total capital works expenditure		15,078	22,370

The above statement of capital works should be read in conjunction with the accompanying notes.

Notes to the Financial Report

For the year ended 30 June 2021

Overview

Introduction

The City of Port Phillip was established by an Order of the Governor in Council on 22 June 1994 and is a body corporate. The Council's main office is located at 99a Carlisle Street, St Kilda.

Statement of compliance

These financial statements are a general purpose financial report that comprise a Comprehensive Income Statement, Balance Sheet, Statement of Changes in Equity, Statement of Cash Flows, Statement of Capital Works and Notes accompanying these financial statements. The general purpose financial report complies with Australian Accounting Standards, other authoritative pronouncements of the Australian Accounting Standards Board, the **Local Government Act 1989**, and the **Local Government (Planning and Reporting) Regulations 2014**.

Significant accounting policies

(a) Basis of accounting

The accrual basis of accounting has been used in the preparation of these financial statements, whereby assets, liabilities, equity, income and expenses are recognised in the reporting period to which they relate, regardless of when cash is received or paid.

Judgements, estimates and assumptions are required to be made about the carrying values of assets and liabilities that are not readily apparent from other sources. The estimates and associated judgements are based on professional judgement derived from historical experience and various other factors that are believed to be reasonable under the circumstances. Actual results may differ from these estimates.

Revisions to accounting estimates are recognised in the period in which the estimate is revised and also in future periods that are affected by the revision. Judgements and assumptions made by management in the application of Australian Accounting Standards that have significant effects on the financial statements and estimates relate to:

- the fair value of land, buildings, infrastructure, plant and equipment (refer to note 6.2)
- the determination of depreciation for buildings, infrastructure, plant and equipment (refer to note 6.2)
- the determination of employee provisions (refer to note 5.5)

- the determination of whether performance obligations are sufficiently specific so as to determine whether an arrangement is within the scope of AASB 15 Revenue from Contracts with Customers or AASB 1058 Income of Not-for-Profit Entities (refer to Note 3)
- the determination in accordance with AASB 16 Leases, of the lease term, the estimation of the discount rate when not implicit in the lease and whether an arrangement is in substance short-term or low value (refer to Note 5.8)
- AASB 1059 Service Concession Arrangements: Grantors is not applicable (refer to Note 8.2)
- other areas requiring judgements.

Unless otherwise stated, all accounting policies are consistent with those applied in the prior year. Where appropriate, comparative figures have been amended to accord with current presentation, and disclosure has been made of any material changes to comparatives.

b) Impact of COVID-19

On 16 March 2020 a state of emergency was declared in Victoria due to the global pandemic COVID-19 virus, known as coronavirus. A state of disaster was subsequently declared on 2 August 2020. While the impacts of the pandemic have abated somewhat through the 2020-21 year, Council has noted the following significant impacts on its financial operations:

Additional revenue totalled \$4.7 million:

- \$2.8 million of operating grants from the Victorian Government included the following programs: keeping the community employed with the Working for Victoria program (\$1.5 million), Reactivation of Public Space (\$1.2 million) and COVID Health and Safety initiatives (\$0.12 million)
- \$1.9 million of capital grants from the Commonwealth Government to council to invest in local roads and community infrastructure assets (a large portion of the capital investment expenditure will be incurred in 2021/22).

Revenue reductions totalled \$14.3 million:

- \$9.4 million of parking fees and parking infringement fine reductions
- \$1.4 million of revenue loss from festivals, events and markets
- \$1.4 million of lower interest yields from our cash investments due to the Reserve Bank Australia's COVID-19 pandemic monetary policy response
- \$0.6 million from lower utilisation of council childcare centres (offset by lower expenditure)
- \$1.5 million of other revenue reductions included lower utilisation of council properties (South Melbourne Market, Townhalls and community centres), building permits, community services, transport fees and other.

Revenue foregone totalled \$4.3 million:

- \$3.4 million of rent waivers for council commercial rent and South Melbourne Market stallholders
- \$0.6 million of footpath trading waivers
- \$0.3 million of food premises, health premises registration fee, and childcare infrastructure and maintenance levy.

Additional costs totalled \$4.5 million:

- \$1.1 million of expenditure on our vulnerable community (homeless and food), personal protective equipment, additional COVID-19 cleaning, and security
- \$0.7 million payments to staff classified as vulnerable and COVID-19 leave in accordance with our HR policy
- \$2.7 million of additional expenditure funded from additional operating funding.

Note 1 Performance against budget

The performance against budget notes compare Council's financial plan, expressed through its annual budget, with actual performance. The Local Government (Planning and Reporting) Regulations 2014 requires explanation of any material variances. Council has adopted a materiality threshold of the lower of 10 per cent or \$1 million where further explanation is warranted. Explanations have not been provided for variations below the materiality threshold unless the variance is considered to be material because of its nature.

These notes are prepared to meet the requirements of the **Local Government Act 1989** and the **Local Government (Planning and Reporting) Regulations 2014**.

1.1 Income and expenditure 2021

	\$'000		%		
	Budget	Actual	Variance	Variance	Ref
Income					
Rates and charges	132,585	133,663	1,078	0.81 %	1
Statutory fees and fines	18,667	16,942	(1,725)	-9.24 %	2
User fees	32,650	31,251	(1,399)	-4.28 %	3
Grants - operating	9,386	13,492	4,106	43.75 %	4
Grants - capital	3,370	3,860	490	14.54 %	5
Contributions - monetary	2,532	6,235	3,703	146.25 %	6
Contributions - non-monetary	-	826	826	0.00 %	7
Other income	19,114	19,509	395	2.07 %	
Total income	218,304	225,778	7,474	3.42 %	
Expenses					
Employee costs	91,046	92,895	(1,849)	-2.03 %	8
Materials and services	91,011	77,263	13,748	15.11 %	9
Depreciation	25,276	19,525	5,751	22.75 %	10
Amortisation - right of use assets	950	843	107	0.00 %	
Bad and doubtful debts	5,141	4,545	596	11.59 %	11
Borrowing costs	349	349	-	0.00 %	
Finance costs - leases	75	77	(2)	0.00 %	
Other expenses	17,873	17,599	274	1.53 %	
Net loss on disposal of property, infrastructure, plant and equipment	3,896	219	3,677	94.38 %	12
Share of net profits losses of associates and joint ventures	-	37	(37)	0.00 %	
Total expenses	235,617	213,352	22,265	9.45 %	
Surplus for the year	(17,313)	12,426	29,739	12.87 %	

1.1 Income and Expenditure - Explanation of Material Variances

Ref	Item	Explanation
1	Rates and charges	The favourable variance of \$1.08 million is mainly due to the net increase of 1,291 rateable properties during the financial year.
2	Statutory fees and fines	The unfavourable variance of \$1.73 million is mainly due to COVID-19 pandemic lockdown restrictions during the year impacted on parking enforcement income.
3	User fees	The unfavourable variance of \$1.40 million is due to the impact of COVID-19 pandemic lockdown restrictions on paid parking by \$2.2 million, major events permits \$0.4 million, and Esplanade Market rent \$0.3 million. This is partially offset by \$1.5 million of favourable childcare income.
4	Grants - operating	<p>The favourable variance of \$4.11 million is due to:</p> <ul style="list-style-type: none"> • Additional Victorian Government funding as part of their COVID-19 pandemic response included \$1.5 million Working For Victoria funding offset by additional expenditure mainly employee costs and \$1.1 million of Public Space Activation offset by additional expenditure. • \$1.35 million early receipt of the 2021/22 Victorian Grants Commission instalments. • \$0.2 million of unbudgeted kindergarten funding.
5	Grants - capital	<p>The favourable variance of \$0.49 million is mainly due to:</p> <ul style="list-style-type: none"> • \$1.6 million of Commonwealth Local Road and Community Infrastructure funding as part of their COVID-19 pandemic response. Most of the project spend will take place in 2021/22 • \$0.4 million comprising a number of capital projects including Dog Park at Moran Reserve, Rotary Park Playspace, Alma Park East minor construction, and Safe System Infrastructure program • (\$0.87) million Budgeted EcoCentre Redevelopment funding was not received in 2020/21 (likely 2021/22 as it was announced in the 2021/22 Victorian Government Budget) • (\$0.65) million Palais Theatre and Luna Park Precinct funding was received in the 2019/20 financial year.
6	Contributions - monetary	The favourable variance of \$3.70 million is due to higher than expected property development within the municipality, especially the following neighbourhoods; St Kilda Hill, Montague at Fishermans Bend, South Melbourne and Elwood.
7	Contributions - non monetary	<ul style="list-style-type: none"> • Another cost shift has taken place in the 2020/21 financial year from the Victorian Government due to amendments to the Road Management Act which resulted in Council responsible for maintaining and renewing three bridges (previously a State asset).

Ref	Item	Explanation
8	Employee costs	<p>The unfavourable variance of \$1.85 million is mainly due to:</p> <ul style="list-style-type: none"> • (\$1.1) million relates to expenditure funded by Victorian Government for their Working for Victoria program. • (\$1.0) million of Customer Experience program staff expenditure incurred as a result of greater usage of in-house staff over contractors. Total program within budget. • (\$0.9) million of COVID-19 expenditure mainly for vulnerable staff and additional Summer Management expenditure. • (\$1.3) million of increased leave provision due to lower staff leave taken during the financial year. • (\$0.7) relates to Council's estimated share of the MAV Worksafe scheme funding shortfall. • \$1.6 million relates to the lower utilisation and temporary lockdown closure of Council services included Council-managed long day child care centres, libraries, and independent living. • \$1.5 million relates to enterprise vacancies during the year, tight fiscal controls put in place due to COVID-19 including vacant positions put on hold unless necessary, agency and contract minimised.
9	Materials and services	<p>The favourable variance of \$13.7 million is mainly due to:</p> <ul style="list-style-type: none"> • \$6.0 million relates to lower enterprise spend due to lower utilisation of council buildings and temporary lockdown closure of council services from COVID-19 pandemic. • \$3.1 million relates to the deferrals and reductions in the capital works program to address the financial impacts of COVID-19 - this has resulted in lower than budgeted non-capitalised costs such as landscaping and demolitions costs. • \$1.9 million Customer Experience Program lower contractor spend due to greater utilisation in-house staff and deferred expenditure due to timing of work streams and contingency not being required - project completion date in August 2021 expected to be met. • \$1.5 million of operating project deferrals to 2021/22 financial year partly due to COVID-19 pandemic delays. • \$1.2 million relates to the tight fiscal controls put in place to reduce operational expenditure to address the financial impact of COVID-19 including lower staff training and fleet running costs.
10	Depreciation	A thorough review of asset conditions and useful lives assessment as part of the Customer Experience program resulted in lower depreciation charges.
11	Bad and doubtful debts	The favourable variance of \$0.60 million is mainly due to lower parking infringements issued during the financial year.
12	Net loss on disposal of property, infrastructure, plant and equipment	The favourable variance of \$3.68 million is mainly due to the lower residual value written off for infrastructure assets upgraded in 2020/21 as a result of the capital works program reduction and deferment to future years due to COVID-19 pandemic.

1.2 Capital Works 2021

	\$'000		%		
	Budget	Actual	Variance	Variance	Ref
Property					
Land	-	-	-	0 %	
Total land	-	-	-	0 %	
Buildings	12,992	3,932	(9,060)	-70 %	1
Total buildings	12,992	3,932	(9,060)	-70 %	
Total property	12,992	3,932	(9,060)	-70 %	
Plant and equipment					
Heritage plant and equipment	30	-	(30)	-100 %	
Plant, machinery and equipment	1,837	991	(846)	-46 %	2
Fixtures, fittings and furniture	116	259	143	123 %	3
Computers and telecommunications	750	1,035	285	38 %	4
Library books	652	732	80	12 %	
Total plant and equipment	3,385	3,017	(368)	-11 %	
Infrastructure					
Roads	2,636	1,966	(670)	-25 %	5
Footpaths and cycleways	1,445	1,337	(108)	-7 %	6
Drainage	965	651	(314)	-33 %	7
Parks, open space and streetscapes	9,649	4,175	(5,474)	-57 %	8
Other infrastructure	100	-	(100)	-100 %	9
Total infrastructure	14,795	8,129	(6,666)	-45 %	
Total capital works expenditure	31,172	15,078	(16,094)	-52 %	
Represented by:					
New asset expenditure	1,524	332	(1,192)	-78 %	10
Asset renewal expenditure	16,932	9,165	(7,767)	-46 %	11
Asset expansion expenditure	78	30	(48)	-62 %	
Asset upgrade expenditure	12,638	5,551	(7,087)	-56 %	12
Total capital works expenditure	31,172	15,078	(16,094)	-52 %	

1.2 Capital Works - Explanation of Material Variances

Ref	Item	Explanation
1	Building	Net under-spend of \$9 million due to a number of large building projects deferred to future years including \$1.8 million EcoCentre redevelopment, \$1 million South Melbourne Market Compliance Works, \$0.7 million Childcare Centre Fence Compliance, \$0.7 million Building Asset Renewals, \$0.6 million Bubup Nairn Cladding works, \$0.6 million South Melbourne Town Hall Renewal Works.
2	Plant, machinery and equipment	Net under expenditure of \$0.8 million mainly due to procurement delays with Tipper Truck, Beach Tech unit, and other fleet vehicles.
3	Fixtures, fittings and furniture	Net over expenditure of \$0.1 million due to additional workplace storage and furniture required in work and meeting spaces in response to COVID-19 requirements.
4	Computers and telecommunications	Net over expenditure of \$0.3 million is due to additional equipment requirements for staff for the transition to remote working in response to COVID-19 directives.
5	Roads	Net under expenditure of \$0.7 million due to projects deferred to future years including \$0.2 million Moran Reserve Pedestrian and Cycle Bridge, \$0.2 million Wellington Street upgrade, \$0.2 million discontinued Broadway Bridge works, \$0.1 million Fitzroy and Loch Street Safety Improvements.
6	Footpaths and cycleways	Net under-spend of \$0.1 million due to deferral of projects including \$0.3 million Garden City Bike Path, \$0.1 million St Kilda Junction Safety Upgrade partially offset by (\$0.2) million Implement Parking Area Signs.
7	Drainage	Net under expenditure of \$0.3 million mainly due to expensing of expenditure relating to Stormwater Capital program.
8	Parks, open space and streetscapes	Under expenditure of \$5.5 million due to deferral of projects including \$2.7 million Palais Theatre and Luna Park Precinct, \$0.8 million Elwood Park Sports Field Lighting, \$0.6 million Elwood Foreshore Lighting, \$0.5 million Graham Street Overpass
9	Other infrastructure	A large portion of expenditure did not meet Asset Accounting Policy criteria for capitalisation.
10	New asset expenditure	Under expenditure of \$1.2 million on new asset primarily relate to deferral of open space and building expenditure.
11	Asset renewal expenditure	Under expenditure of \$7.8 million mainly due to reduction of renewal works program with a mix of both scope reductions and deferrals to future years to address the impacts of COVID and extended lockdowns.
12	Asset upgrade expenditure	Under expenditure of \$7.1 million mainly due to deferral of Open Space and building projects caused by COVID pandemic delays.

