City of Port Phillip Annual Report 2014/15

**Who this report is for**

We have designed this report for a broad audience that reflects the great diversity of our constituents, including members of our community, our ratepayers, local businesses, interested stakeholders, government agencies and departments. As part of our environmental commitment to reducing paper use, we encourage you to read this report online at [www.portphillip.vic.gov.au](http://www.portphillip.vic.gov.au) If you prefer a printed version, copies are available for review at our town halls and libraries. Alternatively, please contact Council via phone or email. Contact details are provided on the inside back cover.

**Feedback**

We are committed to improving our annual reporting and would welcome your feedback. Contact details for feedback are provided on the inside back cover.

**Why this report is different**

Council is committed to transparent reporting on our performance and activities. This year’s Annual Report includes our reporting against a standard set of performance indicators across local government as required by recent changes to the Local Government Act 1989.

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Mayor and CEO welcome

It is our pleasure to present the activities and performance of the Port Phillip City Council for the past year.

Firstly we would like to respectfully acknowledge the Yalukit Wilam Clan of the Boon Wurrung, and continue to pay our respects to their Elders, both past and present. We acknowledge and uphold their continuing relationship to this land.

We are on track to deliver the Council Plan 2013-17, having achieved almost 80 per cent of targets for Council Plan measures, with 99 per cent of key actions on track. The Council Plan sets out the Council’s vision for an engaged, healthy, resilient and vibrant city.

This year Council has made significant progress on projects of importance to our community and it is pleasing that overall community satisfaction with our services has continued to improve. A number of initiatives in our City have been recognised with awards.

***Delivering on community priorities***

Council has taken a major step forward in securing the long-term future of the iconic and much-loved Palais Theatre in partnership with the Victorian Government. Council is investing $7.5 million towards the restoration project alongside the State’s $13.4 million commitment, with repair work due to start in 2016. The final step will be securing a long term operator for the Palais through a competitive process already underway.

Council has maintained a strong focus on delivering our community’s vision for Fishermans Bend. We developed a ground-breaking plan for a proposed $40 million investment for community facilities, a kindergarten, and public open space in the Montague Precinct involving a mix of Council rates and borrowings, Victorian Government funding and future developer contributions. Our proposal to the Victorian Government was released in July 2015, and is unique because it involves Council partly financing and delivering early infrastructure for education and community facilities in an urban renewal precinct ahead of a finalised developer-contributions plan.

The Victorian Government’s intent to recast Fishermans Bend and re-engage with the community on a new planning framework continues to require extensive input from Council. As a new framework is developed, we are ensuring our community is kept informed of key developments through the Fishermans Bend Community Forum.

Collaborating with our community has seen us advance the St Kilda Triangle project. A number of interrelated working groups spent several months engaging on a range of issues and options regarding the site, culminating in the development of a shared design brief and draft cultural charter. We are also working in partnership with government and industry stakeholders as we progress through to the next stage of the project which involves developing a concept design and business case for the site.

Through our Vibrant Villages program we created new local partnerships to activate key precincts across our City. It is great to see that 96 per cent of our community value the vibrancy of their local area.

Key highlights of the program include:

* working with building owners and traders to revitalise four shop fronts in Ripponlea installing village signage in Garden City to welcome people to the shopping strip and supporting the Garden City Community Day at the Fishermans Bend Community Centre
* restoring the much-loved ‘Lady of St Kilda’ art piece in Carlisle Street, Balaclava
* activating the newly refurbished Emerald Hill park and forecourt with concerts, music and arts performances during the Melbourne and Emerald Hill festivals
* introducing a new volunteer-run visitor and information hub to welcome cruise ship
* passengers during summer months at the Port Melbourne Waterfront
* developing an action plan with a range of initiatives to enhance Fitzroy Street in consultation with local businesses.

***Improving local amenity and assets***

Council kept our City looking great over the busy summer months by investing in additional cleaning and infrastructure, including placing extra bins along the foreshore and employing additional staff to communicate local laws and anti-litter messages.

We plan to continue this level of service, which was highly valued by our community and visitors.

High quality facilities help our community achieve improved health and wellbeing. The major redevelopment of North Port Oval’s Norm Goss Pavilion means players and spectators can enjoy the historic sporting venue and participate in recreation and sporting activities. New exercise equipment at Peanut Farm Reserve is encouraging healthy activity for all ages. Refurbishing the Clarendon Street Family Centre has improved facilities for much needed family services in this area.

Council delivered on its commitments to re-open the St Kilda Community Garden at Railway Place, plant 1,305 trees to increase our street canopy and reconstruct the St Kilda Botanical Gardens pond. Installing 4.5 kilometres of on-road bike lanes along with 44 new bike hoops is making it easier to cycle.

Improving traffic management at intersections through new traffic signals, kerb extensions and zebra crossings is making it safer for walkers.

***Delivering better value and outcomes to our community***

Continually improving our service delivery is a priority. This year we increased the use of our childcare centres from 85 to 95 per cent as well as achieving an 89 per cent community satisfaction for our street cleaning services. This is up 11 per cent since bringing the service in-house. We are also pleased that community satisfaction with our overall performance is at a record 96 per cent.

Our focus on improved project management has delivered $3.6 million in capital savings and improved the selection and monitoring of our projects.

A range of other efficiency measures has achieved $1.92 million in operational savings, with a further

***Creating an inclusive, welcoming and resilient city***

Our commitment to social justice and reconciliation was demonstrated by supporting affordable housing, including funding a new communal area at the Williamstown Road public housing estate, and publishing a detailed Aboriginal history of the City of Port Phillip. This year our Access and Ageing Department received a Rainbow Tick for demonstrating inclusiveness and a safe welcoming environment for people who identify as GLBTI, and we have progressed over 40 initiatives to make our services more accessible for people with disabilities and other access challenges.

Creating a strong, innovative and adaptive city and implementing sustainability initiatives remains a focus. This report includes a section detailing our progress on achieving our Toward Zero 2020 targets. This year we delivered the first energy-positive building in Port Phillip through the work of our community ‘Carbon Cop’ volunteers. We have launched the award-winning My Climate tool on our EnviroEhub website, and developed a new online sustainable design assessment tool.

***Our future focus***

In a constrained financial environment, we will continue to engage with our community to identify and act on opportunities to improve our services. We want to ensure they are well targeted, efficient and delivering great value and outcomes for our community.

We will work hard to deliver key projects in the City, and welcome recent funding commitments by the Victorian Government, including for the redevelopment of South Melbourne Life Saving Club and upgrades to sports pavilions at Peanut Farm and JL Murphy reserves. In addition, we will provide input and technical expertise into planning for the Melbourne Metro Rail Project, which will establish a new train station at Domain, and use our local knowledge to progress investigations into establishing protected bike lanes on St Kilda Road. We have also committed to the delivery of new community housing. In the year ahead we will spend $38 million to renew and upgrade our existing assets, including upgrading roads, footpaths and laneways, redeveloping the St Kilda Life Saving Club, replacing the Alma Park Pavilion and making improvements to the Fitzroy Street streetscape

We look forward to working with you to continue delivering great outcomes for our community.

Cr Amanda Stevens

Mayor

City of Port Phillip

Tracey Slatter

CEO

City of Port Phillip

Year in review

July 2014

NAIDOC Week celebrations at the City of Port Phillip

One of many events during NAIDOC Week was a flag raising and smoking ceremony at the St Kilda Town Hall attended by Councillors, staff and community members. This ceremony officially recognised the Yalukit Willam Clan of the Boon Wurrung, and Aboriginal and Torres Strait Islander peoples.

August 2014

Advocating for our community

In the lead up to the Victorian state election, Council hosted two forums for members of our community and local community groups to inform the development of Council’s state election priorities. We also attracted over 130 people to a forum with local candidates to talk about important transport issues, using a live twitter feed to engage a broader audience on the night.

Joint Council project wins sustainability award

The Council-supported Port Phillip EcoCentre won the Clean Beach, Waterway category in the Keep Australia Beautiful Victoria Sustainable Cities Awards, for improving the management of pollution and pests in Port Phillip Bay. The Young Leader’s award went to local student Mary ‘Jess’ Jeyasingham for her volunteer work with the EcoCentre.

September 2014

**New mural celebrates Indigenous community**

World-renowned street artist Adnate completed a mural at Peanut Farm Reserve, in acknowledgement of the reserve’s role as an Indigenous meeting place.

October 2014

New locations see Ride2Work Day attendance more than double

Council hosted three events at St Kilda Town Hall, South Melbourne Market and the Port Melbourne Waterfront. Free community breakfasts were provided along with safe riding tips and bike checks by the Port Phillip Bicycle User Group and the Bike Doctors. The events promoted riding to work as a healthy and sustainable form of transport.

Council launches new mobile enabled website

Council’s website was enhanced to provide easier access to information from mobile devices such as smart phones and tablets. Developed by Council staff and tested by community members, visitors to our website now enjoy features such as quick links to popular mobile tasks.

Farewell to War

Around 1,500 people commemorated the departure of the First Convoy in 1914 at Station Pier in Port Melbourne. This event recognised our wartime heritage, and promoted and strengthened social inclusion and participation for people of all ages and abilities.

November 2014

St Kilda Triangle synthesis workshops

Deliberations with our community culminated in a synthesis workshop to prepare for the next stage of the St Kilda Triangle project.

December 2014

St Kilda Life Saving club redevelopment starts

The concept design for the St Kilda Life Saving Club redevelopment was endorsed by Council on 9 December. This brought us one step closer to upgrading the facility to ensure the club can continue to train and provide volunteer life savers, and keep up their important work of patrolling our beaches.

January 2015

South Melbourne Night Market

The popular free twilight markets kicked off on 15 January, offering visitors a cultural feast of hawker style street food, stalls, entertainment and music until early March 2015.

**Piers Festival**

The annual Piers Festival in Port Melbourne showcased the diversity of our City and its history with food, crafts, performance, an exhibition on the history of migration, and lots of music and dancing.

February 2015

Launch of My Climate Tool

Council developed the award-winning My Climate Tool for residents to calculate the appropriateness of solar power panels for their home, and investigate ceiling insulation and rainwater capture. The tool is available on the EnviroEhub website at [www.enviroehub.com.au](http://www.enviroehub.com.au)

**Rainbow Flag raising launches Pride March**

Council raised the Rainbow Flag to celebrate the iconic Pride March, which celebrates the achievements of Victoria’s Gay, Lesbian, Bisexual, Transgender and Intersex community. It was the first time the Pride March was led by a State Premier, the Hon Daniel Andrews MP, who was joined by Victoria’s first Minister for Equality, the Hon Martin Foley MP.

St Kilda Festival

The St Kilda Festival opened with the Yalukit Wilum Ngargee: People Place Gathering celebration of contemporary Aboriginal and Torres Strait Islander culture, followed by Live N Local week, which engaged a number of local businesses, artists and traders.

March 2015

South Melbourne Market Mussel Festival

Over two days the South Melbourne Market hosted the second annual Mussel Festival as part of the 2015 Melbourne Food and Wine Festival. Visitors enjoyed over 10,000 bowls of mussels as well as food from the region’s top chefs and restaurants. Weekend attendance inside the market was up nearly 40 per cent compared to a normal weekend.

April 2015

**Vibrant Balaclava**

Council worked with Multicultural Arts Victoria and Carlisle Street traders to deliver the Vibrant Balaclava street festival which celebrated our diverse range of cultures through street performers, musicians and a special screening from the Human Rights Arts and Film Festival.

**Student leadership program kicks off at St Kilda Town Hall**

As part of our commitment to young people we hosted part of the 2015 student leadership program, with students from nine local schools exploring project ideas to change the local community for the better. These community projects will be reported back to Councillors in October 2015 as part of the Youth in Chamber event.

**ANZAC Centenary commemorations**

Council supported community groups to hand-make thousands of paper and knitted poppy flowers for display on ANZAC Day along St Kilda’s Esplanade and Port Melbourne Waterfront. The displays were made possible through funding from the Small Poppy Village Grants Program.

May 2015

**St Kilda Film Festival**

Australian short films were celebrated at this Academy Awards® qualifying event. The Palais Theatre hosted opening night, with the remainder of the festival hosted at the St Kilda Town Hall, which was transformed into a pop-up cinema with box office, lounge and candy bar. Audiences, film makers and local traders were overwhelmingly positive about this year’s festival.