Note 2 Analysis of Council results by program

In the 2020/21 financial year, Council restructured the organisation in order to realign services and create process efficiencies and long term savings. The new divisional structure is outlined at a) and the 2019/20 results in b) have been restated to reflect the new structure.

Council delivers its functions and activities through the following programs.

2(a) Description of Council programs

Community Wellbeing and Inclusion

This division is responsible for delivering high quality services and programs that improve the lives of all who live, work, learn and play in the City.

- The division ensures that people who face barriers to improving their lives and participating in all that the City offers can do so.
- They provide high-quality front-line services, design and fund community-wide interventions as well as ensure that our settings and public spaces maximise wellbeing and participation.
- Council's investment in the area catalyses the creation of healthy and liveable communities. They also coordinate emergency management.
- Advise on needs, priorities and trends in community health and wellbeing, social services, community organisations, affordable housing programs and community grant funding.
- Deliver assessment services, direct services and library services often to vulnerable people and residents.

- Plan and deliver programs for children and young people from age zero to 25 across multiple disciplines including early childhood education and care, maternal and child health, supported playgroups, adventure playgrounds and youth participation.
- Work with local sporting clubs, recreation providers and our community to facilitate participation in recreation and leisure activities. Coordinate emergency management and the Municipal Emergency Management Plan (MEMP). Delivery of Open Space Projects and Planning, Urban Forest Planning, Foreshore and Summer Management.

City Growth and Organisational Capability

This division provides safety, human resources, communication and engagement, governance, strategy and management services.

- Provides organisational strategy and performance including council planning, risk and audit.
- Responsible for the operation of the Enterprise Portfolio Management Office.
- Leads the Council's focus on recovery for our City from the impact of COVID-19 on business, events, tourism, the arts and live music.

- Supports economic growth in the municipality through culture, activation and promotion of the many unique places in the City of Port Phillip.
- Incorporates placemaking, planning legislation, urban design, heritage and a commitment to sustainability and environmental best practice into developing the strategies for our future City.
- Responsible for services including advice on governance issues, Council meetings, administrative support to Councillors, Freedom of Information as well as Privacy.
- Enables our employees an experience where they feel welcomed, safe, informed and equipped to contribute and perform at their best.
- Manage all elements of the operations, marketing and licensing of the South Melbourne Market.
- Manage the St Kilda Esplanade Market, and deliver Council's festivals program.

Customer, Operations and Infrastructure

This division enables a high performing organisation that delivers best value to our growing community.

- Provide technology, asset management, infrastructure management and maintenance, project delivery, financial, and customer service leadership and support to the organisation.
- Build, maintain and manage our City's infrastructure, deliver quality services and projects all retaining the unique look and feel of our parks, villages and streets.
- Incorporate environmental sustainability into our practices, to maintain our City and our assets leaving the City in a better place for our community.
- High quality core services like waste management and infrastructure maintenance. Reduce environmental impact of Council through the introduction of new initiatives in the areas of waste management and civil construction. Manage the tender, procurement and contract processes
- Deliver the Customer Experience Program and provide a Customer Service Centre of Excellence in first point resolution of customer enquiries on behalf of all Council service departments
- Manage all core IT applications, develop IT solutions, ensure compliance with data retention and support continuous improvement in relation to technology.

- Facilitate all financial transactions for Council, including the purchase of goods and services, financial system support, accounts receivable, payroll and the effective management and control of financial resources including cash flow management, long term financial planning and investment of surplus funds.

Development, Transport and City Amenity

This division is focused on enhancing the liveability of our City through advocacy and development, safe and accessible transport modes and services that ensure community health safety and amenity.

- Leads statutory planning and building solutions and manages the impacts of new development and changes in land use.
- Ensures strategies and policies achieve outcomes that are sensitive, sustainable and respectful of the character and heritage of Port Phillip, and minimise the impact of development on existing communities.
- Delivers major transport projects, transport strategy and transport safety.
- Leads the delivery of Move, Connect, Live strategy and works to ensure our community has access to safe and convenient public transport.
- Delivers services that ensure community safety and amenity throughout the City, working closely with all parts of the organisation to protect, maintain and improve the safety and amenity of our community with a focus on animal management, planning compliance, our local laws, parking equity and health services.
- Coordinates the permitting of most business activities for Council including footpath trading, public advertising, road closures, construction and private use of public land.

2(b) Summary of revenues, expenses and assets by program

	\$'000				
	Income	Expenses	Surplus/ (Deficit)	Grants included in income	Total assets
2021					
Development, Transport and City Amenity	43,573	27,248	16,325	434	415,165
Community Wellbeing and Inclusion	16,295	36,799	(20,504)	6,540	560,682
Customer, Operations and Infrastructure	158,084	135,901	22,183	10,254	2,059,333
City Growth and Organisational Capability	7,826	13,404	(5,578)	124	204,228
	225,778	213,352	12,426	17,352	3,239,408
2020					
Development, Transport and City Amenity	54,345	30,486	23,859	224	424,267
Community Wellbeing and Inclusion	18,469	33,502	(15,033)	7,202	466,236
Customer, Operations and Infrastructure	154,650	149,615	5,035	7,641	2,082,140
City Growth and Organisational Capability	9,409	16,363	(6,954)	185	227,727
	236,873	229,966	6,907	15,252	3,200,370

Note 3 Funding for the delivery of our services

3.1 Rates and charges

Council uses Net Annual Value (NAV) as the basis of valuation for rating purposes of all properties within the municipal district. The NAV of a property is its imputed rental value.

The valuation base used to calculate general rates for 2020/21 was \$3.528 billion (2019/2020 was \$3.457 billion). The 2020/2021 rate in the NAV dollar was \$0.037282 (2019/2020: \$0.037139).

	\$'000	
	2021	2020
General Rates	131,052	127,973
Waste management charge	279	214
Special rates and charges	644	655
Special rates and charges applied	(644)	(655)
Supplementary rates and rate adjustments	1,772	489
Interest on rates and charges	561	341
Total rates and charges	133,663	129,017

The date of the latest general revaluation of land for rating purposes within the municipal district was 1 January 2020 and this valuation was applied to the rating year commencing 1 July 2020.

Annual rates and charges are recognised as revenues when Council issues annual rates notices. Supplementary rates are recognised when a valuation and reassessment is completed and a supplementary rates notice issued.

3.2 Statutory fees and fines

	\$'000	
	2021	2020
Infringements and costs	162	353
Court recoveries	33	16
Town planning fees	1,704	1,408
Land information certificates	222	176
Permits	1,639	1,483
Parking fines and parking permits	13,182	16,047
Total statutory fees and fines	16,942	19,483

Statutory fees and fines (including parking fees and fines) are recognised as revenue when the service has been provided, the payment is received, or when the penalty has been applied, whichever first occurs.

3.3 User fees

	\$'000	
	2021	2020
Aged and health services	435	509
Leisure centre and recreation	285	495
Child care/children's programs	9,669	9,670
Parking	12,860	16,641
Registration and other permits	5,526	7,301
Building services	806	630
Waste management services	236	288
Other fees and charges	1,434	2,157
Total user fees	31,251	37,691
User fees by timing of revenue recognition		
User fees recognised over time	-	-
User fees recognised at a point in time	31,251	37,691
Total user fees	31,251	37,691

User fees are recognised as revenue at a point in time, or over time, when (or as) the performance obligation is satisfied. Recognition is based on the underlying contractual terms.

3.4 Funding from other levels of government

Grants were received in respect of the following.

Summary of grants

	\$'000	
	2021	2020
Commonwealth funded grants	11,685	7,369
State funded grants	5,667	7,883
Total grants received	17,352	15,252

a) Operating Grants

Recurrent - Commonwealth Government		
Aged care	139	232
Community health	169	376
General home care	2,176	2,821
Recreation	30	95
Financial Assistance Grants	2,785	2,932
Recurrent - State Government		
Aged care	26	21
Community health	190	175
Environmental Planning	-	-
Family and children	800	700
General home care	584	651
Libraries	731	713
Maternal and child health	952	884
Other	614	693
Recreation	50	79
School crossing supervisors	157	148
Total recurrent operating grants	9,403	10,520
Non-recurrent - Commonwealth Government		
Community health	24	19
Family and children	82	119
General home care	395	492
Other	-	-
Non-recurrent - State Government		
Community health	402	379
Environmental planning	-	-
Family and children	369	73
Maternal and Child Health	25	-
Other	2,746	401
Parks and Streetscapes	46	-
Recreation	-	-
Total operating grants	4,089	1,483

b) Capital Grants

	\$'000	
	2021	2020
Recurrent - Commonwealth Government		
Roads to recovery	278	277
Total recurrent capital grants	278	277
Non-recurrent - Commonwealth Government		
Building	-	-
Environmental Planning	-	-
Footpath and cycleway	23	-
Other	309	6
Parks and Streetscapes	377	-
Roads	75	-
Non-recurrent - State Government		
Building	225	1,124
Footpath and cycleway	254	-
Other	-	699
Parks and streetscapes	2,236	1,087
Roads	83	56
Total non-recurrent capital grants	3,582	2,972
Total capital grants	3,860	3,249

c) Unspent grants received on condition that they be spent in a specific manner

Operating		
Balance at start of year	3,734	3,554
Received during the financial year and remained unspent at balance date	3,583	2,979
Received in prior years and spent during the financial year	(3,089)	(2,799)
Balance at year end	4,228	3,734
Capital		
Balance at start of year	650	-
Received during the financial year and remained unspent at balance date	2,769	650
Received in prior years and spent during the financial year	-	-
Balance at year end	3,419	650

Grant income is recognised at the point in time when the council satisfies its performance obligations as specified in the underlying agreement.

3.5 Contributions

	\$'000	
	2021	2020
Monetary	6,235	10,362
Non-monetary	826	40
Total contributions	7,061	10,402

Contributions of non-monetary assets were received in relation to the following asset classes:

Land	-	-
Buildings	-	-
Roads	826	-
Other infrastructure	-	-
Other	-	40
Total non-monetary contributions	826	40

Monetary and non monetary contributions are recognised as revenue when Council obtains control over the contributed asset.

3.6 Net gain/(loss) on disposal of property, infrastructure, plant and equipment

	\$'000	
	2021	2020
Proceeds of sale	4,083	218
Written down value of assets disposed	(4,302)	(1,335)
Total net gain/(loss) on disposal of property, infrastructure, plant and equipment	(219)	(1,117)

Total net gain/(loss) on disposal of property, infrastructure, plant and equipment.

3.7 Other income

	\$'000	
	2021	2020
Interest	766	1,705
Property rental*	12,025	13,802
Other rent	4,675	5,519
Other	2,043	4,002
Total other income	19,509	25,028

Interest is recognised as it is earned.

Other income is measured at the fair value of the consideration received or receivable and is recognised when Council gains control over the right to receive the income.

* Property rental includes the non-cash adjustment for rental subsidies provided by Council to community groups. This is offset by the subsidised rent expenditure reported in Other expenses (Note 4.8).

Note 4 The cost of delivering services

4.1 Employee costs

(a) Employee costs

	\$'000	
	2021	2020
Wages and salaries	66,499	66,309
WorkCover	2,117	2,126
Casual, temporary and agency staff	7,318	9,392
Superannuation	7,057	7,260
Fringe benefits tax	286	386
Annual and long service leave	9,116	8,743
Other	502	459
Total employee costs	92,895	94,675

(b) Superannuation

Council made contributions to the following funds:

	\$'000	
	2020	2019
Defined benefit fund		
Employer contributions to Local Authorities Superannuation Fund (Vision Super)	328	377
	328	377
Employer contributions payable at reporting date.	-	-
Accumulation funds		
Employer contributions to Local Authorities Superannuation Fund (Vision Super)	3,948	4,508
Employer contributions - other funds	2,781	2,375
	6,729	6,883
Employer contributions payable at reporting date.	-	-

Refer to note 9.3 for further information relating to Council's superannuation obligations.

4.2 Materials and services

	\$'000	
	2021	2020
Consultants	12,605	13,372
Parks and gardens contract	11,681	9,768
Waste management contracts	10,709	11,833
Maintenance and construction contracts	10,057	9,552
Information technology	5,474	4,233
Parking administration contracts	5,179	5,811
Family and community support contracts	4,097	3,827
Office administration	3,661	5,057
Building and general maintenance	3,176	8,070
Utilities	3,128	3,183
Cleaning contract	3,100	3,300
Insurance	1,828	1,841
Security	1,593	2,155
Other contract payments	975	2,277
Total materials and services	77,263	84,279

4.3 Depreciation

	\$'000	
	2021	2020
Property	4,543	8,478
Plant and equipment	3,498	4,403
Infrastructure	11,484	12,918
Total depreciation	19,525	25,799

Refer to note 5.2(c), 5.8 and 6.2 for a more detailed breakdown of depreciation and amortisation charges and accounting policy.

4.4 Amortisation - Right of use assets

	\$'000	
	2021	2020
Vehicles	414	533
Property, Plant and Equipment	429	167
Total Amortisation - Right of use assets	843	700

4.5 Bad and doubtful debts

	\$'000	
	2021	2020
Parking fine debtors	4,174	4,572
Other debtors	371	64
Total bad and doubtful debts	4,545	4,636

Movement in provisions for doubtful debts

Balance at the beginning of the year	22,495	19,216
New Provisions recognised during the year	6,278	5,266
Amounts already provided for and written off as uncollectible	(603)	(116)
Amounts provided for but recovered during the year	(1,752)	(1,871)
Balance at end of year	26,418	22,495

Provision for doubtful debt is recognised based on an expected credit loss model. This model considers both historic and forward looking information in determining the level of impairment.

4.6 Borrowing costs

	\$'000	
	2020	2019
Interest - borrowings	349	349
Total borrowing costs	349	349

Borrowing costs are recognised as an expense in the period in which they are incurred, except where they are capitalised as part of a qualifying asset constructed by Council.

4.7 Finance costs - Leases

	\$'000	
	2020	2019
Interest- Lease liabilities	77	75
Total finance cost- leases	77	75

4.8 Other expenses

	\$'000	
	2021	2020
Contributions and donations*	12,883	12,578
Auditors' remuneration - VAGO - audit of the financial statements, performance statement and grant acquittals	74	73
Auditors' remuneration - Internal	180	195
Councillors' allowances	366	387
Operating lease rentals	906	1,056
Bank charges	533	605
Catering costs	47	268
Subscriptions	704	524
Other	1,906	2,632
Total other expenses	17,599	18,318

* Contributions and donations includes the non-cash adjustment for subsidised rent expenditure- the cost of rental subsidies provided by Council to community groups. This is offset by the subsidised rent income reported in Other income (Note 3.7).

Note 5 Our financial position

5.1 Financial assets

(a) Cash and cash equivalents

	\$'000	
	2021	2020
Cash on hand	15	24
Cash at bank	13,827	4,618
Term deposits	-	3,000
Total cash and cash equivalents	13,842	7,642

(b) Other financial assets

	\$'000	
	2021	2020
Current		
Term deposits	101,500	87,000
	101,500	87,000
Non-current		
Term deposits	4,511	-
Shares in Municipal Associations Purchasing Scheme (MAPS)	5	5
	4,516	5
Total other financial assets	106,016	87,005
Total financial assets	119,858	94,647

Council's cash and cash equivalents are subject to external restrictions that limit amounts available for discretionary use. These include:

- Trust funds and deposits (Note 5.3(b))	7,374	7,949
Total restricted funds	7,374	7,949
Total unrestricted cash and cash equivalents *	6,468	(307)

* Council has liquid funds invested longer term disclosed as Other financial assets which, if taken into account, would show a positive balance for unrestricted cash and cash equivalents.

Intended allocations

Although not externally restricted the following amounts have been allocated for specific future purposes by Council:

	\$'000	
	2021	2020
- Statutory reserve balances (Note 9.1(b))	32,234	28,361
- Cash held to fund carried forward capital works	18,429	13,248
- Child Care Centre's infrastructure levy	6,219	5,682
- Tied grants	6,305	4,385
- Palais Theatre	2,305	3,030
- Sustainable transport	3,786	2,749
- In Our Backyard - Growing affordable housing in Port Phillip	2,755	2,000
- Middle Park Beach ongoing maintenance	239	1,223
Total funds subject to intended allocations	72,272	60,678

Cash and cash equivalents include cash on hand, deposits at call, and other highly liquid investments with original maturities of 90 days or less, net of outstanding bank overdrafts.

Other financial assets are valued at fair value, at balance date. Term deposits are measured at original cost. Any unrealised gains and losses on holdings at balance date are recognised as either a revenue or expense.

(c) Trade and other receivables

	\$'000	
	2020	2019
Current		
Statutory receivables		
Rate debtors	9,275	7,113
Infringement debtors	30,999	27,601
Provision for doubtful debts - infringements	(25,641)	(22,079)
GST receivable	1,522	1,065
Non-statutory receivables		
Other debtors	4,781	4,582
Provision for doubtful debts - other debtors	(777)	(417)
Total current trade and other receivables	20,159	17,865
Non-current		
Other debtors	532	516
Total non-current trade and other receivables	532	516
Total trade and other receivables	20,691	18,381

Short term receivables are carried at invoice amount. A provision for doubtful debts is recognised when there is objective evidence that an impairment has occurred. Long term receivables are carried at amortised cost using the effective interest rate method.

d) Ageing of Receivables

The ageing of the Council's trade and other receivables (excluding statutory receivables) that are not impaired was:

	\$'000	
	2021	2020
Current (not yet due)	1,023	1,252
Past due by up to 30 days	605	56
Past due between 31 and 180 days	82	116
Past due between 181 and 365 days	18	138
Past due by more than 1 year	109	47
Total trade and other receivables	1,837	1,609

e) Ageing of individually impaired Receivables

At balance date, other debtors representing financial assets with a nominal value of \$3.48 million (2020: \$3.49 million) were impaired. The amount of the provision raised against these debtors was \$0.77 million (2020: \$0.42 million). They individually have been impaired as a result of their doubtful collection. Many of the long outstanding past due amounts have been lodged with Council's debt collectors or are on payment arrangements.

The ageing of receivables of debtor balances that have been individually determined as impaired at reporting date was:

	\$'000	
	2021	2020
Current (not yet due)	1,251	2,391
Past due by up to 30 days	344	351
Past due between 31 and 180 days	660	426
Past due between 181 and 365 days	190	145
Past due by more than one year	1,031	176
Total trade and other receivables	3,476	3,489

5.2 Non-financial assets**(a) Other assets**

	\$'000	
	2021	2020
Prepayments	2,183	831
Accrued income	296	1,085
Total other assets	2,479	1,916

5.3 Payables

a) Trade and other payables

	\$'000	
	2021	2020
Trade payables	9,327	5,259
Accrued expenses	178	480
Total trade and other payables	9,505	5,739

b) Trust funds and deposits

	\$'000	
	2021	2020
Refundable deposits	960	773
Fire Services Levy	1,072	1,231
Other refundable deposits	5,342	5,945
Total trust funds and deposits	7,374	7,949

c) Unearned income

	\$'000	
	2021	2020
Grants received in advance- operating	978	-
Other	2,691	2,577
Total unearned income	3,669	2,577

Amounts received as deposits and retention amounts controlled by Council are recognised as trust funds until they are returned, transferred in accordance with the purpose of the receipt, or forfeited. Trust funds that are forfeited, resulting in council gaining control of the funds, are to be recognised as revenue at the time of forfeit.

Purpose and nature of items

Refundable deposits - Deposits are taken by council as a form of surety in a number of circumstances, including in relation to building works, tender deposits, contract deposits and the use of civic facilities.

Fire Services Levy - Council is the collection agent for fire services levy on behalf of the State Government. Council remits amounts received on a quarterly basis. Amounts disclosed here will be remitted to the state government in line with that process.

Retention amounts - Council has a contractual right to retain certain amounts until a contractor has met certain requirements or a related warrant or defect period has elapsed. Subject to the satisfactory completion of the contractual obligations, or the elapsing of time, these amounts will be paid to the relevant contractor in line with Council's contractual obligations.

5.4 Interest-bearing liabilities

	\$'000	
	2021	2020
Current		
Borrowings- secured (1)	7,500	-
	7,500	-
Non-current		
Borrowings- secured (1)	-	7,500
	-	7,500
Total	7,500	7,500

(1) Borrowings are secured by Council rate income

a) The maturity profile for Council's borrowings is:

Not later than one year	7,500	-
Later than one year and not later than five years	-	7,500
Later than five years	-	-
	7,500	7,500

Borrowings are initially measured at fair value, being the cost of the interest bearing liabilities, net of transaction costs. The measurement basis subsequent to initial recognition depends on whether the Council has categorised its interest-bearing liabilities as either financial liabilities designated at fair value through the profit and loss, or financial liabilities at amortised cost. Any difference between the initial recognised amount and the redemption value is recognised in net result over the period of the borrowing using the effective interest method.

The classification depends on the nature and purpose of the interest bearing liabilities. The Council determines the classification of its interest bearing liabilities at initial recognition.

5.5 Provisions

a) Employee Provisions

	\$'000	
	2021	2020
Balance at beginning of the financial year	18,022	16,254
Additional provisions	8,857	8,868
Amounts used	(7,519)	(7,331)
Change in the discounted amount arising because of time and the effect of any change in the discount rate	1,074	231
Balance at the end of the financial year	20,434	18,022
Current provisions expected to be wholly settled within 12 months		
Annual leave	5,093	4,561
Long service leave	9,209	7,908
Retirement gratuity	13	14
Other	618	394
	14,933	12,877
Current provisions expected to be wholly settled after 12 months		
Annual leave	2,997	2,328
Retirement gratuity	124	122
	3,121	2,450
Total current employee provisions	18,054	15,327
Non-current		
Long service leave	2,380	2,622
Total non-current employee provisions	2,380	2,622
Aggregate carrying amount of employee benefits		
Current	18,054	15,327
Non-current	2,380	2,622
Total aggregate carrying amount of employee provisions	20,434	17,949

The calculation of employee costs and benefits includes all relevant on-costs and are calculated as follows at reporting date.

Wages and salaries, and annual leave

Liabilities for wages and salaries, including non-monetary benefits, annual leave and accumulated sick leave expected to be wholly settled within 12 months of the reporting date are recognised in the provision for employee benefits in respect of employee services up to the reporting date, classified as current liabilities and measured at their nominal values.

Liabilities that are not expected to be wholly settled within 12 months of the reporting date are recognised in the provision for employee benefits as current liabilities, measured at the present value of the amounts expected to be paid when the liabilities are settled using the remuneration rate expected to apply at the time of settlement.

Long service leave

Liability for long service leave (LSL) is recognised in the provision for employee benefits. LSL is measured at present value. Unconditional LSL is disclosed as a current liability. Conditional LSL that has been accrued, where an employee is yet to reach a qualifying term of employment, is disclosed as a non - current liability.

	\$'000	
	2021	2020
Key assumptions		
- discount rate	1.49 %	1.98 %
- inflation	2.10 %	2.10 %
- settlement	10.60 %	9.45 %

The 2020/21 leave liability calculations used the Department of Treasury & Finance wage and inflation rates in order to present conservative estimates due to uncertainty as a result of COVID. The 2019/20 assumptions were based on the 10 year average assumptions in the long term financial plan. Additionally the settlement assumption is higher in 2020/21 as a result of increased long service leave balances, directly attributable to state lockdowns for COVID-19 restricting travel.

b) Other Provisions

	\$'000	
	2021	2020
Current		
Workcover MAV insurance scheme shortfall*	1,499	186
Non-current		
Workcover MAV insurance scheme shortfall*	-	745
Total Other Provisions	1,499	931
Total Provisions		
Current	19,553	15,513
Non Current	2,380	3,367
	21,933	18,880

* Council was a participant in the MAV self insurance WorkCare scheme. The agreement states that each participant is liable for contributions to the Scheme to the extent of their share of any shortfall in the provision and such liability shall continue whether or not the participant remained a participant in future insurance years. The scheme has now ceased however we were advised in June 2020 of a funding shortfall and recognised \$931,000 in 2019/20. Council has been advised of a further funding shortfall and based on our share of the scheme and advice received at date of signing the financial accounts, have increased our liability at 30 June 2021 to \$1.499 million.

5.6 Financing arrangements

The Council has the following funding arrangements in place as at 30 June 2021.

	\$'000	
	2021	2020
Bank overdraft	1,500	1,500
Credit card facilities	167	167
Purchasing card facilities	2,000	2,000
Other facilities- LGFV Municipal Bond	7,500	7,500
Total facilities	11,167	11,167
Used facilities	7,599	7,533
Unused facilities	3,568	3,634

5.7 Commitments

The Council has entered into the following commitments. Commitments are not recognised in the Balance Sheet. Commitments are disclosed at their nominal value and presented inclusive of the GST payable.

	\$'000	\$'000	\$'000	\$'000	\$'000
	Not later than one year	Later than one year and not later than two years	Later than two years and not later than five years	Later than five years	Total
2021					
Operating					
Open space management	20,653	14,743	11,014	-	46,410
Garbage collection and recycling	7,541	768	87	-	8,396
Computers and technology	5,293	4,014	8,601	-	17,908
Operational services	2,841	1,718	4,482	4,602	13,643
Community Services	2,634	1,043	403	-	4,080
Building maintenance	1,547	342	89	-	1,978
Consultancies	1,351	444	-	-	1,795
Cleaning contracts for council buildings	500	126	-	-	626
Total	42,360	23,198	24,676	4,602	94,836
Capital					
Parks, open spaces and streetscapes	1,200	-	-	-	1,200
Buildings	751	-	-	-	751
Total	1,951	-	-	-	1,951
Total	44,311	23,198	24,676	4,602	96,787
2020					
Operating					
Open space management	20,918	4,957	-	-	25,875
Garbage collection and recycling	6,469	1,027	3,019	670	11,185
Computers and technology	3,919	3,197	7,995	2,568	17,679
Operational services	3,026	2,412	6,125	7,952	19,515
Community services	4,328	1,238	540	-	6,106
Building maintenance	11,656	1,054	38	-	12,748
Consultancies	4,850	499	25	-	5,374
Cleaning contracts for council buildings	455	455	115	-	1,025
Total	55,621	14,839	17,857	11,190	99,507
Capital					
Parks, open spaces and streetscapes	503	-	-	-	503
Buildings	1,325	-	-	-	1,325
Total	1,828	-	-	-	1,828
Total	57,449	14,839	17,857	11,190	101,335

C13 Developer Contributions Scheme

In 1998 the C13 Developer Contribution Scheme was signed off by Council to facilitate streetscape works to the value of \$8.082 million for works in Port Melbourne over a 20 year period commencing in the year 2000 to 2021. These works were completed during the 2019/20 financial year per the terms of the scheme.

	\$'000	
	2021	2020
Value of works outstanding at 1 July	-	124
Adjustment to works outstanding	-	-
Works completed	-	(124)
CPI adjustment (included in future works 2021/22)	-	-
Value of works outstanding at 30 June	-	-

5.8 Leases

At inception of a contract, all entities would assess whether a contract is, or contains, a lease. A contract is, or contains, a lease if the contract conveys the right to control the use of an identified asset for a period of time in exchange for consideration. To identify whether a contract conveys the right to control the use of an identified asset, it is necessary to assess whether:

- The contract involves the use of an identified asset;
- The customer has the right to obtain substantially all of the economic benefits from use of the asset throughout the period of use; and
- The customer has the right to direct the use of the asset.

This policy is applied to contracts entered into, or changed, on or after 1 July 2019.

As a lessee, Council recognises a right-of-use asset and a lease liability at the lease commencement date. The right-of-use asset is initially measured at cost which comprises the initial amount of the lease liability adjusted for:

- any lease payments made at or before the commencement date less any lease incentives received; plus
- any initial direct costs incurred; and
- an estimate of costs to dismantle and remove the underlying asset or to restore the underlying asset or the site on which it is located.

The right-of-use asset is subsequently depreciated using the straight-line method from the commencement date to the earlier of the end of the useful life of the right-of-use asset or the end of the lease term. The estimated useful lives of right-of-use assets are determined on the same basis as those of property, plant and equipment. In addition, the right-of-use asset is periodically reduced by impairment losses, if any, and adjusted for certain measurements of the lease liability.