**North Port Oval officially opened**

A major redevelopment of the North Port Oval was completed and officially opened. The upgrade supports local sports clubs, players, fans and community and includes the refurbished and repaired Norm Goss Grandstand, change room updates and a new administration and function room.

June 2015

Mabo Day celebrations

The City of Port Phillip hosted Mabo Day celebrations at the St Kilda Town Hall, as part of Reconciliation Week. Celebrations featured performances by Torres Strait Islander artists.

Adoption of revised Council Plan and 2015/16 Budget

Council formally endorsed the revised Council Plan 2013-17 and Budget 2015/16, which builds on its strong financial management and planning, and was informed by extensive engagement with community members.

Our performance at a glance

This is a snapshot of our performance for the year ending 30 June 2015.

Please refer to Chapter 3 Our Performance for more detailed information.

Delivering on the Council Plan

In 2014/15 we focused our performance on delivering the four focus areas of our Council Plan:

**Engaged**

A well governed City

**Healthy**

A healthy, creative and inclusive City

**Resilient**

A strong, innovative and adaptive City

**Vibrant**

A liveable and connected City

Overall performance results

78 per cent of Council Plan measures have met targets (25 out of 32 measures for which data is available).

99 per cent of Council Plan actions are on track (95 out of 96 actions).

The Council Plan action to ***develop a policy that protects heritage and accommodates sustainability*** is off-track (minor) at the end of 2014/15. Council officers focused on reviewing existing practices and guidance material for sustainability initiatives in heritage areas such as the downpipe diverter program. As such, the development of a formal policy that protects heritage and accommodates sustainability did not progress. We will continue to develop improved sustainability guidance for property owners in heritage areas.

Our performance highlights

We are proud of our many achievements highlighted throughout this Annual Report. These include delivering on community priorities to secure the long-term future of the much-loved Palais Theatre, proactive planning for community infrastructure and services in Fishermans Bend, collaborating with community to deliver a project on the St Kilda Triangle and strengthening local partnerships through our Vibrant Villages program.

Here are further details and more examples of what we achieved this year.

Engaged

**Co-designing the St Kilda Triangle**

A draft Cultural Charter and a Design Brief for the St Kilda Triangle was developed at the end of 2014 through community deliberations. Further engagement is underway with community, industry and government, contributing to the development of a business case and delivery strategy for a locally loved and world admired project on the site.

**Local representatives appointed to Fishermans Bend Community Forum**

Nineteen local representatives were appointed to a new forum, enabling two-way information sharing between the community and Council about the future of Fishermans Bend. Forum meetings include updates on statutory planning applications and input from community members on precinct planning.

**Victorian Government commitment of $13.4 million for the Palais Theatre**

The Palais, owned by the Victorian Government with the City of Port Phillip as Committee of Management, requires essential structural repairs and compliance works. To secure the long-term future of the Palais, Council committed $7.5 million in funding, alongside a Victorian Government investment of $13.4 million.

**Strategic approach to reviewing and improving our operations**

We introduced a formal service review program and continued to implement continuous improvement initiatives. This has resulted in saving the community more than 3,600 days waiting for our services, saved over 500 hours of staff time which we have redirected to providing better services, and helped us achieve over $1.92 million in operating efficiency savings.

**Providing skip bin permits faster**

We used technology to develop a quicker turnaround time for permit applications, which has reduced community wait time for skip bin permits by an average of one and a half days.

Healthy

**More access to childcare**

Improvements to communications and processes resulted in greater access to childcare places across four Council-owned centres. Childcare place utilisation increased from 85 per cent to 95 per cent between June 2014 and January 2015.

**New Maternal and Child Health Saturday service**

Council introduced a new Saturday service at the Maternal Child Health Centre in South Melbourne, in response to the community’s need for flexible service delivery.

**Commitment to young people**

Council endorsed a Youth Commitment 2014-19 and Middle Years Commitment 2014-19 on 25 November 2014. These policies inform planning and service provision for youth and middle-years over the next five years.

**Respectfully working with Aboriginal and Torres Strait Islander Community**

Council launched a new Aboriginal and Torres Strait Islander (ATSI) framework in February 2015. The framework was developed in partnership with the local ATSI community and the Boon Wurrung Foundation. It reflects Council’s commitment to understand, reflect and represent the views of ATSI people and ensure the City is a welcoming and safe place for all.

**Community Grants**

Council awarded $298,813 in grants to 41 organisations, for more than 77 community projects that strengthen and build community health and wellbeing.

**New Port Phillip Wellbeing Index**

The new index developed by Council is based on social health data to provide an overall picture of community life in Port Phillip. The index uses a set of 76 indicators to measure against, on topics such as employment, education, transport, early years, older persons and safety.

Resilient

**Reducing greenhouse gas emissions contributes to achieving Toward Zero targets**

During the year Council achieved its target to reduce CO2 emissions, driven by energy savings from our streetlight replacement program. This activity supports our progress to achieving our Toward Zero sustainability targets.

**‘Community Carbon Cops’ help reduce energy and save power**

Community volunteer ‘carbon cops’ helped Albert Park’s Mary Kehoe Community Centre reduce its electricity usage by 83 per cent by installing a solar panel system. This exceeded their energy reduction target by 33 percentage points. The centre is now Council’s first ‘energy positive’ building, generating 110 per cent of its energy needs. We are expecting savings of $7,000 per year.

**Council’s raingarden maintenance wins an award**

Council’s proactive approach to maintaining the municipality’s raingardens won a Stormwater Victoria Award for Excellence in September 2014.

Vibrant

**Village Partnership Groups kick off**

Community members were invited to join one of five Village Partnership Groups, with each group chaired by a ward councillor. The groups formally convened in June 2015 and encourage community members to work with each other and with Council to contribute to activation of their villages.

**Street cleaning gets the thumbs up**

Street cleaning received an annual average audit performance rating of 90 per cent and a community satisfaction rating of 89 per cent after the service was moved in-house.

**More open spaces available for booking**

We made changes to existing technology to reduce staff time spent processing open space bookings. This enabled us to increase the number of spaces available for community bookings from nine to 24.

**Improved summer management for our places**

Increased service by amenity officers during the summer period reduced the number of dog complaints, down from 30 to four complaints compared to the same period last year.

**Council celebrates local businesses**

Three hundred members of the business community attended the City of Port Phillip Business Excellence Awards in October 2014. The biennial awards celebrate the strength of local businesses.

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 represents a breakdown for every $100 received from rates income during 2014/15.

Arts and festivals $3.98

Community care, ageing, access and disability services $2.89

Community development $1.25

Customer service, community engagement & consultation $3.06

Economic development and tourism $0.71

Environmental sustainability $1.14

Family, youth and children's services $3.51

Financial management $3.10

Governance $1.87

Libraries $2.40

Managing and maintaining assets (roads, buildings, footpaths) $11.56

Organisational support and systems $11.27

Parks, foreshore and open space $8.47

People, culture and learning $2.14

Planning and building services $1.18

Precinct planning for the future (including Fishermans Bend) $2.91

Public health and animal management $2.07

Upgrading and growing the city's assets $23.77

Street and beach cleaning $3.68

Transport planning, projects and parking management $2.12

Waste management $6.92

TOTAL $100.00

Note some services received substantial funding from other sources such as government grants and user charges.

Financial performance summary

In 2014/15 the Council has maintained and, in some cases improved, its services and infrastructure while planning for significant forecast population growth in Fishermans Bend. The focus has been on ensuring the financial sustainability of Council in an environment of population growth, rate capping and cost shifting.

I’m pleased to report that Council’s performance is within the expected range on all of the 12 financial indicators included in the Local Government Performance Reporting Framework. Some key highlights include:

* a $2.3 million cash surplus
* a $57 million investment portfolio
* low levels of debt (8.5 per cent of rates revenue)
* a healthy working capital (current assets are 221 per cent of current liabilities).

Council continues to be affected by the shifting of costs and additional taxes from state and federal governments to local governments.

In 2014/15, these shifts have increased the financial pressure on Council by an estimated $1.1 million. The major items are:

* new Congestion Levy imposed by the Victorian Government ($500,000)
* loss of funding for Adventure Playground programs from the Commonwealth Government ($257,000)
* increase in the Victorian Landfill Levy on waste disposals ($140,000)
* loss of indexation of Financial Assistance Grants from the Commonwealth Government ($62,000).

In recognition of the above cost pressures, Council has sought to drive efficiencies across the organisation. This has resulted in the realisation of permanent ongoing savings of $1.92 million while services have been maintained or improved. In developing the 2015/16 budget a further $3 million of permanent savings has been targeted, in conjunction with an increased focus on reviewing current services to ensure they remain relevant to the community and continue to deliver desired outcomes.

**Calculation of cash surplus**

The principal budget document used by Council to monitor its financial performance is the Cash Income Statement or Rate Determination Statement. The surplus of $2.235 million will be used as a funding source for the 2015/16 budget. This is consistent with the adopted budget that projected a net surplus of $2.193 million.

2015 actual 2014 actual

$’000 $’000

Operating Surplus / (Deficit) 3,908 37,611

Depreciation

Net loss on disposal of property, infrastructure, 3,279 5,885

plant and equipment

Expenses reclassified as operating from Capital 4,158 5,598

Working in Progress from prior year

Non-monetary contributed assets - (42,428)

Proceeds from borrowing - 7,500

Capital expenditure (28,565) (27,861)

Loan repayments (722) (734)

Net transfers from / (to) reserves (5,854) 4,558

Payment of superannuation liability charge - (10,873)

Brought forward surplus 7,059 10,649

Net rate determination surplus 2,335 7,059

**Net operating result**

Sustaining a net operating surplus is a critical financial outcome that provides Council with the capacity to renew the $2.3 billion community infrastructure, land and building assets that it controls, meet its debt repayment obligations and manage the impact of potential budget shocks. Operating expenditure increases are mainly attributable to annual inflation increases. Revenue growth has been steady in most income streams, with large increases in developer contributions and statutory fees. Volatile trends over the years are largely due to the impact of one-off items. These include a $42 million Beacon Cove asset transfer from the Victorian Government (2014), the $11 million defined benefit superannuation call (2012) and the $5 million settlement for the St Kilda Triangle (2010).

2009 $11,232,000

2010 $-4,105,000

2011 $1,146,000

2012 $-165,000

2013 $15,536,000

2014 $37,611,000

2015 $3,908,000

**Underlying result**

Council’s underlying operating result reflects a deficit of 0.64 per cent (2014: deficit of 4.9 per cent). The main drivers for this deficit are:

* the reallocation to operating expenditure of $9.3 million in project costs that were originally budgeted as capital expenditure or included in the prior year as work in progress. Typical items include tree planting, park and garden improvements, site preparation costs such as demolition for new assets and contributions for public assets not owned by Council.
* $3.3 million written off from the residual value of assets that were replaced as a result of being renewed or upgraded. These are non-cash items, which Council has historically not budgeted for as they are difficult to forecast and have no impact on Council’s cash position.

It should be noted that Council has historically not included the non-cash loss on disposal of assets in its calculation of the underlying operating result. This is now a requirement of the mandatory Local Government Performance Reporting Framework. Council’s principal financial planning report is an Income Statement Converted to Cash, which determines a budget position based on the net cash position including capital expenditure, borrowings and reserve transfers. Prior year comparatives have been adjusted.

2009 1.76%

2010 -7.41%

2011 -3.05%

2012 -5.17%

2013 1.27%

2014 -4.90%

2015 -0.64%

**Net assets**

The main driver for changes in the value of Council’s net assets is the impact of asset revaluations, which take place over a rolling three-year cycle. In the current year there was a significant land valuation increment of $189 million and an increase in fair value of roads, car parks and other infrastructure of $29 million. This has driven the increase in net assets to $2.36 billion.

2009 $1,853,904,000

2010 $1,873,581,000

2011 $1,889,053,000

2012 $1,894,684,000

2013 $1,966,146,000

2014 $2,138,670,000

2015 $2,360,633,000

**Total capital spend**

Delays in the completion of major projects in previous financial years have contributed to lower capital expenditure, particularly in 2010 and 2011. The 2013 result was inflated by the completion of a number of major capital works projects during that financial year. The total capital spend of $24.4 million is in line with the previous year’s expenditure. This result has been impacted by $9.3 million (2014: $5.6 million) of project costs being properly classified as operating expenses, as noted in the underlying result summary.