The lease liability is initially measured at the present value of the lease payments that are not paid at the commencement date, discounted using the interest rate implicit in the lease or, if that rate cannot be readily determined, an appropriate incremental borrowing rate. Generally, Council uses an appropriate incremental borrowing rate as the discount rate.

Lease payments included in the measurement of the lease liability comprise the following:

- Fixed payments
- Variable lease payments that depend on an index or a rate, initially measured using the index or rate as at the commencement date;
- Amounts expected to be payable under a residual value guarantee; and
- The exercise price under a purchase option that Council is reasonably certain to exercise, lease payments in an optional renewal period if Council is reasonably certain to exercise an extension option, and penalties for early termination of a lease unless Council is reasonably certain not to terminate early.

When the lease liability is remeasured in this way, a corresponding adjustment is made to the carrying amount of the right-of-use asset, or is recorded in profit or loss if the carrying amount of the right-of-use asset has been reduced to zero.

Council has elected to apply the temporary option available under AASB 16 Leases which allows not-for-profit entities to not measure right-of-use assets at initial recognition at fair value in respect of leases that have significantly below-market terms.

				\$'000
	Vehicles	Property	Plant and equipment	Total
Right-of-Use Assets				
Balance at 1 July 2019	1,376	-	-	1,376
Additions	398	-	273	671
Disposals	(8)	-	-	(8)
Amortisation charge	(533)	-	(167)	(700)
Balance at 30 June 2020	1,233	-	106	1,339
Balance at 1 July 2020	1,233	-	106	1,339
Additions	-	432	373	805
Disposals	-	-	-	-
Amortisation charge	(414)	(132)	(297)	(843)
Balance at 30 June 2021	819	300	182	1,301

			\$'000
	2021	2020	
Lease Liabilities			
Maturity analysis - contractual undiscounted cash flows			
Less than one year	812	636	
One to five years	579	827	
More than five years	-	-	
Minimum future lease payments	1,391	1,463	
Less future finance charges	(61)	(89)	
Present value of Lease Liabilities	1,330	1,374	
Lease liabilities included in the Balance Sheet at 30 June:			
Current	767	585	
Non-current	563	789	
Total lease liabilities	1,330	1,374	

Short-term and low value leases

Council has elected not to recognise right-of-use assets and lease liabilities for short-term leases of property and machinery that have a lease term of 12 months or less and leases of low-value assets (individual assets worth less than existing capitalisation thresholds for a like asset up to a maximum of AUD \$5,000), including IT equipment. Council recognises the lease payments associated with these leases as an expense on a straight-line basis over the lease term.

	\$'000	
	2021	2020
Expenses relating to		
Short-term leases	889	1,049
Leases of low value assets	17	7
Total	906	1,056

Variable lease payments (not included in measurement of lease liabilities).

Non-cancellable lease commitments - Short-term and low-value leases

Commitments for minimum lease payments for short-term and low-value leases are payable as follows:

	\$'000	
	2021	2020
Payable		
Within one year	366	287
Later than one year but not later than five years	297	122
Later than five years	2	14
Total lease commitments	665	423

Note 6 Assets we manage

6.1 Non current assets classified as held for sale

	\$'000	
	2020	2019
Asset at carrying value	11,713	2,211
Total non-current assets classified as held for sale	11,713	2,211

Non-current assets classified as held for sale (including disposal groups) are measured at the lower of its carrying amount and fair value less costs of disposal, and are not subject to depreciation. Non-current assets, disposal groups and related liabilities and assets are treated as current and classified as held for sale if their carrying amount will be recovered through a sale transaction rather than through continuing use. This condition is regarded as met only when the sale is highly probable and the asset's sale (or disposal group sale) is expected to be completed within 12 months from the date of classification.

6.2 Property, infrastructure, plant and equipment

Summary of property, infrastructure, plant and equipment

	At Fair Value 30 June 2020	Additions	Contributions	Revaluation	Depreciation	Disposal	Transfers	Non current assets classified as held for sale	Impaired	At Fair Value 30 June 2021
Land	2,486,475	-	9,676	54,916	-	(7,140)	-	(11,600)		2,532,327
Buildings	230,300	1,931	-	-	(4,543)	(116)	3,702	(113)	(505)	230,656
Infrastructure	441,037	5,065	826	-	(11,483)	(1,581)	6,439	-		440,303
Plant and Equipment	29,267	2,887	-	-	(3,498)	(511)	228	-		28,373
Work in progress	13,291	5,203	-	-	-	-	(10,745)	-		7,749
	3,200,370	15,086	10,502	54,916	(19,524)	(9,348)	(376)	(11,713)	(505)	3,239,408

Summary of work in progress

	\$'000				
	Opening WIP	Additions	Transfers	Write-offs	Closing WIP
Buildings	4,615	2,200	(3,702)	(85)	3,028
Infrastructure	8,452	2,714	(6,439)	(278)	4,449
Plant and Equipment	224	289	(228)	(13)	272
Total	13,291	5,203	(10,369)	(376)	7,749

a) Property

			\$'000
	Land - specialised	Buildings - specialised	Total Property
At fair value 1 July 2020	2,486,475	451,719	2,938,194
Accumulated depreciation at 1 July 2020	-	(221,419)	(221,419)
WDV at beginning of financial year	2,486,475	230,300	2,716,775
Movements in fair value			
Additions	-	1,931	1,931
Contributions	9,676	-	9,676
Revaluation increments/decrements	54,916	-	54,916
Disposal	(7,140)	(132)	(7,272)
Write-off	-	-	-
Transfers	-	3,702	3,702
Impaired	-	(561)	(561)
Non-current assets classified as held for sale	(11,600)	(565)	(12,165)
	45,852	4,375	50,227
Movements in accumulated depreciation			
Depreciation and amortisation	-	(4,543)	(4,543)
Accumulated depreciation of disposals	-	16	16
Revaluation increments/decrements	-	-	-
Impaired	-	56	
Non-current assets classified as held for sale	-	452	452
	-	(4,019)	(4,075)
At fair value 30 June 2021	2,532,327	456,094	2,988,421
Accumulated depreciation at 30 June 2021	-	(225,438)	(225,438)
WDV at end of financial year	2,532,327	230,656	2,762,983

Note - all land and buildings are considered specialised by their nature.

b) Plant and equipment

\$'000

	Heritage plant and equipment	Plant, machinery and equipment	Fixtures fittings and furniture	Computers and telecomms	Library books	Total Plant and Equipment	Total Works in Progress
At fair value 1 July 2020	20,742	7,565	2,223	6,653	4,865	42,048	13,291
Accumulated depreciation at 1 July 2020	(198)	(5,070)	(899)	(4,060)	(2,554)	(12,781)	-
WDV at beginning of financial year	20,544	2,495	1,324	2,593	2,311	29,267	13,291
Movements in fair value							
Additions	-	1,252	70	843	722	2,887	5,203
Contributions	-	-	-	-	-	-	-
Revaluation increments/decrements	-	-	-	-	-	-	-
Disposal	-	(611)	(10)	(748)	-	(1,369)	-
Write-off	-	-	-	-	-	-	(376)
Transfers	30	14	-	120	64	228	(10,369)
Transfer to/from other asset class	-	-	-	-	-	-	-
	30	655	60	215	786	1,746	(5,542)
Movements in accumulated depreciation							
Depreciation and amortisation	(208)	(941)	(439)	(1,141)	(769)	(3,498)	-
Accumulated depreciation of disposals	-	452	7	399	-	858	-
Revaluation increments/decrements	-	-	-	-	-	-	-
Transfer to/from other asset class	-	-	-	-	-	-	-
	(208)	(489)	(432)	(742)	(769)	(2,640)	-
At fair value 30 June 2021	20,772	8,220	2,283	6,868	5,651	43,794	7,749
Accumulated depreciation at 30 June 2021	(406)	(5,559)	(1,331)	(4,802)	(3,323)	(15,421)	-
WDV at end of financial year	20,366	2,661	952	2,066	2,328	28,373	7,749

c) Infrastructure

\$'000

	Roads	Bridges	Footpaths and cycleways	Drainage	Parks, open spaces and streetscapes	Off street carparks	Other Infrastructure	Total Infrastructure
At fair value 1 July 2020	254,468	4,714	145,131	132,702	93,363	13,479	11,961	655,818
Accumulated depreciation at 1 July 2020	(63,268)	(2,884)	(53,701)	(53,530)	(33,380)	(2,194)	(5,824)	(214,781)
WDV at beginning of financial year	191,200	1,830	91,430	79,172	59,983	11,285	6,137	441,037
Movements in fair value								
Additions	445	-	2,805	510	1,123	-	182	5,065
Contributions	-	5,390	-	-	-	-	-	5,390
Revaluation increments/decrements	-	-	-	-	-	-	-	-
Disposal	(249)	-	(287)	(216)	(1,680)	-	(504)	(2,936)
Write-off	-	-	-	-	-	-	-	-
Transfers	869	-	590	904	2,616	-	1,460	6,439
Transfer to other asset class	-	-	(4)	-	4	-	-	-
	1,065	5,390	3,104	1,198	2,063	-	1,138	13,958
Movements in accumulated depreciation								
Depreciation and amortisation	(3,040)	(57)	(2,719)	(949)	(3,843)	(82)	(793)	(11,483)
Accumulated depreciation of disposals	118	-	126	77	750	-	284	1,355
Accumulated depreciation of Contributions	-	(4,564)						(4,564)
Revaluation increments/decrements	-	-	-	-	-	-	-	-
Transfer to other asset class	-	-	3	-	(3)	-	-	-
	(2,922)	(4,621)	(2,590)	(872)	(3,096)	(82)	(509)	(14,692)
At fair value 30 June 2021	255,533	10,104	148,235	133,900	95,426	13,479	13,099	669,776
Accumulated depreciation at 30 June 2021	(66,190)	(7,505)	(56,291)	(54,402)	(36,476)	(2,276)	(6,333)	(229,473)
WDV at end of financial year	189,343	2,599	91,944	79,498	58,950	11,203	6,766	440,303

Acquisition

The purchase method of accounting is used for all acquisitions of assets, being the fair value of assets provided as consideration at the date of acquisition plus any incidental costs attributable to the acquisition. Fair value is the price that would be received to sell an asset (or paid to transfer a liability) in an orderly transaction between market participants at the measurement date.

Where assets are constructed by Council, cost includes all materials used in construction, direct labour, borrowing costs incurred during construction, and an appropriate share of directly attributable variable and fixed overheads.

In accordance with Council's policy, the threshold limits have applied when recognising assets within an applicable asset class and unless otherwise stated are consistent with the prior year.

Asset recognition thresholds and depreciation periods

	Depreciation period	Threshold limit
Land and land improvements		
land	-	All
land improvements	10 - 100 years	\$5,000
Buildings		
heritage buildings	100 years	\$5,000
buildings	25 - 100 years	\$5,000
building improvements	100 years	\$5,000
Plant and equipment		
heritage plant and equipment	100 years	\$2,000
plant, machinery and equipment	4 - 7 years	\$2,000
fixtures, fittings and furniture	5 years	\$2,000
computers and telecommunications	3 - 6 years	\$2,000
library books	5 years	All
motor vehicles	5 years	All
Infrastructure		
road pavements and seals	18 - 30 years	\$5,000
road substructure	100 years	\$5,000
road formation and earthworks	250 years	\$5,000
road kerb, channel and minor culverts and other	50 years	\$5,000
bridges deck	20 - 80 years	\$5,000
bridges substructure	40 - 100 years	\$5,000
footpaths and cycleways	40 - 50 years	\$5,000
drainage	150 years	\$5,000
waste management	10 years	\$5,000
parks, open space and streetscapes	10 - 100 years	\$5,000
off street carparks	100 years	\$5,000

Depreciation and amortisation

Buildings, land improvements, plant and equipment, infrastructure, and other assets having limited useful lives are systematically depreciated over their useful lives to the Council in a manner which reflects consumption of the service potential embodied in those assets. Estimates of remaining useful lives and residual values are made on a regular basis with major asset classes reassessed annually. Depreciation rates and methods are reviewed annually.

Where assets have separate identifiable components that are subject to regular replacement, these components are assigned distinct useful lives and residual values and a separate depreciation rate is determined for each component.

Straight line depreciation is charged based on the residual useful life as determined each year.

Depreciation periods used are listed above and are consistent with the prior year unless otherwise stated.

Repairs and maintenance

Where the repair relates to the replacement of a component of an asset and the cost exceeds the capitalisation threshold the cost is capitalised and depreciated. The carrying value of the replaced asset is expensed.

Valuation of land and buildings

Valuation of land and buildings were undertaken by a qualified independent valuer, Liam McNamara AAPI (Val 63119). The valuation of buildings is a depreciated replacement cost. The valuation of land is at fair value, being market value based on highest and best use permitted by relevant land planning provisions. Where land use is restricted through existing planning provisions the valuation is reduced to reflect this limitation. This adjustment is an unobservable input in the valuation. The adjustment has no impact on the comprehensive income statement.

Specialised land is valued at fair value using site values adjusted for englobo (undeveloped and/or unserviced) characteristics, access rights and private interests of other parties and entitlements of infrastructure assets and services. This adjustment is an unobservable input in the valuation. The adjustment has no impact on the comprehensive income statement.

Any significant movements in the unobservable inputs for land and land under roads will have a significant impact on the fair value of these assets.

The date of the current valuation is detailed in the following table.

Details of the Council's land and buildings and information about the fair value hierarchy as at 30 June 2021 are as follows:

	\$'000			
	Level 1	Level 2	Level 3	DoV
Specialised land	-	-	2,532,327	June 2021
Buildings	-	-	230,656	June 2020
	-	-	2,762,983	

Valuation of land under roads

Council does not recognise land under roads that it controlled prior to 30 June 2008 in its financial report. From 1 July 2008, Council recognises any material land under roads that comes in Council's control within the financial report at fair value.

Valuation of infrastructure

Valuation of infrastructure assets has been determined in accordance with a valuation undertaken by Mr Mohamed El-Saafin ME (Civil).

The date of the current valuations is detailed in the following table.

The valuation is at fair value based on replacement cost less accumulated depreciation as at the date of valuation.

Details of the Council's infrastructure and information about the fair value hierarchy as at 30 June 2021 are as follows:

	\$'000			DoV
	Level 1	Level 2	Level 3	
Roads	-	-	189,343	June 2020
Bridges	-	-	2,599	June 2020
Footpaths and cycleways	-	-	91,944	June 2020
Drainage	-	-	79,498	June 2020
Parks, open spaces and streetscapes	-	-	58,950	June 2020
Off street carparks	-	-	11,203	June 2020
Other infrastructure*	-	-	6,766	June 2020
	-	-	440,303	

* Other infrastructure includes street furniture.