2009 $26,468,000

2010 $12,764,000

2011 $14,066,000

2012 $22,326,000

2013 $37,345,000

2014 $23,986,000

2015 $24,407,000

**Investments**

Council’s prudent fiscal approach and focus on cost containment, and the appropriate application of cash backed reserves has enabled it to build up its cash based investment portfolio. Delays in delivering the capital works program in previous years have also contributed to the growth in investments.

These investments support the following Council commitments: Reserves $29.9 million (Statutory ($11.7 million and General $18.2 million), employee leave provisions ($14 million), trust funds ($7.7 million) and the $2.3 million cash surplus.

2009 $39,386,000

2010 $50,068,000

2011 $52,425,000

2012 $60,433,000

2013 $52,788,000

2014 $50,097,000

2015 $57,014,000

**Total debt**

Council’s strong financial position has resulted in a downward trend in interest bearing liabilities as it has managed to internally fund major projects. In 2012 a liability for the Vision Super defined benefits shortfall was recognised and reported in

2013. This liability was settled in full in July 2013. In 2014 $7.5 million was raised for the purpose of funding capital works. While there were no new borrowings in 2014/15, in July 2014 Council participated in the inaugural Local Government Finance Vehicle to refinance this loan. This resulted in a significantly lower effective interest rate with ongoing interest savings of $75,000.

Super Interest bearing liabilities

2009 $3,808,000

2010 $3,371,000

2011 $2,837,000

2012 $11,147,000 $2,442,000

2013 $10,873,000 $1,850,000

2014 $9,087,000

2015 $9,044,000

**Looking ahead**

Looking ahead, Council can expect to face a number of financial challenges, including:

* revenue constraints as a result of the Victorian Government’s rate capping policy
* further cost shifting from state and federal governments
* significant investment in renewing ageing community assets, in particular restoring the Palais Theatre.

In addition, Council faces a period of significant growth in the municipality due to urban densification and development in the Fishermans Bend Urban Renewal Area (FBURA). Council will need to ensure that the future community in FBURA enjoy suitable amenity and access to community services. In many cases, this will require early investment in infrastructure and open space to ‘set the tone’ for future development and to encourage a vibrant and diverse future community. Council is currently working with the Victorian Government on a package of work to deliver infrastructure in the Montague Precinct within FBURA, where initial development is expected to be focused.

Council expects to use borrowings and other revenue streams to finance early investment in infrastructure, to be repaid by future developer contributions. Planning is currently being undertaken to prudently manage the financial impacts of early investment, including balancing these investments with Council’s other strategic priorities.

Our many years of prudent financial management with low debt and cash backed reserves, along with our commitment to improving efficiency and effectiveness, has positioned us well to meet these challenges. However, the scale of the financial challenges will require Council to optimise the use of its resources and borrowing power while maintaining effective financial control. A commitment to continuous improvement, efficient and effective project selection and delivery, and reviewing our services to ensure they are relevant and deliver best value to our growing community will be essential in this context.

David Filmalter

Chief Financial Officer Toward Zero progress snapshot

This is a snapshot of progress on our Toward Zero targets. Please refer to Chapter 4 Achieving Toward Zero for detailed information. Toward Zero is the City of Port Phillip’s sustainable environment strategy to 2020. Toward Zero has nine challenges covering:

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

Each challenge has targets to achieve the Toward Zero strategy by 2020.

Highlights for 2014/15

Greenhouse gas emissions in council buildings and services have reduced by 43.2 per cent since 1997, and we are on track to reach zero net greenhouse gas emissions by 2020.

Potable water use has reduced by 59.7 per cent since 2000 and we are also on track for a 70 per cent reduction in potable water use by 2020, with some significant stormwater harvesting and reuse projects planned.

Significant progress has also been made in the areas of sustainable urban design and development, contamination and pollution, natural heritage and addressing climate change.

Challenges

Over the next five years we need to focus on waste, sustainable transport, and purchasing and procurement to achieve our 2020 targets. In 2015/16 we will be developing a new Green Procurement Action Plan, Waste and Resource Recovery Strategy and Green Fleet Action Plan to support achievement of targets in these areas.

This is our City

About Port Phillip

The City of Port Phillip is located south of Melbourne’s city centre and is home to 104,846 people. One of the oldest areas of European settlement in Melbourne, Port Phillip is known and treasured by many for its urban village feel and artistic expression. It is one of the smallest and most densely populated municipalities in Victoria, covering an area of 20.6 square kilometres.

Approximately four million visitors are attracted to our City each year, enjoying our vibrant villages, beautiful beaches and local festivals. The foreshore stretches over 11 kilometres, and a network of public open spaces makes the City a desirable place for residents and visitors alike to enjoy. A number of significant employment areas sit within Port Phillip, including the St Kilda Road office district, and the industrial, warehousing and manufacturing districts in South Melbourne and Port Melbourne. The municipality is well served by public transport with access to trains, tram and buses.

As a sought-after inner city area of Melbourne, the physical environment is subject to change. The City continues to experience significant residential development. Substantial growth of at least 80,000 residents and 40,000 jobs is anticipated over the next forty years at the northern edge of Port Phillip in the Fishermans Bend Urban Renewal Area. Valuing the history, ensuring a sense of place and planning for the future of a dynamic and evolving city will continue to present a challenge.

About the people

The City of Port Phillip is a diverse community and has experienced many changes over time. In the past year there has been a 2.4 per cent increase in the population.

A closer look at the resident population in Port Phillip using the most recent Census data from 2011 shows that 53.4 per cent of residents are 25-49 years old, while 14.9 per cent of residents are over 60 years old. The number of young people in the 0-4 and 5-17 age groups has increased slightly in recent years with an average of 1,400 births each year over the past ten years.

The average household size is small (approximately two people) and there are many families living here. Port Phillip has one of the most highly educated communities compared with other metropolitan councils. Although there are a large number of wealthy households, approximately 16 per cent of households are classified as low income and around eight per cent of our residents live in community or public housing. In 2011, 40.8 per cent of residents reported owning or purchasing their own home and 50.1 per cent of residents reported renting.

The number of people born in non-English speaking countries makes up 18.1 per cent of the population with the trend in migration moving towards arrivals from India, China and Malaysia.

These demographics provide just a brief description of the people within our community. The rich diversity and depth of community, and the individual experience and contribution is the greater story that brings life and expression to the City of Port Phillip and will continue to play a significant role in shaping its future.

Demographic statistics

* 31.0 per cent of residents were born overseas
* 11.4 per cent of residents ride or walk to work
* 26.2 per cent of residents catch public transport to work
* 47.7 per cent of dwellings are high density housing
* 36.1 per cent of households are single occupancy
* 50.1 per cent are renting (twice the Greater Melbourne average)
* 73.3 per cent of dwellings have one or more cars
* 50.4 per cent of residents have moved into or within the City in the last five years

Source: 2011 Census of Population and Housing

Our four year focus

The Council Plan 2013-17 outlines Council’s vision for the City of Port Phillip. It was developed by the newly elected Council in June 2013. Each year Council is required to review its four-year Council Plan. In 2014/15 Council continued its practice of actively seeking input from the community about its future direction and priorities. Almost 400 community members participated in the Council’s engagement process this year. The feedback, in conjunction with our progress in delivering on the plan, indicated that only minor updates were required. The revised Council Plan 2013-17 was formally adopted on 23 June 2015.

In the year ahead, Council will continue to advance priorities for the community, including managing our City’s growth and progressing work on the St Kilda Triangle project, Fishermans Bend urban renewal and our Vibrant Villages program. We are pleased to have secured Victorian Government funding to progress the redevelopment of the South Melbourne Life Saving Club and upgrades to sports pavilions at Peanut Farm and JL Murphy reserves, and we will continue implementing sustainability initiatives.

The Victorian Government’s plan to introduce rate capping in 2016/17 will present a challenge to the City of Port Phillip. We will need to manage the impact of reduced funding while maintaining an ageing asset base and managing the significant future growth expected in Fishermans Bend and across the City. We will be engaging with our community on any planned changes.

We will continue to review our priorities and engage with our community over the next year.

Chapter **2 Governing our City**

Role of local government

Australia has three levels of government: federal, state and local. Local government, or council, is responsible for planning and delivering a wide range of services affecting residents, businesses, neighbourhoods and the local community. All councils have the power to make and enforce local laws, and collect revenue to fund their activities. Every Victorian council varies according to its community. However, all must operate in accordance with the *Local Government Act 1989*. Our neighbouring councils are the cities of Melbourne, Bayside, Glen Eira and Stonnington.

Within Victoria, the purpose of a council is to:

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

The functions of councils include:

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

Source: Local Government Act 1989Good governance at the City of Port Phillip

Committed to good governance

In 2014/15 new quality standards for reports to Council and Councillor briefings were implemented and monitored by our Executive Leadership Team. The new standards aim to improve the readability of reports from a community perspective and increase transparency in Council’s decision making. During the year, 87 per cent of reports and briefings met the new quality standards.

An open and engaging council

We operate in an open and transparent manner when making decisions.

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

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

Dates and venues for Ordinary Council and Statutory Planning Committee meetings are advertised in the local media and on our website. If urgent special meetings must be called, we publicise these meetings broadly throughout our community.

Councillor Code of Conduct

The Councillor Code of Conduct aligns with the principles set out in the Good Governance Guide that underpin good behavour and relationships. The Good Governance Guide has been produced by the Municipal Association of Victoria, the Victorian Local Governance Association, Local Government Victoria and Local Government Professionals.

The City of Port Phillip Councillor Code of Conduct was adopted in May 2013. It is designed to facilitate the effective functioning of Council and sets out the principles of conduct for councillors. The Code of Conduct is available on our website.Port Phillip City Council

Our Council is responsible for the stewardship of the City and for ensuring strong corporate governance. Collectively, our councillors set the strategic direction for the municipality, develop policy, identify service standards and monitor performance.

The City of Port Phillip is divided into seven wards with one councillor representing each ward. Our most recent municipal election was held on Saturday 27 October 2012 with elected representatives sworn in for a four-year term on Tuesday 30 October 2012.

On Tuesday 11 November 2014 at a Special Council Meeting, Councillor Amanda Stevens was re-elected Mayor for a one-year term. Councillor Bernadene Voss was elected Deputy Mayor at this meeting.

The role of the Mayor is to chair Council meetings and promote good relationships, particularly between the Mayor and Councillors, Council and the administration, and the Mayor and Chief Executive Officer. The Mayor also manages and models good councillor conduct.

Our Councillors are:

Councillor Amanda Stevens Albert Park Ward

Councillor Vanessa Huxley Carlisle Ward

Councillor Serge Thomann Catani Ward

Councillor Anita Horvath Emerald Hill Ward

Councillor Andrew Bond Junction Ward

Councillor Jane Touzeau Point Ormond Ward

Councillor Bernadene Voss Sandridge Ward

Council meetings

The City of Port Phillip has a regular meeting cycle of two Ordinary Council meetings and one Statutory Planning Committee meeting each month.

Meetings are held on Tuesdays at 6 pm and are open to the public. The Statutory Planning Committee has a delegation from Council to make decisions on planning applications.

Council meetings are rotated between St Kilda, South Melbourne and Port Melbourne town halls. Two Special Council meetings, 10 Statutory Planning Committee meetings and 21 Ordinary Council meetings were held in 2014/15.