Valuation of heritage and works of art

Valuation of heritage assets and works of art are undertaken by qualified independent valuers. The valuation is at market value based on current market prices for similar types of assets based on use, type and condition.

Heritage and works of art valuations as at 30 June 2019 were performed by the following independent valuers:

- Australian Art Valuers - contemporary, visual, historical and public art
- Sainsbury Books - heritage photographs
- Leonard Joel - historical items, artworks, monuments and memorials, mayoral robes, chains and other attire.

Details of the Council's heritage and works of art and information about the fair value hierarchy as at 30 June 2021 are as follows:

	\$'000			DoV
	Level 1	Level 2	Level 3	
Heritage and works of art	-	-	20,366	June 2019

Description of significant unobservable inputs into level 3 valuations

Specialised land is valued using a replacement cost technique. Significant unobservable inputs include the extent and impact of restriction of use and the market cost of land per square metre. The extent and impact of restrictions on use varies and results in a reduction to surrounding land values between 10 per cent and 65 per cent. The market value of land varies significantly depending on the location of the land and the current market conditions. Currently land values range between \$1,800 and \$7,000 per square metre.

Specialised buildings are valued using a depreciated replacement cost technique. Significant unobservable inputs include the current replacement cost and remaining useful lives of buildings. Current replacement cost is calculated on a square metre basis and ranges from \$1,200 to \$5,000 per square metre. The remaining useful lives of buildings are determined on the basis of the current condition of buildings and vary from 2 years to 98 years. Replacement cost is sensitive to changes in market conditions, with any increase or decrease in cost flowing through to the valuation. Useful lives of buildings are sensitive to changes in expectations or requirements that could either shorten or extend the useful lives of buildings.

Infrastructure assets are valued based on the depreciated replacement cost. Significant unobservable inputs include the current replacement cost and remaining useful lives of infrastructure. The remaining useful lives of infrastructure assets are determined on the basis of the current condition of the asset and vary from 10 years to 250 years. Replacement cost is sensitive to changes in market conditions, with any increase or decrease in cost flowing through to the valuation. Useful lives of infrastructure are sensitive to changes in use, expectations or requirements that could either shorten or extend the useful lives of infrastructure assets.

Reconciliation of specialised land

	\$'000	
	2021	2020
Parks and reserves	1,946,609	1,955,511
Commercial	293,525	204,974
Community	181,353	212,503
Council office land	110,840	113,487
Total specialised land	2,532,327	2,486,475

6.3 Investments in associates, joint ventures and subsidiaries

Joint Arrangement - Joint Venture

Interests in joint ventures accounted for by the equity method are:

Joint Venture - Albert Park Hockey and Tennis Centre

In 1997 Council entered into a 21 year Joint Venture agreement with Wesley College, St Kilda Road, Prahran for the maintenance and operation of the Albert Park Hockey and Tennis Centre. The Centre is located in Hockey Drive, St Kilda a part of the Albert Park Reserve and is the subject of a tenancy from the landlord Parks Victoria. A new 21 year lease between Parks Victoria, Wesley College and Council, and a new 21 Year Joint Venture Agreement between Council and Wesley, was executed in 2020.

The objective of the Joint Venture is to provide, manage and maintain the Albert Park Hockey and Tennis Centre for use by sporting clubs, schools and residents of Port Phillip municipality and the students of Wesley College. The Joint Venture Agreement provides for joint control via a Management Committee with 50 per cent representation and 50 per cent voting power for each of the Joint Venture parties with decisions being made by a majority vote. The Joint Venture Agreement also provides for each party to share equally in the profits or losses occurring each year and provides for an equal share of the net assets.

The Joint Venture reporting period has historically been for the 12 months to 31 March each year and this timeframe continues under the renewed Joint Venture Agreement.

Council has been provided with draft Joint Venture financial statements for the 12 months ended 31 March 2021 and Council's carrying value in the joint venture investment represents a 50 per cent share of the net assets and liabilities of the Albert Park Hockey & Tennis Centre as at 31 March 2021.

	\$'000	
	2021	2020
Fair value of Council's investment in Albert Park Hockey and Tennis Centre	270	307
Council's share of accumulated surplus/(deficit)		
Council's share of accumulated surplus(deficit) at start of year	307	307
Reported surplus(deficit) for year	(37)	(21)
Council's share of accumulated surplus(deficit) at end of year	270	326
Movement in carrying value of specific investment		
Carrying value of investment at start of year	307	326
Share of surplus(deficit) for year	(37)	(18)
Carrying value of investment at end of year	270	308
Council's share of expenditure commitments		
Operating commitments	3	3
Capital commitments	12	12
Council's share of expenditure commitments	15	15
Council's share of contingent liabilities and contingent assets	nil	nil
Significant restrictions	nil	nil

Associates are all entities over which Council has significant influence but not control or joint control. Investments in associates are accounted for using the equity method of accounting, after initially being recognised at cost.

Investments in joint arrangements are classified as either joint operations or joint ventures depending on the contractual rights and obligations each investor has, rather than the legal structure of the joint arrangement.

For joint operations, Council recognises its direct right to, and its share of jointly held assets, liabilities, revenues and expenses of joint operations.

Interests in joint ventures are accounted for using the equity method. Under this method, the interests are initially recognised in the consolidated balance sheet at cost and adjusted thereafter to recognise Council's share of the post-acquisition profits or losses and movements in other comprehensive income in profit or loss and other comprehensive income respectively.

Committees of management

All entities controlled by Council that have material revenues, expenses, assets or liabilities, such as committees of management, have been included in this financial report. Any transactions between these entities and Council have been eliminated in full.

Principles of consolidation

An assessment by management has determined that there are no consolidated entities for the 30 June 2021 reporting period.

Note 7 People and relationships

7.1 Council and key management remuneration

a) Related Parties

Parent entity - City of Port Phillip is the parent entity

Subsidiaries and Associates - Interests in subsidiaries and associates are detailed in Note 7.1

b) Key Management Personnel

Details of persons holding the position of Councillor or other members of key management personnel at any time during the year are:

Councillors

Councillor Louise Crawford
(Mayor from 11 November 2020)

Councillor Andrew Bond

Councillor Tim Baxter

Councillor Katherine Copsey

Councillor Marcus Pearl

Councillor Rhonda Clark
(from 11 November 2020)

Councillor Peter Martin
(from 11 November 2020)

Councillor Heather Cunsolo
(from 11 November 2020)

Councillor Christina Sirakoff
(from 11 November 2020)

Councillor Bernadene Voss
(Mayor to 24 October 2020)

Councillor Dick Gross
(to 24 October 2020)

Councillor Ogy Simic
(to 24 October 2020)

Councillor David Brand
(to 24 October 2020)

Other

Peter Smith
Chief Executive Officer

Kylie Bennetts
General Manager
City Growth and Organisational Capability

Chris Carroll
General Manager
Customer, Operations and Infrastructure

Tony Keenan
General Manager
Community Wellbeing and Inclusion

Lili Rosic
General Manager
Development, Transport and City Amenity

Dennis O'Keeffe
Chief Financial Officer

	2021	2020
Total number of Councillors	13	9
Total of Chief Executive Officer and other Key Management Personnel	6	8
Total Number of Key Management Personnel	19	17

c) Remuneration of Key Management Personnel

	\$'000	
	2021	2020
Total remuneration of key management personnel		
Short-term benefits	1,876	2,272
Post-employment benefits	143	183
Other long-term benefits	37	47
Total remuneration*	2,056	2,502

* Total remuneration includes salary, bonuses, allowances, superannuation, termination, leave payments and accrued long service leave but excludes accrued annual leave.

	Number	
	2021	2020
The numbers of key management personnel whose total remuneration from Council and any related entities, fall within the following bands:		
\$10,000 - \$19,999	3	-
\$20,000 - \$29,999	4	-
\$30,000 - \$39,999	5	7
\$60,000 - \$69,999	-	1
\$80,000 - \$89,999	1	1
\$190,000 - \$199,999	-	1
\$220,000 - \$229,999	-	2
\$230,000 - \$239,999	1	-
\$250,000 - \$259,999	2	2
\$260,000 - \$269,999	1	1
\$280,000 - \$289,999	1	1
\$390,000 - \$399,999	1	1
	19	17

d) Senior Officers Remuneration

A Senior Officer is an officer of Council, other than Key Management Personnel, who:

- a) has management responsibilities and reports directly to the Chief Executive Officer; or
- b) whose total annual remuneration exceeds \$151,000.

	Number	
	2021	2020
The number of Senior Officers in their relevant income bands:		
\$151,000 - \$159,999	9	3
\$160,000 - \$169,999	3	5
\$170,000 - \$179,999	3	9
\$180,000 - \$189,999	4	3
\$190,000 - \$199,999	6	5
\$200,000 - \$209,999	4	2
\$210,000 - \$219,999	1	1
\$220,000 - \$229,999	1	-
\$320,000 - \$329,999	-	1
	31	29
	\$'000	
	2021	2020
Total Remuneration* for the reporting year for Senior Officers included above, amounted to		
	5,595	5,352

* Total remuneration includes salary, bonuses, allowances, superannuation, termination, leave payments and accrued long service leave but excludes accrued annual leave.

Total Annual Remuneration under AASB 124 includes termination and annual leave and long service leave balance payouts due to senior staff ceasing employment with City of Port Phillip during the financial year.

7.2 Related party disclosure**(a) Transactions with related parties**

The are no transactions by Council with related parties.

(b) Outstanding balances with related parties

The are no outstanding balances at the end of the reporting period in relation to transactions with related parties.

(c) Loans to/from related parties

There are no loans in existence at balance date that have been made, guaranteed or secured by the council to a related party.

(d) Commitments to/from related parties

There are no commitments in existence at balance date that have been made, guaranteed or secured by the council to a related party.

Note 8 Managing uncertainties

8.1 Contingent assets and liabilities

a) Contingent assets

	\$'000	
	2021	2020
Open space contributions		
Council estimates that assets will pass to Council in the future in respect of anticipated development contributions for open space improvements.	7,383	2,532

Operating lease receivables

Council has entered into leases and licences for some of the property it owns or controls as a Committee of Management for crown land. Properties used for commercial purpose are held under leases which have varying terms. Long term leases usually reflect significant private investment in the buildings on the land. Most leases include an annual rental increase and periodical reviews to market. Council also enters into licence agreements with stallholders at the South Melbourne Market.

	\$'000	
	2021	2020
Future minimum rentals receivables under non-cancellable operating leases are as follows:		
Not later than one year	10,141	9,922
Later than one year and not later than five years	20,527	17,886
Later than five years	52,288	49,926
	82,956	77,734

b) Contingent liabilities

Contingent assets and contingent liabilities are not recognised in the Balance Sheet, but are disclosed and if quantifiable, are measured at nominal value. Contingent assets and liabilities are presented inclusive of GST receivable or payable, respectively.

Superannuation

Council has obligations under a defined benefit superannuation scheme that may result in the need to make additional contributions to the scheme. Matters relating to this potential obligation are outlined below. As a result of the volatility in financial markets the likelihood of making such contributions in future periods exists.

Future superannuation contributions

The City of Port Phillip has not had to make any unfunded liability payments to Vision Super during the year (\$ nil for the 2019/2020 year). There were no contributions outstanding and no loans issued from or to the above schemes as at 30 June 2021. The expected contributions to be paid to the Defined Benefit category of Vision Super for the year ending 30 June 2021 is \$0.38 million.

Legal matters

The Council is presently involved in a number of confidential legal matters which are being conducted through Council's solicitors. Some of these legal matters may present a liability to Council through the course of the matter. Council has not presented any estimate of these amounts in these financial statements, as these matters are ongoing and any reflection of a contingent liability in relation to these matters may unfairly prejudice Council's position in relation to the outcome of these matters.

MAV Workcare

In November 2017, the Victorian WorkCover Authority (the Authority) granted the Municipal Association of Victoria (MAV) a three-year self-insurance licence allowing it to provide workers' compensation insurance to Victorian councils. When the MAV WorkCare Scheme commenced, there were 31 inaugural members, including the MAV.

In accordance with the Authority's decision not to renew the MAV's self-insurance licence, the MAV WorkCare Scheme ceased operation on 30 June 2021. The MAV is continuing to support the orderly transition of claims management responsibilities to the Authority.

Council was a participant of the MAV WorkCare Scheme.

The MAV WorkCare Scheme participation agreement stated that each participant would remain liable to make further contributions to the Scheme in respect of any insurance year in which it was a participant to the extent of its participant's share of any shortfall in the provision set aside in respect of that insurance year, and such liability would continue whether or not the participant remained a participant in future insurance years.

The net financial impact on Council as a result of the cessation of the MAV WorkCare Scheme for the 2020-21 financial year is yet to be determined. Any obligation is dependent upon the Authority's initial actuarial assessment of the tail claims liabilities of the MAV WorkCare Scheme.

In accordance with the Workplace Injury Rehabilitation and Compensation Act 2013, there is a six year liability period following the cessation of the MAV WorkCare Scheme. During the liability period, adjustment payments may be required (or received) by Council. The determination of any adjustment payments is dependent upon revised actuarial assessments of the Scheme's tail claims liabilities as undertaken by the Authority.

8.2 Changes in accounting standards

Certain new Australian Accounting Standards and interpretations have been published that are not mandatory for the 30 June 2021 reporting period. Council assesses the impact of these new standards.

As at 30 June 2021 there were no new accounting standards or interpretations issued by the AASB which are applicable for the year ending 30 June 2022 that are expected to impact Council.

8.3 Financial instruments

(a) Objectives and policies

The Council's principal financial instruments comprise cash assets, term deposits, receivables (excluding statutory receivables), payables (excluding statutory payables) and bank borrowings. Details of the significant accounting policies and methods adopted, including the criteria for recognition, the basis of measurement and the basis on which income and expenses are recognised, in respect of each class of financial asset, financial liability and equity instrument is disclosed in notes of the financial statements. Risk management is carried out by senior management under policies approved by the Council. These policies include identification and analysis of the risk exposure to Council and appropriate procedures, controls and risk minimisation.

(b) Market risk

Market risk is the risk that the fair value or future cash flows of Council's financial instruments will fluctuate because of changes in market prices. The Council's exposures to market risk is primarily through interest rate risk with only insignificant exposure to other price risks and no exposure to foreign currency risk.

Interest rate risk

Interest rate risk refers to the risk that the value of a financial instrument or cash flows associated with the instrument will fluctuate due to changes in market interest rates. Council's interest rate liability risk arises primarily from long term loans and borrowings at fixed rates which exposes us to fair value interest rate risk. Cash flow interest rate risk is the risk that the future cash flows of a financial instrument will fluctuate because of changes in market interest rates. Council has minimal exposure to cash flow interest rate risk through its cash and deposits that are at floating rate.

Investment of surplus funds is made with approved financial institutions under the Local Government Act 1989. Council manages interest rate risk by adopting an investment policy that ensures:

- diversification of investment product,
- monitoring of return on investment, and
- benchmarking of returns and comparison with budget.

There has been no significant change in the Council's exposure, or its objectives, policies and processes for managing interest rate risk or the methods used to measure this risk from the previous reporting period.

Interest rate movements have not been sufficiently significant during the year to have an impact on the Council's year end result.

(c) Credit risk

Credit risk is the risk that a contracting entity will not complete its obligations under a financial instrument and cause us to make a financial loss. Council have exposure to credit risk on some financial assets included in our balance sheet. To help manage this risk:

- Council have a policy for establishing credit limits for the entities we deal with;
- Council may require collateral where appropriate; and
- Council only invest surplus funds with financial institutions, which have a recognised credit rating specified in our investment policy.

Receivables consist of a large number of customers, spread across the ratepayer, business and government sectors. Credit risk associated with the Council's financial assets is minimal because the main debtor is secured by a charge over the rateable property.

There are no material financial assets which are individually determined to be impaired.

Council may also be subject to credit risk for transactions which are not included in the balance sheet, such as when we provide a guarantee for another party. Details of our contingent liabilities are disclosed in note 8.1(b).

The maximum exposure to credit risk at the reporting date to recognised financial assets is the carrying amount, net of any provisions for impairment of those assets, as disclosed in the balance sheet and notes to the financial statements. Council does not hold any collateral.

(d) Liquidity risk

Liquidity risk includes the risk that, as a result of Council's operational liquidity requirements it will not have sufficient funds to settle a transaction when required, or will be forced to sell a financial asset at below value or may be unable to settle or recover a financial asset.

To help reduce these risks Council:

- have readily accessible standby facilities and other funding arrangements in place;
- have a liquidity portfolio structure that requires surplus funds to be invested within various bands of liquid instruments;
- monitor budget to actual performance on a regular basis; and
- set limits on borrowings relating to the percentage of loans to rate revenue and percentage of loan principal repayments to rate revenue.

The Council's maximum exposure to liquidity risk is the carrying amount of financial liabilities as disclosed in the face of the balance sheet and the amount is related to financial guarantees, and is deemed insignificant based on prior periods data and current assessment of risk.

There has been no significant change in Council's exposure, or its objectives, policies and processes for managing liquidity risk or the methods used to measure this risk from the previous reporting period.

With the exception of borrowings, all financial liabilities are expected to be settled within normal terms of trade. Details of the maturity profile for borrowings are disclosed at Note 5.4.

Unless otherwise stated, the carrying amounts of financial instruments reflect their fair value.

analysis

Taking into account past performance, future expectations, economic forecasts, and management's knowledge and experience of the financial markets, Council believes the following movements are 'reasonably possible' over the next 12 months:

- A parallel shift of +0.5 % and -0.4 % in market interest rates (AUD) from year-end rates of 0.42 %.

These movements will not have a material impact on the valuation of Council's financial assets and liabilities, nor will they have a material impact on the results of Council's operations.

(e) Sensitivity disclosure

8.4 Fair value measurement

Fair value hierarchy

Council's financial assets and liabilities are not valued in accordance with the fair value hierarchy, Council's financial assets and liabilities are measured at amortised cost.

Council measures certain assets and liabilities at fair value where required or permitted by Australian Accounting Standards. AASB 13 Fair Value Measurement aims to improve consistency and reduce complexity by providing a definition of fair value and a single source of fair value measurement and disclosure requirements for use across Australian Accounting Standards.

All assets and liabilities for which fair value is measured or disclosed in the financial statements are categorised within a fair value hierarchy, described as follows, based on the lowest level input that is significant to the fair value measurement as a whole:

Level 1 - Quoted (unadjusted) market prices in active markets for identical assets or liabilities

Level 2 - Valuation techniques for which the lowest level input that is significant to the fair value measurement is directly or indirectly observable; and

Level 3 - Valuation techniques for which the lowest level input that is significant to the fair value measurement is unobservable.

For the purpose of fair value disclosures, Council has determined classes of assets and liabilities on the basis of the nature, characteristics and risks of the asset or liability and the level of the fair value hierarchy as explained above.

In addition, Council determines whether transfers have occurred between levels in the hierarchy by re-assessing categorisation (based on the lowest level input that is significant to the fair value measurement as a whole) at the end of each reporting period.

Revaluation

Subsequent to the initial recognition of assets, non-current physical assets, other than plant and equipment, are measured at their fair value, being the price that would be received to sell an asset (or paid to transfer a liability) in an orderly transaction between market participants at the measurement date. At balance date, the Council reviewed the carrying value of the individual classes of assets measured at fair value to ensure that each asset materially approximated its fair value. Where the carrying value materially differed from the fair value at balance date, the class of asset was revalued.

Fair value valuations are determined in accordance with a valuation hierarchy. Changes to the valuation hierarchy will only occur if an external change in the restrictions or limitations of use of an asset result in changes to the permissible or practical highest and best use of the asset. In addition, Council undertakes a formal revaluation of land, buildings, and infrastructure assets on a regular basis ranging from 1 to 3 years. The valuation is performed either by experienced council officers or independent experts.

Where the assets are revalued, the revaluation increments are credited directly to the asset revaluation reserve except to the extent that an increment reverses a prior year decrement for that class of asset that had been recognised as an expense in which case the increment is recognised as revenue up to the amount of the expense. Revaluation decrements are recognised as an expense except where prior increments are included in the asset revaluation reserve for that class of asset in which case the decrement is taken to the reserve to the extent of the remaining increments. Within the same class of assets, revaluation increments and decrements within the year are offset.

Impairment of assets

At each reporting date, the Council reviews the carrying value of its assets to determine whether there is any indication that these assets have been impaired. If such an indication exists, the recoverable amount of the asset, being the higher of the asset's fair value less costs of disposal and value in use, is compared to the assets carrying value. Any excess of the assets carrying value over its recoverable amount is expensed to the comprehensive income statement, unless the asset is carried at the revalued amount in which case, the impairment loss is recognised directly against the revaluation surplus in respect of the same class of asset to the extent that the impairment loss does not exceed the amount in the revaluation surplus for that same class of asset.

8.5 Events occurring after balance date

Subsequent to the end of financial year, the State of Victoria went into a government mandated lockdown in July 2021 as a result of increased COVID-19 cases which have resulted in business shutdowns within the municipality, service reductions and travel restrictions. It is expected that these restrictions will continue until December 2021, and will impact Council's financial position. Officers will closely monitor financial results in order to manage these impacts for our community and provide ongoing reporting.

Note 9 Other matters

9.1 Reserves

a) Asset revaluation reserves

	\$'000		
	Balance at beginning of reporting period	Increment (decrement)	Balance at end of reporting period
2021			
Property			
Land and land improvements	2,218,723	54,916	2,273,639
Buildings	92,315	(505)	91,810
	2,311,038	54,411	2,365,449
Infrastructure			
Roads	121,099	-	121,099
Bridges	897	-	897
Footpaths and cycleways	38,589	-	38,589
Drainage	36,184	-	36,184
Parks, open spaces & streetscapes	24,134	-	24,134
Off street carparks	8,249	-	8,249
Other infrastructure	3,314	-	3,314
	232,465	-	232,465
Plant and equipment			
Heritage plant and equipment	14,277		14,277
	14,277	-	14,277
Total Asset revaluation reserves	2,557,780	54,411	2,612,191

The asset revaluation reserve is used to record the movements in fair value of Council's assets over time.

	\$'000		
	Balance at beginning of reporting period	Increment (decrement)	Balance at end of reporting period
2020			
Property			
Land	2,216,048	2,675	2,218,723
Buildings	94,174	(1,859)	92,315
	2,310,222	816	2,311,038
Infrastructure			
Roads	133,627	(12,528)	121,099
Bridges	942	(45)	897
Footpaths and cycleways	24,446	14,143	38,589
Drainage	33,144	3,040	36,184
Parks, open spaces & streetscapes	16,816	7,318	24,134
Off street carpark	5,003	3,246	8,249
Other infrastructure	6,599	(3,285)	3,314
	220,577	11,888	232,465
Plant and equipment			
Heritage plant and equipment	14,277	-	14,277
	14,277	-	14,277
Total asset revaluation reserves	2,545,076	12,704	2,557,780

The asset revaluation reserve is used to record the movements in fair value of Council's assets over time.

b) Other reserves

	\$'000			
	Balance at beginning of reporting period	Transfer from accumulated surplus	Transfer to accumulated surplus	Balance at end of reporting period
2021				
General Reserve	49,314	38,713	(28,803)	59,224
Statutory Reserves				
Resort and recreation reserve	26,570	5,959	(2,086)	30,443
Contributions for car parking reserve	1,791	-	-	1,791
	28,361	5,959	(2,086)	32,234
Total Other reserves	77,675	44,672	(30,889)	91,458
2020				
General Reserve	40,311	33,335	(24,332)	49,314
Statutory Reserves				
Resort and recreation reserve	20,518	10,028	(3,976)	26,570
Contributions for car parking reserve	1,791	-	-	1,791
Contribution for C13 infrastructure reserve	213	56	(269)	-
	22,522	10,084	(4,245)	28,361
Total Other reserves	62,833	43,419	(28,577)	77,675
				\$'000
		2019	2018	
Asset revaluation reserve		2,612,191	2,557,780	
Other reserves		91,458	77,675	
Total reserves		2,703,649	2,635,455	

General reserve

General Reserves will be maintained at levels sufficient to ensure operational liquidity and for contingencies.

The general reserve also comprises allocations made by the council for the purpose of funding major medium term expenditure initiatives and future commitments that relate to the unexpended portion of government grants received.

Resort and recreation reserve

The resort and recreation reserve is for the accumulation of developer contributions which are to be expended at a future date on recreational infrastructure.

Contributions for car parking reserve

The car parking reserve is for the accumulation of developers contributions which are to be expended at a future date on improved car parking facilities.

9.2 Reconciliation of cash flows from operating activities to surplus/(deficit)

	\$'000	
	2021	2020
Surplus/(deficit) for the year	12,426	6,907
Depreciation/amortisation	20,368	26,499
(Profit)/loss on disposal of property, infrastructure, plant and equipment	219	1,117
Contributions - non-monetary assets	(826)	(40)
Other	823	2,430
Change in assets and liabilities:		
(Increase)/decrease in trade and other receivables	(2,294)	(616)
(Increase)/decrease in prepayments	(1,352)	2,109
(Increase)/decrease in accrued income	789	328
Increase/(decrease) in trade and other payables	4,858	(10,568)
(Decrease)/increase in other liabilities	(575)	863
Increase/(decrease) in provisions	3,053	2,626
Net cash provided by operating activities	37,489	31,655

9.3 Superannuation

Council makes the majority of its employer superannuation contributions in respect of its employees to the Local Authorities Superannuation Fund (the Fund). This Fund has two categories of membership, accumulation and defined benefit, each of which is funded differently. Obligations for contributions are recognised as an expense in Comprehensive Operating Statement when they are made or due.

Accumulation

The Fund's accumulation categories, Vision MySuper/ Vision Super Saver, receive both employer and employee contributions on a progressive basis. Employer contributions are normally based on a fixed percentage of employee earnings (for the year ended 30 June 2021, this was 9.5 per cent as required under Superannuation Guarantee legislation).

Defined Benefit

Council does not use defined benefit accounting for its defined benefit obligations under the Fund's Defined Benefit category. This is because the Fund's Defined Benefit category is a pooled multi-employer sponsored plan.

There is no proportional split of the defined benefit liabilities, assets or costs between the participating employers as the defined benefit obligation is a floating obligation between the participating employers and the only time that the aggregate obligation is allocated to specific employers is when a call is made. As a result, the level of participation of Council in the Fund cannot be measured as a percentage compared with other participating employers. Therefore, the Fund Actuary is unable to allocate benefit liabilities, assets and costs between employers for the purposes of AASB 119.

Funding arrangements

Council makes employer contributions to the Defined Benefit category of the Fund at rates determined by the Trustee on the advice of the Fund Actuary.

A triennial actuarial review for the Defined Benefit category as at 30 June 2020 was conducted and completed by the due date of 31 December 2020. The vested benefit index (VBI) of the Defined Benefit category of which Council is a contributing employer was 104.6 per cent. The financial assumptions used to calculate the VBI were:

- Net investment returns 5.6 per cent pa
- Salary inflation 2.5 per cent pa for two years and 2.75 per cent pa thereafter
- Price inflation (CPI) 2.0 per cent pa.

As at 30 June 2021, an interim actuarial investigation is underway as the Fund provides lifetime pensions in the Defined Benefit category.

Vision Super has reported on its website that the estimated VBI for the 31 December quarter end is 109.6 per cent.

The VBI is used as the primary funding indicator. Because the VBI was above 100 per cent, the 30 June 2020 actuarial investigation determined the Defined Benefit category was in a satisfactory financial position and that no change was necessary to the Defined Benefit category's funding arrangements from prior years.

Employer contributions

Regular contributions

On the basis of the results of the 2020 triennial actuarial investigation conducted by the Fund Actuary, Council makes employer contributions to the Fund's Defined Benefit category at rates determined by the Fund's Trustee. For the year ended 30 June 2021, this rate was 9.5 per cent of members' salaries (9.5 per cent in 2020/2021). This rate is expected to increase in line with any increases in the SG contribution rate and was reviewed as part of the 30 June 2020 triennial valuation.

In addition, Council reimburses the Fund to cover the excess of the benefits paid as a consequence of retrenchment above the funded resignation or retirement benefit.

Funding calls

If the Defined Benefit category is in an unsatisfactory financial position at an actuarial investigation or the Defined Benefit category's VBI is below its shortfall limit at any time other than the date of the actuarial investigation, the Defined Benefit category has a shortfall for the purposes of SPS 160 and the Fund is required to put a plan in place so that the shortfall is fully funded within three years of the shortfall occurring. The Fund monitors its VBI on a quarterly basis and the Fund has set its shortfall limit at 97 per cent.