Councillor meeting attendance

**Councillor Amanda Stevens**

Ordinary Council Meetings                                                                                20

Statutory Planning Committee Meetings                                                             9

Special Council Meetings                                                                             2

Attendance                                                                                                        94%

**Councillor Vanessa Huxley**

Ordinary Council Meetings                                                                                14

Statutory Planning Committee Meetings                                                             9

Special Council Meetings                                                                                    2

Attendance                                                                                                        76%

**Councillor Serge Thomann**

Ordinary Council Meetings                                                                               21

Statutory Planning Committee Meetings                                                          10

Special Council Meetings                                                                                   2

Attendance                                                                                                     100%

**Councillor Anita Horvath**

Ordinary Council Meetings                                                                                18

Statutory Planning Committee Meetings                                                             9

Special Council Meetings                                                                                    2

Attendance                                                                                                        88%

**Councillor Andrew Bond**

Ordinary Council Meetings                                                                                 21

Statutory Planning Committee Meetings                                                          10

Special Council Meetings                                                                                     2

Attendance                                                                                                     100%

**Councillor Jane Touzeau**

Ordinary Council Meetings                                                                                20

Statutory Planning Committee Meetings                                                             9

Special Council Meetings                                                                                    2

Attendance                                                                                                        94%

**Councillor Bernadene Voss**

Ordinary Council Meetings                                                                               21

Statutory Planning Committee Meetings                                                          10

Special Council Meetings                                                                                 2

Attendance                                                                                                     100%

Ordinary Meetings of Council

**Date Location**

Tuesday 8 July 2014 South Melbourne Town Hall

Tuesday 22 July 2014 St Kilda Town Hall

Tuesday 12 August 2014 Port Melbourne Town Hall

Tuesday 26 August 2014 St Kilda Town Hall

Tuesday 9 September 2014 South Melbourne Town Hall

Tuesday 23 September 2014 St Kilda Town Hall

Tuesday 14 October 2014 Port Melbourne Town Hall

Tuesday 28 October 2014 St Kilda Town Hall

Tuesday 11 November 2014 St Kilda Town Hall

Tuesday 25 November 2014 St Kilda Town Hall

Tuesday 9 December 2014 Port Melbourne Town Hall

Tuesday 3 February 2015 (cancelled) St Kilda Town Hall

Tuesday 10 February 2015 South Melbourne Town Hall

Tuesday 24 February 2015 St Kilda Town Hall

Tuesday 10 March 2015 Port Melbourne Town Hall

Tuesday 24 March 2015 St Kilda Town Hall

Tuesday 14 April 2015 South Melbourne Town Hall

Tuesday 28 April 2015 St Kilda Town Hall

Tuesday 12 May 2015 Port Melbourne Town Hall

Tuesday 26 May 2015 St Kilda Town Hall

Tuesday 9 June 2015 South Melbourne Town Hall

Tuesday 23 June 2015 St Kilda Town Hall

Statutory Planning Committee Meetings

**Date Location**

Tuesday 15 July 2014 (cancelled) St Kilda Town Hall

Tuesday 19 August 2014 St Kilda Town Hall

Tuesday 16 September 2014 St Kilda Town Hall

Tuesday 21 October 2014 St Kilda Town Hall

Tuesday 18 November 2014 St Kilda Town Hall

Tuesday 9 December 2014 St Kilda Town Hall

Tuesday 17 February 2015 St Kilda Town Hall

Tuesday 17 March 2015 St Kilda Town Hall

Tuesday 21 April 2015 St Kilda Town Hall

Tuesday 19 May 2015 St Kilda Town Hall

Tuesday 16 June 2015 St Kilda Town Hall

Special Meetings of Council

**Date Location**

Tuesday 11 November 2014 St Kilda Town Hall

Tuesday 5 May 2015 St Kilda Town Hall

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 advice to Council. These committees provide opportunities for members of our community to share their expertise on a range of topics. Each committee is governed under specific Terms of Reference.

**Art Acquisition Reference Committee**

Cr Touzeau (Chair)

Assists Council by providing advice and expertise in relation to Council’s visual art acquisition program

**Audit & Risk Committee**

Mayor Cr Stevens and Cr Voss

Advises Council on the effectiveness of the organisation’s systems, processes and culture for managing risk, and complying with its legal and financial obligations

**Community Grants Assessment Panel**

Cr Huxley and Cr Bond

Convenes annually to assess applications for community grants of up to $10,000. The Panel makes recommendations to Council for grants funding

**Cultural Development Fund Reference Committee**

Cr Thomann (Chair) and Cr Huxley (Reserve)

Provides advice and recommendations in relation to applications for the Cultural Development Fund according to the published guidelines

**Cultural Heritage Reference Committee**

Cr Voss Provides advice and feedback in relation to cultural heritage and local history

**Esplanade Market Advisory Committee**

Cr Thomann (Chair) and Cr Bond

Provides direction on the strategic direction of the Esplanade Market

**Friends of Suai/Covalima Community Reference Committee**

Cr Thomann and Cr Huxley (Reserve)

Works with and assists the City of Port Phillip to develop sustainable and productive relationships between the Port Phillip and Suai/Covalima communities

**Gasworks Arts Park Reference Committee**

Mayor Cr Stevens (Chair)

Provides advice and feedback in relation to the development of the Gasworks Arts Park Plan, including the vision, principles and values for long-term strategic development and management of Gasworks Arts Park

**Hindmarsh Steering Committee**

Cr Touzeau

Provides feedback and advice in relation to the strategic direction of the Friendship City relationship between the City of Port Phillip and Hindmarsh Shire

**Multicultural Forum**

Cr Thomann (Chair)

Facilitates discussion and advises Council about policies and plans supporting the multicultural community

Older Persons Consultative Committee

Cr Horvath

Provides advice to Council about policies, plans, issues and services affecting older people

**Rupert Bunny Foundation Visual Arts Fellowship Reference Committee**

Cr Touzeau (Chair)

Provides strategic advice and expertise to Council on the awarding of the Fellowship

Section 86 Committees

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

**Statutory Planning Committee**

All Councillors

Makes decisions on planning applications

**Inner Melbourne Action Plan (IMAP) Committee**

Mayor Cr Stevens

Oversees the implementation of regionally-based actions identified in IMAP. For additional information on the IMAP Committee, please see below.

**Council Neighbourhood Programs Committee**

Mayor Cr Stevens (Chair) and Cr Thomann

Supports the distribution of minor donations and grants to individuals, organisations or community groups

**South Melbourne Market Management Committee**

Mayor Cr Stevens (Chair), Cr Bond and Cr Horvath

Oversees the market’s performance and direction, ensuring its financial viability and pre-eminent position as a community resource and a dynamic retail competitor

**Inner Melbourne Action Plan: making Melbourne more liveable**

The Inner Melbourne Action Plan (IMAP) is the successful collaboration between the cities of Melbourne, Port Phillip, Yarra, Maribyrnong and Stonnington. IMAP seeks

to help foster creativity, liveability, prosperity and sustainability across the inner Melbourne region. Key strategic directions are transport and connectedness, housing affordability, environmental sustainability and liveability. The Inner Melbourne Action Plan identified 11 regional strategies and 57 actions for

implementation across the inner Melbourne region. Now in its ninth year, the IMAP partnership has either completed or is implementing around 75 per cent of these

actions. Some key achievements during 2014/15 included:

* developing four case studies and financial instruments to develop Community Land Trusts as a housing option in Australia
* developing a joint planning study into providing active and passive recreation spaces for a larger population in conjunction with research by the Metropolitan Planning Authority and Sport and Recreation Victoria
* completing the Energy Mapping project undertaken with CSIRO and developing communication plans to make the research modeling publicly available
* winning the 2014 ‘Victorian Landscape Architecture Award for Research and Communication’ for the Growing Green Guide, a how-to manual for developing green roofs, walls and facades.

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 (ABM)**

Cr Touzeau and Cr Thomann (Reserve)

Represents the interests of ten councils with frontage to Port Phillip Bay on various coastal and marine Issues

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

Cr Voss

Oversees the provision of a range of services 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

**Board of Claremont and Southport Aged Care Limited (CaSPA Care)**

Cr Hovarth

CaSPA Care is a merger between Claremont Home and South Port Residential Home, formed to enable both entities to respond to changes within the residential aged care industry. Changes include more rigorous certification and accreditation standards, increase in the frailty of residents requiring care, and an increasing demand for appropriate local residential aged care

**Gasworks Arts Inc. Board of Management**

Mayor Cr Stevens

Elected annually to oversee management of the Gasworks Arts Park

**Health and Wellbeing Alliance Committee**

Cr Huxley and Cr Voss (Reserve)

Directs the implementation of the Health and Wellbeing Plan. Consists of representatives from local health and welfare organisations, police, business community and Council

**Inner South Metropolitan Mayors Forum**

Mayor Cr Stevens

Regional peak body for local government councils covering the cities of Bayside, Boroondara, Glen Eira, Kingston, Melbourne, Port Phillip,

Stonnington and Yarra Linden Board of Management Inc. Cr Huxley Oversees the day-to-day management of the Linden Gallery

**Metropolitan Transport Forum**

Cr Bond

Local government interest group for transport in metropolitan Melbourne with 24 constituent members, working towards effective, efficient and equitable transport in metropolitan Melbourne by providing a forum for debate, research and policy development, and sharing and disseminating information to improve transport choices

**Metropolitan Waste and Resource Recovery Group**

Cr Huxley

Victorian Government statutory body responsible for coordinating and facilitating municipal solid waste management across metropolitan Melbourne

**Municipal Association of Victoria**

Cr Voss and Cr Thomann (Reserve)

Representative and lobbying body for Victoria’s councils. Advocates for the interests of local government, raises the sector’s profile, and provides policy and strategic advice and insurance services

**Port Phillip Multi-Faith Network Steering Committee**

Cr Thomann

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

**Port Phillip Housing Association Ltd. Board of Directors**

Cr Horvath

Independent, not-for-profit community housing organisation that helps members of the local and wider community find suitable, affordable housing, and advocates on behalf of residents who require assistance to sustain their tenancies

**Road Safety Action Group Inner Melbourne**

Cr Touzeau

A collaboration of four inner Melbourne councils, community members and organisations working to make inner Melbourne safer for walking, bike riding, public transport and motorcycling

**St Kilda Tourism Association**

Cr Thomann

Provides advocacy, destination marketing and industry development.

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

**Victorian Local Governance Association**

Mayor Cr Stevens and Cr Touzeau(Reserve)

Peak body for Councillors, community leaders and local governments to build and strengthen their capacity to work together for progressive social changeCommunity engagement

Our community is a rich resource whose valuable contributions help us plan for the future and address broader issues in our society such as sustainability and climate change. By engaging with our community and forming partnerships, we can better inform the development and implementation of policy which will shape our City.

Councils are looking for more innovative ways to deliver services and initiatives for the community. We are challenging ourselves and working with the community to think about new resourcing and funding ideas. Building our community’s capacity to engage and encouraging community leadership will play a key role in helping Council deliver long-term success in a challenging financial climate.

Highlights

In 2014/15 we engaged with the community on over 30 projects, including:

* St Kilda Triangle
* Acland Street upgrade
* St Kilda Life Saving Club redevelopment
* Fitzroy Street streetscape
* Port Melbourne parking neighbourhood scheme
* Graham Street skate park
* Port Phillip arts review
* Local park and reserve upgrades

Using tools such as live polling, online discussion forums and social media are just some of the ways we are harnessing technology to enrich engagement with our community. We are excited about the next stage of the project, which involves a series of collaborative workshops with our community, industry and government stakeholders to deliver a business case.

We also commenced community engagement for the Acland Street upgrade. We sought early ideas, thoughts and suggestions to help us plan improvements to the Acland Street streetscape to ensure it remains one of Melbourne’s premier local seaside precincts. Traditional engagement tools, including project newsletters and on-street consultation sessions, were supported by online engagement through social media (Facebook, Twitter and Instagram) and Council’s Have Your Say website. Feedback from 260 people who participated in consultation sessions and almost 300 survey responses are shaping future plans for the Acland Street streetscape.

As part of our Vibrant Villages program, we are partnering with our community through five Village Partnership Groups. This partnership approach between Council, businesses, community groups and residents allows us to work together on initiatives to activate vibrant and enjoyable places in Port Phillip, using an asset based community development approach. Each group provides feedback to inform planning at a village level, as well as leading and participating in community activities to ensure our villages are prosperous, attractive and welcoming places for everyone.

While we continue to engage the community on these important projects, Council has also turned its attention to how we best engage the whole municipality on the broader, long-term issues - such as climate change, parking pressures, rate

capping and rapid growth.

Community satisfaction with our performance on consultation for the last financial year is on par with previous years, and significantly higher than the statewide average performance. We are committed to continuously improving the way we communicate and engage with our community on topics that are important to them, to hear diverse opinions, and ensure our processes are open, transparent and responsible. We aim to foster a greater sense of active citizenship, which is an essential ingredient for the success of our City.

Accountability

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

Audit and Risk Committee

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

The Audit and Risk Committee comprises three external members and two councillor members including the Mayor, with the role of the Chair being held by an external member. External members are appointed for a three-year term, renewable for a maximum of one additional term. Councillors are appointed to the Committee on an annual basis. The Audit and Risk Committee met on five occasions in 2014/15. Minutes of the Audit and Risk Committee meetings are distributed to all councillors, while reports on activities are formally presented to Council following each meeting.

During 2014/15, Cr Bernadene Voss (Deputy Mayor) replaced Cr Anita Horvath as the second councillor member.

The Audit and Risk Committee is a key element of our system of checks and balances, in addition to Council’s program of risk and assurance activities.

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

Audit and Risk Committee membership

**External Representatives**

Independent members are remunerated in accordance with Council policy.

**Ms Helen Lanyon**

Member (12 Dec 2011 - 2013)

Chair (25 Feb 2014 - current)

Ms Helen Lanyon was appointed as Chair in February 2014. Ms Lanyon is a Fellow of CPA Australia and over a 40 year career has held numerous senior executive roles, primarily in local government. She has broad experience in the corporate services portfolio in a range of disciplines including finance, governance, human resource management, marketing, customer service and information technology. She has extensive experience on a broad range of advisory committees.

**Mr Brian Densem**

Member (13 Dec 2010 - current)

Mr Brian Densem, a Certified Practising Accountant and a Fellow of the Institute of Internal Auditors, is General Manager of Group Audit, a leading Australian mutual company. He has extensive knowledge of internal audit, risk

management and exposure to numerous industries, with a primary focus on financial services. Mr Densem is a member of another local government audit and risk committee.

**Ms Kerryn O’Brien**

Member (10 Dec 2013 - current)

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

**Internal representatives**

**Cr Amanda Stevens (Mayor)**

(Nov 2012 - current)

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

**Cr Anita Horvath**

(Nov 2012 - Nov 2014)

Cr Anita Horvath was re-appointed to the Audit and Risk Committee in December 2013 for a further 12 months.

**Cr Bernadene Voss**

(Nov 2014 - current)

Cr Bernadene Voss was appointed to the Audit and Risk Committee in November 2014, replacing Cr Horvath.

Local government investigations and compliance inspectorate

An additional layer of audit is provided by the Local Government Investigations and

Compliance Inspectorate (the Inspectorate). This is an administrative ofﬁce of the Department of Environment, Land, Water and Planning. The Inspectorate is responsible for ensuring Victoria’s local government sector meets the highest

standards of accountability and transparency. The Inspectorate focuses on compliance with the *Local Government Act 1989* by:

* investigating alleged breaches of the Act
* implementing a rolling audit program
* conducting spot compliance audits.

Reporting on our performance

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

This includes:

* reporting progress to deliver our Council Plan and improve community value
* reporting our financial performance
* reporting progress against our service performance targets for our community and our internal processes
* legislative updates
* project portfolio updates.

In addition, every quarter we provide an update on our insurance and safety measures as well as progress against Council Plan actions and measures. These reports are available online at [www.portphillip.vic.gov.au/results\_reports.htm](http://www.portphillip.vic.gov.au/results_reports.htm)

Chapter 3 Our performance

Planning and accountability framework

Council is committed to a continuous cycle of planning, reporting and review to ensure it delivers the best outcomes for the community.

Our overall planning framework guides Council in identifying community needs and

aspirations that inform the following plans:

Council Plan 2013-2017

Outlines Council’s vision for the City of Port Phillip and the key deliverables for the period between 2013 and 2017.

Strategic Resource Plan

A four-year rolling plan that outlines the financial and non-financial resources required to achieve the strategic objectives set out in the Council Plan.

Annual Budget

Takes into account the services and initiatives planned for the next financial year that will progress the Council Plan.

The following diagram illustrates the planning and accountability framework.

Transparent reporting on our performance

Council is committed to transparent reporting on its performance and activities, and regularly reports on progress towards achieving the objectives of the Council Plan as well as financial performance and other activities. These reports, along with Council’s annual reports, are available online at www.portphillip.vic.gov.au

Planning

**Medium term**

Council Plan

* Strategic objectives
* Strategies
* Strategic indicators

Strategic Resource Plan

* Financial statements
* Non-financial resources

**Short term**

Annual Budget

* Financial statements
* Services and initiatives
* Service outcome indicators
* Major initiatives

Reporting

Annual Report – Report of operations

* Major initiatives
* Service performance
* Governance and management

Financial statements

* Financial statements
* Capital works statement

Performance statement

* Service performance outcomes
* Financial performance
* Sustainable capacity

In addition to the above, Council has a long-term plan (2007-2017 Community Plan) that articulates a community vision. The Council Plan is prepared with reference to the Community Plan.

Council Plan 2013-17

The Council Plan 2013-17 outlines four areas of focus. Each focus area consists of objectives and corresponding indicators to measure success. The delivery of each objective is supported by a number of key actions.

Focus areas

Engaged – a well governed City

We are proud of the City we represent. Council will be a leader in good governance, and sound financial and asset management.

Healthy – a healthy, creative and inclusive City

We celebrate people from all walks of life who live in or visit the City. We want people to experience it as a welcoming, creative and safe place to enjoy.

Resilient – a strong, innovative and adaptive City

We are focused on the future and we will need to adapt to a different climate.

Vibrant – a liveable and connected City

We all have a responsibility to be future-focused and agile; to respect our history while embracing the new. The City will grow and we will strive to build new communities, not just buildings.

Our Performance

Our performance for 2014/15 is reported against each focus area to demonstrate how Council is progressing in delivering the Council Plan 2013-17.

Performance for each focus area is reported as follows:

* Measures of success in relation to our strategic objectives in the Council Plan. This includes historical information from previous years where available
* Progress of Council in relation to major initiatives identified in the Budget
* Service delivery as funded in the Budget, including persons or sections of the community who receive the service
* Results against the prescribed service performance indicators and measures. This complies with the *Local Government Act 1989*, which prescribes a set of mandatory performance indicators and measures. In time, trend analysis will also be reported
* Service delivery statistics that provide a snapshot of some of our key services and how these have increased, decreased or remained static compared to the previous year.

When reading the following information please keep in mind that many of the measures against our strategic objectives make use of our Community Satisfaction Survey. In 2014/15 changes were made to the survey methodology to provide more meaningful results and allow for improved benchmarking against other councils. Community perceptions captured on a performance scale have changed to average, good or very good compared with those collected in the previous financial year as adequate, good or excellent. These changes limit our ability to make direct comparisons with previous years.

Engaged - A well governed City

Strategic objectives

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

Measures of success

**Community satisfaction with Council’s consultation and engagement in decision making on key local issues consistent with industry benchmarks**

Council achieved an index result of 61 against a target of 58.

2011/12 60

2012/13 61

2013/14 62

2014/15 61

Source: Local Government Victoria Community Satisfaction Survey 2015

There was a slight decrease in our community consultation rating; however, the result is still significantly higher than both the Melbourne metropolitan average of 58 and the statewide average of 56. More information on our commitment to engagement is provided in Chapter 2 Governing our City.

**Community satisfaction survey respondents agree Council is trustworthy, reliable and responsible**

Council achieved an average annual result of 94 per cent against a target of 80 per cent.

2011/12 84%

2012/13 84%

2013/14 92%

2014/15 94%

Note: Rating scale changed during 2014/15

Source: City of Port Phillip Community Satisfaction Surveys

We transparently report to our community on our financial and non-financial performance through monthly CEO Reports.

**Council’s liquidity - the ability of Council to pay its liabilities within one year**

Council achieved a result of 2.2 against a target range of between 1.5 and 2.0.

2011/12 3.02

2012/13 1.64

2013/14 1.61

2014/15 2.20

Source: City of Port Phillip financial system

Council’s liquidity was higher than budget as current liabilities decreased due to refinancing a $7.5 million loan with the Local Government Funding Vehicle. This has resulted in the debt being reclassified from current to non-current. Council is within the sector target range of between 1.0 and 3.0.

**Community satisfaction survey respondents agree they feel proud of, connected to and enjoy their neighbourhoods**

Council achieved an average annual result of 97 per cent against a target of 80 per cent.

2011/12 96%

2012/13 97%

2013/14 97%

2014/15 97%

Source: City of Port Phillip Community Satisfaction Surveys

Council supports active participation and commitment from our communities to work together to activate vibrant and enjoyable places in our villages. We support residents, community groups and businesses to work together with our Small Poppy Village Grants, our Vibrant Villages program and our Vibrant Villages Partnership Groups.

**Community rating of Council’s performance in lobbying for the interests of the community is consistent with industry benchmarks**

Council achieved an index result of 59 against a target of 58.

2011/12 58

2012/13 55

2013/14 59

2014/15 59

Source: Local Government Victoria Community Satisfaction Survey 2015

The City of Port Phillip was rated higher than the Melbourne metropolitan average of 58 and the statewide average of 55. During 2014/15 Council met with key Victorian Government stakeholders to advocate for our community’s priorities. We were pleased to see the Victorian Government’s 2015/16 Budget committed to key priorities including funding for planning activities for two new primary schools, repairs to the Palais Theatre and providing community support services to some of the most vulnerable members of our community.

**Community satisfaction with the overall performance of Council is consistent with industry benchmarks**

Council achieved an index result of 68 against a target of 67.

2011/12 65

2012/13 66

2013/14 67

2014/15 68

Source: Local Government Victoria Community Satisfaction Survey 2015

A high proportion of residents are satisfied with the overall service performance of the Council. Our 2014/15 result is comparable with the Melbourne metropolitan average of 67, and significantly higher than the statewide average of 60. Council has again focused its efforts this year to ensuring the services provided meet the high expectations of the local community.

**Community satisfaction with the performance of customer contact services is consistent with industry benchmarks**

Council achieved an index result of 73 against a target of 73.

2011/12 72

2012/13 71

2013/14 70

2014/15 73

Source: Local Government Victoria Community Satisfaction Survey 2015

A high proportion of residents are satisfied with the performance of our community helpdesks. Our 2014/15 result is comparable with the Melbourne metropolitan average of 73, and higher than the statewide average of 70. In 2014/15 our community helpdesks received over 200,000 requests from the community for a variety of services and information. We responded to 89 per cent of community requests within agreed timeframes.

Service delivery as funded in the budget

| Business area | Description of services provided | Expenditure | Expenditure |  |
| --- | --- | --- | --- | --- |
| (Revenue) | (Revenue) |  |
| BUDGET | ACTUALS | VARIANCE |
| $'000 | $'000 | $'000 |
| Chief Executive Officer and Executive Team | Responsible for providing advice to Council, implementing Council policy and decisions and the performance of the Council organisation including all employees, finances, assets, contracts, projects and services. | 3,100 | 3,121 |  |
| 0 | 0 |  |
| 3,100 | 3,121 | (21) |
| Access and Ageing | Responsible for providing services to people who are aged  or with disabilities, in their homes and in the community to  support their independence and community connectedness. | 13 | 3 |  |
| (5) | 0 |  |
| 8 | 3 | 5 |
| Business Technology | Responsible for supporting the organisation to deliver priorities and services through information and communication technology. | 8,399 | 7,199 |  |
| 0 | 0 |  |
| 8,399 | 7,199 | 1,200 |
| Community Relations | Responsible for providing key information to the community via direct telephone, service desk and online request services, and is the primary interface between Council, the community and the delivery of services. This area also provides strategic and operational support to Council and the organisation for the design and delivery of community engagement and media. | 3,419 | 3,544 |  |
| 0 | 0 |  |
| 3,419 | 3,544 | (125) |
| Culture and Capability | Responsible for supporting Council’s management and staff to deliver the best service they can to the community by providing leadership development programs and strategic human resource advice. | 2,093 | 2,844 |  |
| 0 | (1) |  |
| 2,093 | 2,843 | (750) |
| Enterprise Portfolio Management | Responsible for coordinating the planning and delivery of all organisational projects. | 899 | 781 |  |
| 0 | 0 |  |
| 899 | 781 | 118 |
| Governance | Responsible for supporting Council’s good governance practice as well as managing the business of civic, community and commercial events at the Council, meeting rooms, town halls, open spaces and foreshore. | 3,826 | 3,799 |  |
| (654) | (737) |  |
| 3,171 | 3,062 | 109 |
| Service and Business Improvement | Responsible for leading business planning and performance reporting, coordinates risk management and leads efficiency initiatives throughout the organisation. | 1,018 | 1,511 |  |
| (63) | (81) |  |
| 954 | 1,430 | (476) |
| Finance and Investments | Responsible for ensuring effective management and control of Council’s financial resources and provides strategic financial management and leadership, budgeting and financial performance monitoring, preparation of annual financial statements and treasury management. | 4,288 | 3,053 |  |
| (1,964) | (2,460) |  |
| 2,324 | 593 | 1,731 |
| Material variation explanations:  Business Technology Lower expenditure than budgeted due to adjustment for prepaid software licencing costs, and underspends within network infrastructure projects.  Finance and Investments Higher revenue than budgeted due to part payment of 2015/16 Victorian Grants Commission allocation received within 2014/15 financial year, and lower expenditure than budgeted due to less than anticipated loan interest expense paid on borrowings. | | | | |