In the event that the Fund Actuary determines that there is a shortfall based on the above requirement, the Fund's participating employers (including Council) are required to make an employer contribution to cover the shortfall.

Using the agreed methodology, the shortfall amount is apportioned between the participating employers based on the pre-1 July 1993 and post-30 June 1993 service liabilities of the Fund's Defined Benefit category, together with the employer's payroll at 30 June 1993 and at the date the shortfall has been calculated.

Due to the nature of the contractual obligations between the participating employers and the Fund, and that the Fund includes lifetime pensioners and their reversionary beneficiaries, it is unlikely that the Fund will be wound up.

If there is a surplus in the Fund, the surplus cannot be returned to the participating employers.

In the event that a participating employer is wound-up, the defined benefit obligations of that employer will be transferred to that employer's successor.

The 2020 triennial actuarial investigation surplus amounts

An actuarial investigation is conducted annually for the Defined Benefit category of which Council is a contributing employer. Generally, a full actuarial investigation is conducted every three years and interim actuarial investigations are conducted for each intervening year.

A full investigation was conducted as at 30 June 2020.

	\$'000	
	2020	2019
The Fund's actuarial investigation identified the following for the Defined Benefit category of which Council is a contributing employer:		
A VBI surplus	100.0	151.3
A total service liability surplus	200.0	233.4
A discounted accrued benefits surplus	217.8	256.7

The VBI surplus means that the market value of the fund's assets supporting the defined benefit obligations exceed the vested benefits that the defined benefit members would have been entitled to if they had all exited on 30 June 2021.

The total service liability surplus means that the current value of the assets in the Fund's Defined Benefit category plus expected future contributions exceeds the value of expected future benefits and expenses as at 30 June 2020.

The discounted accrued benefit surplus means that the current value of the assets in the Fund's Defined Benefit category exceeds the value of benefits payable in the future but accrued in respect of service to 30 June 2020.

Council was notified of the 30 June 2020 VBI during August 2020 (2019: August 2019).

The 2021 interim actuarial investigation

An interim actuarial investigation is being conducted for the Fund's position as at 30 June 2021 as the Fund provides lifetime pensions in the Defined Benefit category. It is anticipated that this actuarial investigation will be completed by October 2021.

Superannuation contributions

Contributions by Council (excluding any unfunded liability payments) to the above superannuation plans for the financial year ended 30 June 2021 are detailed below:

			\$'000	
Scheme	Type of Scheme	Rate	2021	2020
Vision super	Defined benefit	9.50 %	328	377
Vision super	Accumulation fund	9.50 %	3,948	4,508

There were no contributions outstanding and no loans issued from or to the above schemes as at 30 June 2021.

Glossary

Item	Explanation
Accrual accounting	Expenditure on an existing asset or on replacing an existing asset that returns the service capability of the asset to its original capability.
Accumulated surplus	Expenditure that: (a) enhances an existing asset to provide a higher level of service or (b) increases the life of the asset beyond its original life.
AIFRS	Future economic benefits controlled by Council as a result of past transactions or other past events.
Asset expansion expenditure	Bad debts written off and the movement in the bad debt provision for infringement debtors and sundry debtors.
Asset renewal expenditure	A quantitative summary of Council's financial condition at 30 June, including assets, liabilities and net equity.
Asset upgrade expenditure	Interest paid on borrowings.
Assets	Capital expenditure is relatively large (material) expenditure that produces economic benefits expected to last for more than 12 months. A pre-determined 'threshold' may be used which indicates the level of expenditure deemed to be material in accordance with Council's policy. Capital expenditure includes renewal, expansion and upgrade. Where capital projects involve a combination of renewal, expansion and upgrade expenditures, the total project cost needs to be allocated accordingly.
Bad and doubtful debts	Cash and investments readily convertible to cash, including cash on hand, cash held in the bank, deposits at call and highly liquid investments.
Balance sheet	Contributions received by Council are received for the purpose of providing and improving public open space, provision/improvement of the drainage system and in relation to specific projects.
Borrowing costs	A financial statement highlighting the accounting surplus or deficit which highlights whether Council has sufficient revenue to meet expenses in the current year, including non-cash costs such as depreciation expenditure. It also includes other comprehensive income items including net asset revaluation increment (decrement reversal) and share of other comprehensive income of associates and joint ventures accounted for by the equity method, to arrive at a 'comprehensive result'. The comprehensive result equates to the movement in net assets or total equity.
Capital expenditure	Assets where Council expects to receive the future economic benefit within the next twelve months unless the asset is restricted from being exchanged or used to settle a liability for at least 12 months after the reporting date.
Cash and cash equivalents	Liabilities where Council expects to fulfil its obligation within the next twelve months unless the Council does not have an unconditional right to defer settlement of the liability for at least twelve months after reporting date.
Contributions	Contributions received by Council are received for the purpose of providing and improving public open space, provision/improvement of the drainage system and in relation to specific projects.
Comprehensive Income Statement	A financial statement highlighting the accounting surplus or deficit which highlights whether Council has sufficient revenue to meet expenses in the current year, including non-cash costs such as depreciation expenditure. It also includes other comprehensive income items including net asset revaluation increment (decrement reversal) and share of other comprehensive income of associates and joint ventures accounted for by the equity method, to arrive at a 'comprehensive result'. The comprehensive result equates to the movement in net assets or total equity.

Item	Explanation
Current assets	Assets where Council expects to receive the future economic benefit within the next 12 months unless the asset is restricted from being exchanged or used to settle a liability for at least 12 months after the reporting date.
Current liabilities	Liabilities where Council expects to fulfil its obligation within the next 12 months unless the Council does not have an unconditional right to defer settlement of the liability for at least 12 months after reporting date.
Depreciation	An expense which recognises the value of a fixed asset as it is used up over time.
Employee benefits	Relates to wages and salaries, casual staff payments, annual leave, long service leave, superannuation, fringe benefits tax, WorkCover and redundancy payments.
Equity	The residual interest in the assets of Council after deduction of its liabilities, which is made up of accumulated surplus and reserves. Total equity is also equal to net assets.
Expense	An outgoing payment made by Council.
Financing activities	Financing activities means those activities which relate to changing the size and composition of the financial structure of the entity, including equity and borrowings not falling within the definition of cash.
Fixed assets	See Property, infrastructure, plant and equipment.
Grants – non-recurrent	Grant income received for a 'one off' specific purpose, generally for a particular project.
Grants – recurrent	Grant income received on a regular basis (i.e. quarterly, annually) and granted to Council by another entity for specific or general purposes.
Income	Income is the amount of money that Council actually receives from its activities, mostly from rates and services provided to customers and ratepayers.
Infrastructure	Non-current property, plant and equipment excluding land.
Interest	Includes interest earned on all cash and investment balances, interest earned on rates and unrealised gains on managed fund investments.
Interest bearing loans and borrowings	Council's borrowings.
Investing activities	Investing activities means those activities which relate to acquisition and disposal of non-current assets, including property, plant and equipment and other productive assets, and investments not falling within the definition of cash.
Liabilities	Future sacrifices of economic benefits that Council is presently obliged to make to other entities as a result of past transactions or other past events.
Materials and administrative costs	Expenditure incurred in relation to building maintenance, general maintenance, plant and equipment maintenance, office and administration, insurance, registration and Metropolitan Fire Brigade levy, financial and legal costs and information technology costs.
Changes in equity for the period	The net movement in the net surplus (deficit) and asset revaluation increments (decrements). This is also equal to the change in net assets.
Net asset revaluation increment (decrement)	This represents the increase (decrease) between the old valuation and new valuation of property and infrastructure asset classes, which were re-valued during the year.

Item	Explanation
Net assets	The difference between total assets and total liabilities, which represents Council's net worth. Net assets are also equal to total equity.
Net gain (loss) on disposal of property, plant and equipment, infrastructure	The net of income received in relation to the sale of assets and the carrying amount of assets sold, replaced or disposed of during the year.
New asset expenditure	Expenditure that creates a new asset that provides a service that does not currently exist.
Non-current assets	Assets where the future economic benefit is not expected to be received within the next 12 months or where the asset is restricted from being exchanged or used to settle a liability for at least 12 months after the reporting date.
Non-current assets classified as held for sale	Non-current assets that Council intends to sell within the next 12 months.
Non-recurrent grants	Means a grant obtained on the condition that it is expended in a specified manner and is not expected to be received again during the period covered by a Council's Strategic Resource Plan.
Non-current liabilities	Liabilities where the obligation is not expected to be fulfilled within the next 12 months or where Council has a right to defer settlement of the liability for at least 12 months after reporting date.
Other expenses	Includes auditors' remuneration, Councillors' allowances, operating lease rentals, impairment losses, community grants and contributions, training and professional development expenditure, contract settlement expenditure and expenditure incurred in relation to special rate schemes.
Other income	Income received from donations, insurance recoveries, craft markets, festivals, local laws, right-of-way sales, transport and other sources.
Prepayments	Payments made by Council in advance of receiving the goods or services.
Property, infrastructure, plant and equipment	Often referred to as Fixed Assets. This is the largest component of Council's asset base or worth. This represents the value of all land, buildings, roads, footpaths, drains, bridges, vehicles, plant and equipment and so on, which are recorded on Council's asset register.
Provisions	Includes accrued long-service leave, annual leave, sick leave and rostered days off owing to employees at reporting date.
Rate and charges	Income received from ratepayers in relation to general rates, garbage rates and special rate schemes.
Recurrent grant	A grant other than a non-recurrent grant.
Reserves	Includes the asset revaluation reserve which includes the net revaluation increments and decrements arising from the revaluation of fixed assets in accordance with AASB 1041 'Revaluation of Non-Current Assets'. Other reserves include statutory reserves such as resort and recreation and carpark and general reserves where money is held in reserve for specific projects.
Restricted cash	Cash and cash equivalents, within the meaning of AAS, that are not available for use other than a purpose for which it is restricted, and includes cash to be used to fund capital works expenditure from the previous financial year.
Right-of-way	Former laneway no longer required for access to surrounding properties.
Share of net profits (losses) of associates and joint ventures	Council's share of the net profit/loss recognised in its joint venture partnerships.

Item	Explanation
Statement of capital works	Means a statement which shows all capital expenditure of a council in relation to non-current assets and asset expenditure type.
Statement of cash flows	The statement of cash flows shows the net cash inflows and outflows in the forthcoming year in the form of a reconciliation between the opening and closing balances of total cash and investments for the year. The cash flow statement should be prepared in accordance with the requirements of AASB 107 Statement of Cash Flows.
Statement of changes in equity	The statement of changes in equity shows the movement in Accumulated Surplus and reserves for the year. The net movement in the net surplus (deficit) and asset revaluation increments (decrements). This is also equal to the change in net assets.
Statutory fees and fines	Includes parking infringements and costs, PERIN court recoveries, town planning fees, land information certificates and trader parking and street furniture permits.
Statutory reserves	Statutory reserves are funds set aside for specified statutory purposes in accordance with various legislative requirements. These reserves are not available for other purposes.
Strategic Resource Plan	Means the Strategic Resource Plan prepared by Council under Section 126 of the Act.
Surplus (deficit)	Represents the difference between total revenues, expenses, net gain (loss) on disposal of property, plant and equipment, infrastructure and share of net profits (losses) of associates and joint ventures accounted for by the equity method.
Trade and other payables	Monies owed by Council to other entities or individuals.
Trade and other receivables	Monies owed to Council by ratepayers and other parties less provisions for doubtful debts.
Trust funds and deposits	Monies received by Council for a specific purpose, which are to be refunded upon a specific event occurring (e.g. Council assets are not damaged). If that specific event does not occur, Council is entitled to recognise these monies as income.
Unrestricted cash	Unrestricted cash represents all cash and cash equivalents other than restricted cash.
User fees	Income received by Council from a variety of fees and charges such as aged and health services fees, animal and local law fines and registrations, building permits and other charges, child care/children's program fees, debt collection recovery charges, election fines, recreation fees, library fines and other charges and tow-away charges.

Performance statement

For the year ended 30 June 2021

Council is required to prepare and include a performance statement within its annual report. The performance statement includes the results of the prescribed sustainable capacity, service performance and financial performance indicators and measures together with a description of the municipal district and an explanation of material variations in the results. This statement has been prepared to meet the requirements of the **Local Government Act 1989** and **Local Government (Planning and Reporting) Regulations 2014** (as per the transitional provisions of the **Local Government Act 2020**).

Where applicable the results in the performance statement have been prepared on accounting bases consistent with those reported in the Financial Statements. The other results are based on information drawn from council information systems or from third parties (e.g. Australian Bureau of Statistics).

The performance statement presents the actual results for the current year and for the prescribed financial performance indicators and measures, the results forecast by the council's strategic resource plan. The **Local Government (Planning and Reporting) Regulations 2014** requires explanation of any material variations in the results contained in the performance statement. Council has adopted materiality thresholds relevant to each indicator and measure and explanations have not been provided for variations below the materiality thresholds unless the variance is considered to be material because of its nature.

The forecast figures included in the performance statement are those adopted by council in its strategic resource plan on 23 June 2021 and which forms part of the Council Plan. The strategic resource plan includes estimates based on key assumptions about the future that were relevant at the time of adoption and aimed at achieving sustainability over the long term. Detailed information on the actual financial results is contained in the General Purpose Financial Statements. The strategic resource plan can be obtained by contacting council.

About the City of Port Phillip

The City of Port Phillip is located south of Melbourne's city centre on the northern shore of Port Phillip Bay. The foreshore stretches over 11 kilometres. A network of public open spaces makes the City a desirable place for residents and visitors to enjoy. Significant employment areas within Port Phillip include the St Kilda Road office district, and the industrial, warehousing and manufacturing districts in South Melbourne, Port Melbourne and Fishermans Bend.

The City of Port Phillip is one of the smallest and most densely populated municipalities in Victoria, covering an area of 20.6 kilometres and being home to 119,379 people. Our population will continue to grow with Fishermans Bend expecting to be home to around 80,000 residents and provide jobs for 40,000 over the next four decades.