Results against the prescribed service performance indicators and measures

|  |  |  |
| --- | --- | --- |
| Service / indicator / measure | 2014/15 Result | Narrative |
| Governance |  |  |
| Transparency  Council resolutions at meetings closed to the public  [Number of Council resolutions made at Ordinary or Special meetings of Council / Number of Council resolutions] x 100 | 1.8% | Only three out of 170 Council resolutions were made at meetings closed to the public reflecting a high level of transparency. |
| Consultation and engagement  Satisfaction with community consultation and engagement  [Community satisfaction rating out of 100 with how Council has performed on community consultation and engagement] | 61 | A higher index rating from the Community Satisfaction Survey indicates higher satisfaction. We are higher than the Melbourne metropolitan average of 58 and the statewide average of 56. |
| Attendance  Councillor attendance at Council meetings  [The sum of the number of councillors who attended each Ordinary and Special Council meeting / (number of Ordinary and Special Council meetings) x (number of councillors elected at the last Council election)] x 100 | 92.2% | Our councillors attended a very high proportion of the 22 Council meetings held in 2014/15. |
| Service cost  Cost of governance  [Direct cost of the governance service / number of councillors elected  at the last Council general election] | $55,333 | This result shows the average operating expenses per elected councillor such as allowances, training and professional development. |
| Satisfaction  Satisfaction with Council decisions  [Community satisfaction rating out of 100 with how Council has  performed in making decisions in the interest of the community] | 60 | A higher index rating from the Community Satisfaction Survey indicates higher satisfaction. We are slightly higher than the Melbourne metropolitan average of 59 and higher than the statewide average of 55. |

Service delivery statistics

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

The following statistics highlight some of the services we provide and whether these services have increased, decreased or remained static.

|  |  |  |
| --- | --- | --- |
| Communications and engagement | | |
| 30 | Number of projects that we engaged the community on | Decrease |
| ASSIST customer service | | |
| 43,967  111,561  76.33  55,696 | Face-to-face interactions at Council service centres  Phone calls answered by ASSIST  Percentage of ASSIST phone calls answered within 30 seconds  Administration tasks handled by ASSIST | Decrease  Decrease  Static  Increase |
| Fleet Management | | |
| 162 | Vehicles maintained | Decrease |

Healthy - A healthy, creative and inclusive City

Our strategic objectives

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

Our measures of success

**Community satisfaction survey respondents believe that Port Phillip is a welcoming and supportive community for everyone**

Council achieved an average annual result of 96 per cent against a target of 80 per cent.

2011/12 90%

2012/13 90%

2013/14 93%

2014/15 96%

Source: City of Port Phillip Community Satisfaction Surveys

There was an increase in the proportion of residents who agree that our City is welcoming and supportive. Throughout the year we held a number of events including Multifaith Network events for people from diverse cultural and linguistic backgrounds, launching a book detailing the Aboriginal history of the City of Port Phillip, fundraisers and celebrations during Refugee Week 2015, and a forum for older people on legal matters and ageing. Details on our activities to support social inclusion and people with disabilities can be found in Chapter 6 Compliance and accountability.

**Community satisfaction survey respondents feel a sense of safety and security in Port Phillip**

Council achieved an average annual result of 86 per cent against a target of 80 per cent.

2011/12 83%

2012/13 81%

2013/14 84%

2014/15 86%

Source: City of Port Phillip Community Satisfaction Surveys

The City of Port Phillip partnered with Victoria Police on several initiatives to foster collaboration with the community to support safe and connected neighbourhoods. These included presenting at Victoria Police community safety forums, developing a strategic approach to tagging in Balaclava, and identifying lighting and safety improvements for Fitzroy Street through the Fitzroy Street Action Plan.

**Local Health and Wellbeing Index**

We developed the City of Port Philip Health and Wellbeing Index to provide easy access to summarised data on indicators related to the health and wellbeing of our community. The Index represents Council’s aspirations for individual and community health and wellbeing. In 2014/15 the index result for the City of Port Phillip was 111, which was higher than the Melbourne metropolitan average of 100.

**Community rating of Council’s recreation facility performance is consistent with industry benchmarks**

Council achieved an average annual result of 93 per cent against a target of 96 per cent.

2011/12 96%

2012/13 93%

2013/14 96%

2014/15 93%

Source: City of Port Phillip Community Satisfaction Survey

In 2014/15 Council completed a major redevelopment of North Port Oval. We also delivered a series of sporting infrastructure improvements to JL Murphy Reserve, including converting open space to a new community soccer field.

**Maintained or improved community rating of Council’s performance in the area of family support services**

Council achieved an index result of 69 against a target of 68.

2011/12 70

2012/13 69

2013/14 71

2014/15 69

Source: Local Government Victoria Community Satisfaction Survey 2015

Council’s performance in the area of family support services dipped slightly between 2013/14 and 2014/15. However, we were higher than the Melbourne metropolitan average of 68 and the statewide average of 67.

**All assessed state-regulated family, youth and children’s services meet or exceed accreditation standards**

Council achieved a result of 100 per cent.

2013/14 100%

2014/15 100%

Source: City of Port Phillip Family, Youth and Children’s Service Records

The 2014/15 target was for 100 per cent of all Council-operated and state-regulated services to be accredited, or to have been assessed as meeting or exceeding the quality standard requirements of the previous accreditation standard.

**Community satisfaction survey respondents feel they have opportunities to participate in affordable local community events and activities of their choosing**

Council achieved an average annual result of 94 per cent against a target of 80 per cent.

2011/12 94%

2012/13 91%

2013/14 92%

2014/15 94%

Source: City of Port Phillip Community Satisfaction Surveys

During the year we supported a range of local events and activities in a number of precincts, such as Vibrant Balaclava, the Emerald Hill Festival, the Piers Festival on Station Pier, and the Garden City community day.

**Community satisfaction survey respondents agree Port Phillip has a culture of creativity, learning and physical activity**

Council achieved an average annual result of 92 per cent against a target of 80 per cent.

2011/12 93%

2012/13 91%

2013/14 94%

2014/15 92%

Source: City of Port Phillip Community Satisfaction Surveys

In 2014/15 we promoted local learning through our *Live and Learn* guide to local community courses and activities in Port Phillip community facilities. We refreshed our Divercity magazine’s guide to local events in and around the City to make it easier to find events within local neighbourhoods.

**Maintained or improved community satisfaction with the service performance of our libraries**

Council achieved an average annual result of 98 per cent against a target of 96 per cent.

2011/12 89%

2012/13 92%

2013/14 96%

2014/15 98%

Note: Rating scale changed during 2014/15

Source: City of Port Phillip Community Satisfaction Surveys

A significantly high proportion of residents are satisfied with the service performance of our libraries. During 2014/15 over 43,000 attendees participated in 530 library programs – an increase of 43 per cent on the previous year.

Service delivery as funded in the budget

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Business area | Description of services provided | Expenditure | Expenditure |  |
| (Revenue) | (Revenue) |  |
| BUDGET | ACTUALS | VARIANCE |
| $'000 | $'000 | $'000 |
| Access and Ageing | Responsible for providing services to people who are aged or with disabilities, in their homes and in the community to support their independence and community connectedness. | 8,213 | 7,824 |  |
| (4,561) | (4,719) |  |
| 3,652 | 3,105 | 547 |
| Amenity | Responsible for leading the management of the Resident Parking Permit scheme; management of derelict and abandoned vehicles; school crossing supervisors; tow away service operating in clearways and parking prosecution service. The administration area oversees the external contract for parking enforcement and infringement activities. | 4,215 | 4,217 |  |
| (1,616) | (1,602) |  |
| 2,598 | 2,615 | (17) |
| City Strategy | Responsible for providing Council’s strategic urban planning capacity with a focus on: integrated land use and transport planning; strategic economic planning for activity centres and business precincts; and planning for more diverse and affordable housing opportunities. Project outcomes aim to maximise community benefit and contribute to a more environmentally, socially and economically sustainable future for the City. | 534 | 537 |  |
| 0 | (1) |  |
| 534 | 536 | (2) |
| Family, Youth and Children | Responsible for providing management of Council’s child care centres within the municipality and support to community run child care centres; registration and updates to the centralised child care waiting list; respite care and assistance to families with children and young people with disabilities; and, support to playgroups. This area also coordinates youth services and oversees service agreements with youth service providers, and operates two staffed adventure playgrounds in St Kilda and South Melbourne. | 18,468 | 18,582 |  |
| (11,965) | (12,415) |  |
| 6,503 | 6,167 | 336 |
| Health and Wellbeing | Responsible for delivering Council’s commitment to public policy and the role it can play in shaping a social environment that is more conducive to better health. Department operations are based on sound research and analysis drawn primarily from social, health and demographic data and via community engagement and dialogue. We seek to understand, plan and provide advice on the needs, priorities and trends of the whole community. | 3,227 | 3,153 |  |
| (625) | (378) |  |
| 2,602 | 2,775 | (173) |
| Recreation and Culture | Responsible for supporting sporting clubs and facilities; event permits and commercial activities in the public domain, including the foreshore; lifestyle and leisure program; Joint Council Access for All Abilities recreation and arts program; development of leisure activities. The area provides library services, offering free access to educational and recreational resources including books, magazines, DVDs and CDs, online databases, public internet access, programs and events, local history services, and inter-library loans. | 9,783 | 10,048 |  |
| (2,261) | (2,146) |  |
| 7,522 | 7,902 | (380) |

Results against the prescribed service performance indicators and measures

|  |  |  |
| --- | --- | --- |
| Service / indicator / measure | 2014/15 Result | Narrative |
| Home and Community Care (HACC) |  |  |
| Service standard  Compliance with Community Care Common Standards  [Number of Community Care Common Standards expected outcomes met / Number of expected outcomes under the Community Care Common Standards] x 100 | 94.4% | We complied with 17 out of 18 expected outcomes under the Community Care Common Standards for the delivery of HACC services when last assessed in February 2013. We have since addressed all requirements and are progressing well on additional recommendations. |
| Participation  Participation in HACC service (Percentage of the municipal target population who receive a HACC service)  [Number of people that received a HACC service / Municipal target population for HACC services] x 100 | 22.2% | This result includes those who received domestic assistance, personal care or respite care services from Council. We also provided additional services including delivered meals, shopping, property maintenance, social services and regular education sessions with GPs and practice nurses to increase knowledge of our services in the community. |
| Participation in HACC service by culturally and linguistically diverse (CALD) people  (Percentage of the municipal target population in relation  to CALD people who receive a HACC service)  [Number of CALD people who receive a HACC service /  Municipal target population in relation to CALD people for  HACC services] x 100 | 16.8% | This result includes those who received domestic assistance, personal care and respite care services from Council.  We work with harder to engage people in our community to assist their access into our HACC services and provide CALD specific planned activity groups such as outings for  **Russian speakers and a multicultural social group.** |
| Maternal and child health (MCH)  We have 14.3 full time equivalent maternal and child health (MCH) nurses delivering services at seven MCH centres in Port Phillip. | | |
| MCH satisfaction  Participation in first MCH home visit  [Number of first MCH home visits / number of birth notifications received] x 100 | 104.4% | There were more home visits than notifications in the City of Port Phillip, because some birth notices from the end of the 2013/14 year received a home visit during the start of the 2014/15 year. Most of our first visits occur within seven days of birth.  During the year we received 1,255 birth notifications. |
| Service standard  Infant enrolments in the MCH service  [Number of infants enrolled in the MCH service (from birth notifications received) / Number of birth notifications received] x 100 | 99.8% | We enrol all infants in our MCH service at the first home visit. Our result is slightly below 100 per cent due to birth notifications received at the end of the 2014/15 year and enrolments occurring at the start of the 2015/16 year. |
| Participation  Participation in MCH key ages and stages visits  (Percentage of children attending the MCH key ages and stages visits)  [Number of actual MCH visits / Number of expected MCH visits] x 100 | 83.6% | Access for families to participate in key ages and stages visits is available through our Maternal and Child Health centres six days of the week. We also provide an outreach service in homes, childcare centres and kindergartens. |
| Participation in MCH key ages and stages visits by Aboriginal and Torres Strait Islander (ATSI) children  (Percentage of ATSI children attending the MCH key ages  and stages visits)  [Number of actual MCH visits for ATSI children / Number  of expected MCH visits for ATSI children] x 100 | 69.1% | This result indicates the proportion of Aboriginal and Torres Strait Islander children who attended MCH key ages and stages visits. We work closely with local partners to connect Aboriginal and Torres Strait Islander children and families with our services. |
| Libraries |  |  |
| Utilisation  Library collection usage  [Number of library collection item loans / number of library collection items] | 4.8 | This result shows the average number of times that each library item was loaned.  During the year we made over one million loans to community members. |
| Resource standard  Standard of library collection  [Number of library collection items purchased in the last five years / number of library collection items] x 100 | 50% | We have just over 218,000 library collection items. Half of these were purchased in the last five years. |
| Service cost  Cost of library service  [Direct cost of library service / number of visits] | $5.76 | This result shows the average cost per visit. During the year there were 677,194 visits to our libraries. |
| Participation  Active library members  (Percentage of the municipal population who are active library users)  [Number of active library members / municipal population] x 100 | 20.1% | This result shows the proportion of our municipal population who has borrowed a library collection item during the year. E-books are not included in this result and we are seeing increasing trends in borrowing of e-books. In addition we have many users who access our library spaces to use the internet and participate in library community programs. |
| Animal management |  |  |
| Timeliness  Time taken to action animal management request  [Number of days between receipt and first response action for all animal management requests / number of animal management requests] | 1.0 day | We responded quickly to animal management requests- all had a first response within one day. |
| Service standard  Animals reclaimed  [Number of animals reclaimed / number of animals collected] x 100 | 55% | Over half of all registrable animals that were collected were reclaimed. A significantly higher proportion of dogs are reclaimed compared to cats, as their owners are easier to identify. |
| Service cost  Cost of animal management service  [Direct cost of the animal management service / number of registered animals] | $72.65 | This result shows the average cost per registered animal in our City. The City of Port Phillip provides an extra 24 hour on-call service, which many other councils do not offer. We also manage additional animals on beaches belonging to visitors to the municipality. Currently we do not have the appropriate space to manage an onsite pound and therefore have a more costly contract with the Lost Dogs’ Home. |
| Health and safety  Animal management prosecutions  [Number of successful animal management prosecutions | 4 | There were four successful animal management prosecutions during 2014/15. This represents a 100 per cent success rate. This does not include prosecutions relating to unpaid fines. |
| Food safety |  |  |
| Timeliness  Time taken to action food complaints  [Number of days between receipt and first response action for all food complaints / Number of food complaints] | 1.8 days | We investigated most food complaints on the same day they were received. |
| Service standard  Food safety assessments  [Number of registered Class 1 food premises and Class 2 food premises that receive an annual food safety assessment in accordance with the *Food Act 1984* / Number of registered Class 1 food premises and Class 2 food premises that require an annual food safety assessment in accordance with the *Food Act 1984*] x 100 | 100% | All of our registered Class 1 and Class 2 food premises received an annual food safety assessment in accordance with the *Food Act 1984*. |
| Service cost  Cost of food safety service  [Direct costs of the food safety service / Number of food premises registered or notified in accordance with the *Food Act 1984*] | $550.32 | This result shows the average cost of our food safety service per registered food premise in our City. |
| Health and safety  Critical and major non-compliance modifications  [Number of critical non-compliance notifications and major non-compliance notifications about a food premises  followed up / Number of critical non-compliance notifications and major non-compliance notifications about food premises] x 100 | 95.6% | All critical non-compliance notifications and nearly all major non-compliance notifications were followed up on the due date. All non-compliance notifications are followed up in due course. |

Service delivery statistics

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

The following statistics highlight some of the services we provide and whether these services have increased, decreased or remained static.

|  |  |  |  |
| --- | --- | --- | --- |
| Maternal and child health services | | | |
| 1,253  79  2,784 | Babies born  Community immunisation sessions held  Infants and children attending immunisation sessions | | Decrease  Decrease  Decrease |
| Children’s services | | | |
| 7  53  89  12  6  2 | Family day care staff (educators and coordination team)  Children attending family day care  Playgroups in the municipality  Primary schools  Secondary schools  Specialist schools | | Decrease  Increase  Decrease  Static  Static  Static |
| Childcare |  | |  |
| 1,530 | Total child care places across the municipality | | Decrease |
| 105  85  40  40  40  36  60  40 | Community Managed (number of places)  Ada Mary A'Beckett Children's Centre  Bubup Womindjeka Family and Children’s Centre (Albert Park College Child Care Centre)  The Avenue Children's Centre  Clarendon Children's Centre Co-operative  Eildon Road Children's Centre  Elwood Children's Centre  Poets Grove Family and Children's Centre  South Melbourne Childcare Co-operative | Decrease  Static  Increase  Static  Static  Increase  Static  Static | |
| 116  65  60  77 | Council Managed (number of places)  Bubup Nairm Family and Children’s Centre  Clark Street Children's Centre  Coventry Children's Centre  North St Kilda Children's Centre | Static  Static  Static  Static | |
| 55  42  126  60  48  60  43  60  27  140  105 | Commercial (number of places)  Goodstart Early Learning Centre  Children's Garden Kindercare  City Kids Early Learning Centre  Headstart Early Leaning Centre  Emerald Hill Children's Centre  First Learning Children's Centre  Kinderclub  Only About Children  Kimmba Bilingual Early Learning Centre  Treehouse Child Care  Ingles Street Early Learning Centre (Wonderkindy) | Static  Increase  Static  Static  Static  Static  Decrease  Static  Static  Static  Decrease | |
| 582  48  23  50  48  25  30  50  30  51  30  30  49  58  60 | Kindergarten places (number of places)  Total places across the municipality  Albert Park Preschool (Albert Park kindergarten)  Civic kindergarten  Lady Forster kindergarten  Lilian Cannam kindergarten  Middle Park kindergarten  Poets Grove and Family Children’s Centre (Poets Grove kindergarten)  Bubup Womindjeka Family and Children’s Centre  South Melbourne Mission kindergarten  St Kilda and Balaclava kindergarten  Southport Uniting Care kindergarten  Montessori Preschool (independent) kindergarten  St Michaels School kindergarten  Wesley Early Learning Centre  Yesodei Hatorah College kindergarten | Decrease  Static  Static  Static  Increase  Static  Static  New  Static  Decrease  Static  Static  Static  Static  Static | |
| $238,372  2,565 | Family support  Received in government grants  Target hours provided | Increase  Increase | |
| Young people | |  | |
| 8,178 | Young people accessing youth programs that are run or funded by Council | Increase | |
| Aged & Disability Services | |  | |
| 141 | Enrolments in JCAAA (Joint Councils Access for All Abilities) program | Decrease | |
| 1,991  26,758  432  6,788  4,003  3,410  8,647  9,051  7,958  10,270 | Home care  Active home care clients  Hours of general home care  Hours of meal preparation  Hours of personal care  Hours of home maintenance service  Individual respite care visits  Hours of respite care  Hours of shopping services  Hours of core social support provided  Hours of high priority social support | Decrease  Decrease  Decrease  Decrease  Increase  Decrease  Decrease  Increase  Increase  Decrease | |
| 33,321  281  $8.40  4,467  80,679  118,467 | Community Meals  Meals delivered  Clients who received delivered meals  Cost per meal  Meals provided at the centre  Meals subsidised  Total meals provided | Decrease  Decrease  Increase  Decrease  Increase  Increase | |
| 3,380  2  65  112  32,845 | Community transport  Community bus trips provided  Routes provided  Runs available per week  Stops available on the bus routes  Passengers who used the service | Decrease  Static  Decrease  Decrease  Increase | |
| 23 | Volunteers  Community access volunteers | Increase | |
| Libraries |  |  | |
| 795,928  5,526  677,194  530  43,769  19,732 | Loans made across the municipality  Inter-library loans made  People in total who visited the library  Programs run  Attendees at our programs  New books added to the collection | Increase  Decrease  Decrease  Increase  Increase  Decrease | |
| 508,567  355,157 | St Kilda Library  Loans made  Visits | Increase  Decrease | |
| 127,551  129,985 | Albert Park Library  Loans made  Visits | Increase  Decrease | |
| 44,360  58,583 | Emerald Hill Library & Heritage Centre  Loans made  Visits | Increase  Increase | |
| 15,365  7,944 | Middle Park Library  Loans made  Visits | Increase  Decrease | |
| 100,085  125,505 | Port Melbourne Library  Loans made  Visits | Increase  Increase | |
| Arts and festivals | |  | |
| 252  420,000 | Filming permits issued  People who attended St Kilda Festival (estimated) | Decrease  Increase | |
| Sport facilities | |  | |
| 4,487 | Bookings across 14 sporting reserves | Decrease | |
| 580  216  333  48 | Sporting reserve bookings  Peanut Farm Oval  Alma Park Oval  North Port Oval  Elwood Primary School Oval | Increase  Decrease  Increase  Decrease | |
| 392  294  329  266 | Elwood Reserve  Wattie Watson Oval  Esplanade Oval / cricket ground  Head Street cricket ground A  Head Street cricket ground B | Increase  Decrease  Increase  Increase | |
| 522  364  364  221  308  250 | J L Murphy Reserve  Lagoon Oval  Anderson Oval 1  Anderson Oval 2  GS Williams Oval  AT Aanenson Oval  JM Woodruff Oval | Increase  Static  Static  Increase  Increase  Increase | |
| Community centres | |  | |
| 12  194,295  11,721  210  23  1,232 | Community centres  Visits  Bookings  Permanent group bookings (HACC, Community Groups)  Permanent semi-commercial  Casual hires | Increase  Increase  Decrease  Increase  Static  Increase | |
| Events | |  | |
| 103  38  48 | Weddings held in our parks and open spaces  Community events held in our parks and open spaces  Community events in council halls | Decrease  Increase  Static | |
| Food safety | |  | |
| 2,822  185  268 | Inspections of registered premises  Food premises complaints  **Food samples analysed** | Decrease  Increase  Static | |
| Health services | |  | |
| 97  268  19,584  239 | Prescribed accommodation inspections conducted  Inspections of hairdressers, tattooists and beauty parlours conducted  Syringes collected and discarded through syringe disposal containers and the Community Clean-up program  Public health nuisances reviewed | Increase  Increase  Decrease  Increase | |
| Animal management | |  | |
| 6,229  2,784  129  120  111  88  72  285  46 | Dog registrations processed  Cat registrations processed  Dogs impounded  Cats impounded  Reported cases of stray cats (feral or trespassing)  Reported cases of stray dogs (wandering at large)  Reported cases of dog attacks  Reported cases of barking dogs  Infringement notices issued | Increase  Increase  Decrease  Increase  Increase  Decrease  Increase  Increase  Decrease | |
| Local laws | |  | |
| 867  152  389 | Litter investigation requests  Unsightly property reports lodged  Local law infringement notices issued | Increase  Increase  Decrease | |
| Parking management | |  | |
| 1,476  1,179  217  6,710  10,724  147,647  33 | Abandoned vehicles reported  Disabled parking permit issues - Blue  Disabled parking permit issues - Green  Resident parking permits issued  Visitor parking permits issued  Parking enforcement infringements issued  Parking complaints (related to officers) | Increase  Increase  Increase  Decrease  Increase  Decrease  Decrease | |

Resilient - A strong, innovative and adaptive City

Our strategic objectives

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

Our measures of success

**Kerbside waste diversion from landfill rate consistent with like councils**

Council achieved an annual result of 39.85 per cent against a target to divert 38 per cent of the City’s waste from landfill.

Source: Port Phillip waste and recycling collection data

This measure includes waste diverted at transfer stations. When excluding transfer stations to measure kerbside waste collection only, the City diverted 34.5 per cent of organics and recycling from landfill.

**Reduction in waste collected from council buildings**

The result for waste collected from council buildings has increased.

2011/12 53 Tonnes

2012/13 43 Tonnes

2013/14 56 Tonnes

2014/15 62 Tonnes

Source: Extrapolated amount per year as calculated in the City of Port Phillip Waste Audit and Greenhouse Emissions Report

In 2013/14 the Bubup Nairm Family and Children’s Centre which generated seven tonnes of waste was included. In 2014/15 additional venues were audited, including four art centres, nine community centres and eleven childcare centres. We are reducing Council’s waste to landfill at the St Kilda Town Hall through waste sorting introduced in July 2014 that recycles batteries, polystyrene, electrical equipment, paper and organic waste.