¹ Source: ABS Estimated Residential Population (ERP), Regional Population Growth, Australia (2401.0) as at 30 June 2021

Sustainable capacity indicators

For the year ended 30 June 2021

Service / indicator / measure				Results
	2018	2019	2020	2021
Population				
Expenses per head of municipal population [Total expenses / Municipal population]	\$1,960.69	\$1,977.99	\$1,989.31	\$1,831.72
Material variation explanation				
The decrease in this result compared to prior years is attributed to significant reductions in expenditure across all areas due to the ongoing restrictions and shutdowns mandated by the State Government in response to the COVID-19 pandemic. Council has continued to ensure essential services are available to our community and have limited expenditure where possible to ensure community support packages are available. This included review of contract rates and freezes on recruitment. In addition, the new ERP implemented on 1 July 2020 enabled a full review of asset data and adjusted useful lives seeing a reduction in depreciation expenses, particularly buildings.				
Infrastructure per head of municipal population [Value of infrastructure / Municipal population]	\$5,659.57	\$6,287.75	\$6,175.51	\$6,070.61
Material variation explanation				
This result has slightly decreased from prior years due to significant delays in expending the capital works program as a result of government mandated shutdowns during the financial year in response to COVID-19.				
Population density per length of road [Municipal population / kilometres of local roads]	416.59	425.56	436.23	437.88
Own-source revenue				
Own-source revenue per head of municipal population [Own-source revenue / Municipal population]	\$1,785.99	\$1,805.92	\$1,827.14	\$1,728.81
Material variation explanation				
This result has declined from prior years due to decreases in user fees, statutory charges and other income as a result of Council providing fee waivers and deferrals to support to businesses and community members impacted by the ongoing government mandated COVID-19 restrictions.				
Recurrent grants				
Recurrent grants per head of municipal population [Recurrent grants / Municipal population]	\$100.75	\$97.92	\$93.40	\$83.12
Material variation explanation				
This result has been impacted by the early receipt of COVID funding in previous financial years.				
Disadvantage				
Relative Socio-Economic Disadvantage [Index of Relative Socio-Economic Disadvantage by decile]	10.00	10.00	10.00	10.00
Workforce turnover				
Resignations and terminations compared to average staff [Number of permanent staff resignations and terminations / Average number of permanent staff for the financial year] x100	11.8 %	18.0 %	14.2 %	14.9 %
Material variation explanation				
Staff turnover remained consistent with previous years despite a slight increase. Melbourne has a very competitive labour market and City of Port Phillip staff are well regarded in their profession which makes them sought after for roles elsewhere.				

Please refer to page 279 for full definitions.

Service performance indicators

For the year ended 30 June 2021

Service / indicator / measure				Results
	2018	2019	2020	2021
Animal Management				
Health and safety	New in	New in	100.00 %	100.00 %
Animal management prosecutions	2020	2020		
[Number of successful animal management prosecutions]				
Material variation explanation				
The number of animal management prosecutions has increased by one since 2019/20, from six prosecutions to seven in 2020/21. Port Phillip City Council has been diligent with education on responsible pet ownership and successfully prosecuted all serious dog attacks along with resolving animal related issues with a consistent and proactive approach.				
Food Safety				
Health and safety	100.00 %	100.00 %	100.00 %	100.00 %
Critical and major non-compliance outcome notifications				
[Number of critical non-compliance outcome notifications and major non-compliance notifications about a food premises followed up / Number of critical non-compliance outcome notifications and major non-compliance notifications about a food premises] x100				
Material variation explanation				
Council has achieved a 100 per cent follow-up inspection rate of all major or critical non-compliances identified within registered food premises throughout the reporting period.				
Governance				
Satisfaction	57	59	58	60
Satisfaction with Council decisions				
[Community satisfaction rating out of 100 with how council has performed in making decisions in the interest of the community]				
Material variation explanation				
Community satisfaction with Council decisions increased by two points compared to last year.				
Libraries				
Participation	20.39 %	18.63 %	18.46 %	17.62 %
Active library members				
[Number of active library members / Municipal population] x100				
Material variation explanation				
Active library membership has remained reasonably stable despite the impact of COVID-19 on some services and physical access to library branches.				

Service / indicator / measure	Results			
	2018	2019	2020	2021
Maternal and Child Health (MCH)				
Participation	84.80 %	74.28 %	87.38 %	83.49 %
Participation in the MCH service [Number of children who attend the MCH service at least once (in the year) / Number of children enrolled in the MCH service] x100				
Material variation explanation				
Participation decreased slightly, just falling short of the target of 85 per cent. As a result of COVID-19 restrictions leading to some families of older children (2 years and 3.5 years) declining a telehealth appointment preferring to wait for a face to face appointment, which may have resulted in less overall participation.				
Participation	94.74 %	80.00 %	95.00 %	94.29 %
Participation in the MCH service by Aboriginal children [Number of Aboriginal children who attend the MCH service at least once (in the year) / Number of Aboriginal children enrolled in the MCH service] x100				
Material variation explanation				
Participation in MCH service by Aboriginal children remained consistent with previous years and met target.				
Roads				
Satisfaction	67	68	69	67
Satisfaction with sealed local roads [Community satisfaction rating out of 100 with how council has performed on the condition of sealed local roads]				
Material variation explanation				
A two point drop was experienced compared to previous years and fell just below target.				
Statutory Planning				
Decision making	61.04 %	72.22 %	77.13 %	75.00 %
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 VCAT decisions in relation to planning applications] x100				
Material variation explanation				
Decisions upheld at VCAT remained consistent with previous years. Allowing for mediated and withdrawn outcomes, Council decisions upheld at VCAT for this financial year is actually 90.9 per cent.				
Waste Collection				
Waste diversion	31.71 %	29.18 %	30.47 %	31.99 %
Kerbside collection waste diverted from landfill [Weight of recyclables and green organics collected from kerbside bins / Weight of garbage, recyclables and green organics collected from kerbside bins] x100				
Material variation explanation				
Kerbside waste diverted from landfill remains below target, as high levels of waste continue to be generated with many people still working from home. Contamination of kerbside bins remained high, though the efforts of the 'Recycling Reset campaign' effected a 24 per cent decrease in contamination in the areas audited. The 11 month Elwood Food Organics and Garden Organics (FOGO) trial diverted an estimated total of 120 tonnes of FOGO materials from participating properties, indicating a good opportunity for future waste diversion.				

Definitions

"Aboriginal child" means a child who is an Aboriginal person

"Aboriginal person" has the same meaning as in the Aboriginal Heritage Act 2006

"active library member" means a member of a library who has borrowed a book from the library

"annual report" means an annual report prepared by a council under sections 131, 132 and 133 of the Act

"CALD" means culturally and linguistically diverse and refers to persons born outside Australia in a country whose national language is not English

"class 1 food premises" means food premises, within the meaning of the Food Act 1984, that have been declared as class 1 food premises under section 19C of that Act

"class 2 food premises" means food premises, within the meaning of the Food Act 1984, that have been declared as class 2 food premises under section 19C of that Act

"Community Care Common Standards" means the Community Care Common Standards for the delivery of HACC services, published from time to time by the Commonwealth

"critical non-compliance outcome notification" means a notification received by council under section 19N(3) or (4) of the Food Act 1984, or advice given to council by an authorized officer under that Act, of a deficiency that poses an immediate serious threat to public health

"food premises" has the same meaning as in the Food Act 1984

"HACC program" means the Home and Community Care program established under the Agreement entered into for the purpose of the Home and Community Care Act 1985 of the Commonwealth

"HACC service" means home help, personal care or community respite provided under the HACC program

"Infrastructure" means non-current property, plant and equipment excluding land

"local road" means a sealed or unsealed road for which the council is the responsible road authority under the Road Management Act 2004

"major non-compliance outcome notification" means a notification received by a council under section 19N(3) or (4) of the Food Act 1984, or advice given to council by an authorized officer under that Act, of a deficiency that does not pose an immediate serious threat to public health but may do so if no remedial action is taken

"MCH" means the Maternal and Child Health Service provided by a council to support the health and development of children within the municipality from birth until school age

"infrastructure" means non-current property, plant and equipment excluding land

"population" means the resident population estimated by Council

"relative socio-economic disadvantage", in relation to a municipality, means the relative socio-economic disadvantage, expressed as a decile for the relevant financial year, of the area in which the municipality is located according to the Index of Relative Socio-Economic Disadvantage (Catalogue Number 2033.0.55.001) of SEIFA

"SEIFA" means the Socio-Economic Indexes for Areas published from time to time by the Australian Bureau of Statistics on its website

"target population" has the same meaning as in the Agreement entered into for the purposes of the Home and Community Care Act 1985 of the Commonwealth

"WorkSafe reportable aquatic facility safety incident" means an incident relating to a council aquatic facility that is required to be notified to the Victorian WorkCover Authority under Part 5 of the Occupational Health and Safety Act 2004.

Financial performance indicators

For the year ended 30 June 2021

Service / indicator / measure	2018	2019	2020	Result	2022	2023	2024	Forecast	2025
Efficiency									
Revenue level									
Average rate per property assessment	New in 2020	New in 2020	\$1,754.55	\$1,773.54	\$1,838.35	\$1,858.11	\$1,889.53	\$1,921.26	
[Total rate revenue / Number of property assessments]									
Material variation explanation									
This has increased slightly in line with increased rates revenue in 2020/21 and is expected to increase in future years in line with forecast rates increases.									
Expenditure level									
Expenses per property assessment	\$3,006.31	\$3,072.16	\$3,142.99	\$2,865.36	\$3,179.79	\$3,133.48	\$3,210.02	\$3,247.24	
[Total expenses / Number of property assessments]									
Material variation explanation									
The decrease in this result compared to prior years is attributed to significant reductions in expenditure across all areas due to the ongoing restrictions and shutdowns mandated by the State Government in response to the COVID-19 pandemic. Council has continued to ensure essential services are available to our community and have limited expenditure where possible to ensure community support packages are available. This included review of contract rates and freezes on recruitment. In addition, the new ERP implemented on 1 July 2020 enabled a full review of asset data and adjusted useful lives seeing a reduction in depreciation expenses, particularly buildings. At the time of adopting the 2021/22 budget with the State out of lockdown Council forecasted an increase in expenses as the city returns to "normal" operations. This will be closely monitored.									
Liquidity									
Working capital									
Current assets compared to current liabilities	265.45 %	267.52 %	360.39 %	309.49 %	328.78 %	304.71 %	287.69 %	295.55 %	
[Current assets / Current liabilities] x100									
Material variation explanation									
Council can comfortably meet its short-term financial commitments. This ratio remains high compared to year on year targets as a result of Council's excessive cash and cash equivalent balance due to project spend delays with the capital works program significantly impacted by ongoing Government shutdowns in response to COVID-19 stay at home orders. The ratio has declined from prior year due to the \$7.5 million loan being recognised as a current liability as it is due for repayment in the 2021/22 financial year, however we expect this ratio to continue at high levels as the economy recovers and no new borrowings are undertaken.									
Unrestricted cash									
Unrestricted cash compared to current	-50.19 %	-85.93 %	-207.81 %	-104.41 %	-136.87 %	109.95 %	-114.44 %	-120.87 %	
[Unrestricted cash / Current liabilities] x100									
Material variation explanation									
Council's unrestricted cash ratio has increased from -207.81 per cent to -67.37 per cent as a result of more funds being placed in short term investments. This is due to limited investment options in the COVID-affected financial market and Council's ongoing commitment to increasing investment returns and invest in green products where possible. Council has \$120 million of cash and other financial assets, with \$64.3 million of this being restricted. This will fund the completion of projects in future years, placing Council in a strong position to continue to meet its financial obligations, as reflected in the working capital ratio.									

[illegible]

Service / indicator / measure	Result				Forecast			
	2017	2018	2019	2020	2021	2022	2023	2024
Stability								
Rates concentration	57.51 %	57.56 %	57.73 %	60.46 %	59.13 %	59.03 %	59.33 %	59.26 %
Rates compared to adjusted underlying revenue								
[Rate revenue / Adjusted underlying revenue] x100								
Material variation explanation								
This result has increased from prior years due to a decline in other revenue streams which are related to fee waivers and deferrals to provide support to businesses and community members impacted by the ongoing government mandated COVID-19 restrictions. This is expected to remain consistent in future years.								
Rates effort	0.20 %	0.18 %	0.19 %	0.19 %	0.19 %	0.19 %	0.19 %	0.19 %
Rates compared to property values								
[Rate revenue / Capital improved value of rateable properties in the municipality] x100								
Material variation explanation								
This result has remained consistent with prior years and targets.								

Definitions

"adjusted underlying revenue" means total income other than:

- (a) non-recurrent grants used to fund capital expenditure
- (b) non-monetary asset contributions
- (c) contributions to fund capital expenditure from sources other than those referred to above

"adjusted underlying surplus (or deficit)" means adjusted underlying revenue less total expenditure

"asset renewal expenditure" means expenditure on an existing asset or on replacing an existing asset that returns the service capability of the asset to its original capability

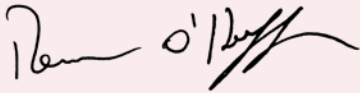
"current assets" has the same meaning as in the AAS (Australian Accounting Standards)

"current liabilities" has the same meaning as in the AAS (Australian Accounting Standards)

"non-current assets" means all assets other than current assets

Certification of the performance statement

In my opinion, the accompanying performance statement has been prepared in accordance with the **Local Government Act 1989**, the **Local Government (Planning and Reporting) Regulations 2014** (as per the transitional provisions of the **Local Government Act 2020**).



Dennis O'Keeffe CA
Principal Accounting Officer

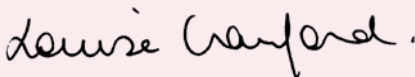
20 September 2021
St Kilda

In our opinion, the accompanying performance statement of the Port Phillip Council for the year ended 30 June 2021 presents fairly the results of council's performance in accordance with the **Local Government Act 1989** and the **Local Government (Planning and Reporting) Regulations 2014** (as per the transitional provisions of the **Local Government Act 2020**).

The performance statement contains the relevant performance indicators, measures and results in relation to service performance, financial performance and sustainable capacity.

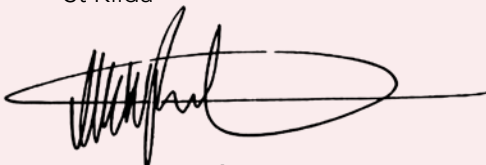
At the date of signing, we are not aware of any circumstances that would render any particulars in the performance statement to be misleading or inaccurate.

We have been authorised by the Council and by the **Local Government (Planning and Reporting) Regulations 2014** to certify this performance statement in its final form.



Louise Crawford
Mayor and Councillor
City of Port Phillip

20 September 2021
St Kilda



Marcus Pearl
Deputy Mayor and Councillor

20 September 2021
St Kilda



Peter Smith
Chief Executive Officer

20 September 2021
St Kilda

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