**Reduction in Council’s total net greenhouse gas emissions per annum**

Council achieved a result of 9,283 tonnes of carbon dioxide-equivalent (tCO2e) against a target to reduce total net greenhouse gas emissions to 9,284 tCO2e.

2011/12 10,327 tCO2e

2012/13 10,293 tCO2e

2013/14 9,730 tCO2e

2014/15 9,283 tCO2e

Source: City of Port Phillip Energy and water consumption and greenhouse gas emissions inventory

Our 2014/15 greenhouse gas emissions represented a 4.6 per cent reduction on the previous year. Energy savings from the streetlight replacement program offset increases in fleet emissions as a result of bringing street cleaning services in-house.

**Achievement of Council’s total potable water consumption target for the year**

Council achieved a result of 208.7 megalitres (ML) against a target to reduce Council’s potable water consumption to 155 ML per annum.

2011/12 138 ML

2012/13 211 ML

2013/14 209 ML

2014/15 209 ML

Source: City of Port Phillip Energy and water consumption and greenhouse gas emissions inventory

Council’s result in 2014/15 was comparable with last year’s result. This is positive, given that rainfall last year was approximately 30 per cent lower than the long-term average. During the year a reduction of six ML across parks and sporting assets was offset by increases in community facilities and council buildings.

**Progress towards Council’s use of alternative water source targets**

In 2014/15 data was not available to estimate alternative water savings. During the year we worked to improve water quality in the bay and delivered stormwater harvesting projects with five new raingardens installed in June 2015. Commissioning of the Elwood Stormwater Harvesting Scheme was delayed due to pump system issues. See Chapter 4 Achieving Toward Zero for possible targets and actions that Council could implement between now and 2020 towards the use of alternative water sources.

**Progress towards stormwater quality targets**

Council captured a pollutant load of 35.4 tonnes against a target of 22 tonnes of total suspended solids.

2013/14 10.8 tonnes

2014/15 35.4 tonnes

Source: Project modelling reports

Water quality improvement activities in 2014/15 enabled the capture of a further 24.5 tonnes of total suspended solids before they entered Port Phillip Bay, taking our total capability to 35.4 tonnes of total suspended solids per year.

**Percentage of participants in Council environment programs who report taking action as a result of their involvement**

We aim to measure the proportion of participants in Council environment programs who report taking action as a result of their involvement. In 2014/15 there were 7,573 people participated in Council run sustainability programs, an increase of over 2,000 participants compared to last year. We sampled participants at a small number of our events and found that 38 per cent of participants reported taking action as a result of their involvement in our programs. We will continue to develop our methodology to improve this evaluation measure going forward.

Service delivery as funded in the budget

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Business area | Description of services provided | Expenditure | Expenditure |  |
| (Revenue) | (Revenue) |  |
| BUDGET | ACTUALS | VARIANCE |
| $'000 | $'000 | $'000 |
| Finance and Investments | Responsible for fleet management and will continue to focus on reducing fleet operational costs in 2014/15. | 532 | 488 |  |
| (1,002) | (847) |  |
| (470) | (359) | (111) |
| Assets | Responsible for providing strategic asset management services regarding the maintenance, construction, renewal and disposal of Council’s facilities and assets, including the preparation of the capital works program. This area also administers external infrastructure grants such as the Victorian Stormwater Action Program, Roads to Recovery and VicRoads road maintenance. | 1,502 | 1,206 |  |
| 0 | 0 |  |
| 1,502 | 1,206 | 296 |
| Sustainability | Responsible for leading the delivery of projects aimed at achieving a sustainable environment for the City and organisation. This includes strategic planning in the areas of water, greenhouse gas and climate change adaptation. | 1,655 | 1,621 |  |
| 0 | 0 |  |
| 1,655 | 1,621 | 34 |
| Community Relations | Responsible for providing key information to the community via direct telephone, service desk and online request services, and is the primary interface between Council, the community and service delivery. This area also provides strategic and  operational support to Council and the organisation in the design and delivery of community engagement and media. | 152 | 112 |  |
| 0 |  |  |
| 152 | 112 | 40 |

**Results against the prescribed service performance indicators and measures**

|  |  |  |
| --- | --- | --- |
| Service / indicator / measure | 2014/15 Result | Narrative |
| **Waste collection** |  |  |
| Satisfaction  Kerbside bin collection requests  [Number of kerbside garbage and recycling bin collection requests / Number of kerbside collection households] x 1,000 | 48.6 | The City of Port Phillip has a low number of requests relating to the kerbside garbage and recycling service for every 1,000 households, indicating our kerbside collection system is effective. |
| Service standard  Kerbside collection bins missed  [Number of kerbside garbage and recycling collection bins missed / Number of scheduled kerbside garbage and recycling collection bins lifts] x 10,000 | 5.6 | The City of Port Phillip has a low number of missed kerbside collection bins for every 10,000 bin lifts, indicating a high quality kerbside collection system. |
| Service cost  Cost of kerbside garbage bin collection service  [Direct cost of the kerbside garbage bin collection service / Number of kerbside garbage collection bins] | $65.61 | This result shows the cost of our kerbside garbage bin collection per kerbside collection bin, which is estimated based on the number of households. We provide a weekly kerbside garbage collection. |
| Cost of kerbside recyclables collection service  [Direct cost of the kerbside recyclables bin collection service / Number of kerbside recyclables collection bins] | $32.00 | This result shows the cost of our kerbside recycling bin collection per kerbside collection bin, which is estimated based on the number of households. We provide a weekly kerbside recyclables collection. |
| Waste diversion  Kerbside collection waste diverted from landfill.  [Number of recyclables and green organics collected from kerbside bins / Weight of garbage, recyclables and green organics collected from kerbside bins] x 100 | 34.5% | This result measures the proportion of recyclables and green organics collected from kerbside that is diverted from landfill. When waste diverted at transfer stations is included our result is 39.85 per cent. |

Service delivery statistics

We provide a range of important services to support the needs of our diverse and changing community and create a strong, innovative and adaptive City.

The following statistics highlight some of the services we provide and whether these services have increased, decreased or remained static.

|  |  |  |
| --- | --- | --- |
| Waste Management | | |
| 38,582  34,355  15,102  2,257 | Waste bins collected each week  Recycling bins collected each week  Hard and green waste collections  Bulk rubbish container (skip bin) permits issued | Increase  Increase  Increase  Decrease |
| Sustainability | | |
| 7,573 | Participants in City of Port Phillip sustainability programs | Increase |

Vibrant - A liveable and connected City

Our strategic objectives

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

Our measures of success

**Community satisfaction survey respondents agree their local area is vibrant, accessible and engaging**

This is a new measure for 2014/15. Council achieved an average annual result of 96 per cent against a target of 80 per cent.

Source: City of Port Phillip Community Satisfaction Survey 2015

During the year Council continued to deliver its Vibrant Villages program working with the community, traders, partners and key stakeholders to facilitate community-led activation of our villages. We worked with arts partners in Emerald Hill to support a series of concerts as part of the Melbourne Festival and Emerald Hill Festival. In Port Melbourne we launched the Waterfront Welcomers and the Visitor Information & Heritage Hub to welcome and provide information to cruise ship passengers visiting our City.

**Community satisfaction survey respondents believe South Melbourne Market is a significant benefit to residents**

Council achieved an average annual result of 98 per cent against a target of 80 per cent.

2013/14 97%

2014/15 98%

Source: City of Port Phillip Community Satisfaction Survey 2015

An extremely high proportion of our community agree that the South Melbourne Market is a significant benefit to residents. We continued a program of popular events at the South Melbourne Market this year including the Night Market and the Mussel Festival, and achieved a record number of visitors. We continued to deliver improvements including an accessible front desk installed centrally on the ground floor, and realised sustainability savings from installation of rainwater tanks and solar panels.

**Increased number of planning permit applicants participating in the Sustainable Design Assessment in the Planning Process (SDAPP) program within Port Phillip**

Council achieved a result of 78 per cent of eligible planning permit applications participating in SDAPP against a target of 70 per cent.

2011/12 59%

2012/13 79%

2013/14 71%

2014/15 78%

Note: Methodology changed during 2014/15

Source: Port Phillip planning system

In 2014/15 we revised our approach to measure the proportion of completed planning applications that participated in the SDAPP program, against completed eligible applications. This approach is not comparable with information from previous years. This year we launched a new online tool called the Built Environment Sustainability Scorecard (BESS) to facilitate and improve the sustainable design assessment process in planning applications.

**Community satisfaction survey respondents are satisfied with the quality of parks and open space**

Council achieved an average annual result of 96 per cent against a target of 80 per cent

2011/12 86%

2012/13 85%

2013/14 90%

2014/15 96%

Note: Rating scale changed during 2014/15.

Source: City of Port Phillip Community Satisfaction Surveys

We achieved a high community satisfaction rating for the quality of our parks and open space. Throughout the year we made many improvements to our network of accessible parks and open spaces. These included upgrading Little Finlay Reserve, installing new exercise equipment at Peanut Farm Reserve and completing path lighting at Alma Park West.

**Community satisfaction survey respondents are satisfied with the quality of beach cleaning**

Council achieved an average annual result of 94 per cent against a target of 80 per cent.

2011/12 86%

2012/13 87%

2013/14 83%

2014/15 94%

Note: Rating scale changed during 2014/15.

Source: City of Port Phillip Community Satisfaction Surveys

We achieved a high community satisfaction rating for the quality of our beach cleaning. We put on extra program activities during the busy summer period to ensure clean, safe and enjoyable public spaces. We are pleased with the success of the program, which improved levels of cleanliness and reduced litter on local beaches and parks.

**Community satisfaction survey respondents are satisfied with the quality of street cleaning**

Council achieved an average annual result of 89 per cent against a target of 80 per cent.

2011/12 71%

2012/13 73%

2013/14 80%

2014/15 89%

Note: Rating scale changed during 2014/15

Source: City of Port Phillip Community Satisfaction Surveys

Since bringing our street cleaning service in-house during 2014/15 we have achieved consistently high results in our weekly audits of random streets across the City, demonstrating our commitment to this community priority.

**The proportion of the capital works program delivered on budget**

Council achieved a result of 74.6 per cent of budgeted capital works spent against a target of 80 per cent.

2011/12 51%

2012/13 96%

2013/14 70%

2014/15 75%

Source: City of Port Phillip financial systems reports

Capital works expenditure is below target due to project deferrals including core infrastructure technology as a result of detailed assessment of technology options, and childcare centre renewals due to assessment of building works required. Cost savings also resulted from lower expenditure in the road, footpath and kerb renewal program through better planning and tendering, and better value materials.

**Renewal gap ratio – difference between rate of spending on assets and asset depreciation**

Council achieved a result of 73.23 per cent of the renewal gap ratio against a target of 100 per cent.

2012/13 47%

2013/14 80%

2014/15 73%

Source: City of Port Phillip financial systems reports

This result was lower than target. This was due to lower expenditure on asset renewal projects and higher asset deprecation due to assets (including fleet) depreciating more quickly than budgeted for.

Increased reported community use of sustainable options as their main mode of transport

Council achieved an average annual result of 59 per cent against a target of 55 per cent.

2013/14 58%

2014/15 59%

Source: City of Port Phillip Community Satisfaction Surveys

Council supported sustainable transport use in 2014/15, installing 4.5 km of on-road bike lanes and installing 44 new bike parking hoops. We supported the installation of new on-street car share vehicles across the City.

**Community satisfaction with parking management is consistent with industry benchmarks**

Council achieved an index result of 52 against a target of 55.

2011/12 51

2012/13 51

2013/14 48

2014/15 52

Source: Local Government Victoria Community Satisfaction Survey 2015

Our community’s satisfaction with Council’s performance for parking management increased significantly in 2014/15. However, the result was lower than the Melbourne metropolitan average of 55 and the statewide average of 57. In 2014/15 we continued our neighbourhood based approach to car parking and consulted with the community on changes to on-street parking in Port Melbourne.

**Reduction in the number of serious traffic collisions involving pedestrians, bicycle riders and motorcyclists**

This result is only available a year in arrears due to the time taken to process and supply the information to Council. The most recent result is not yet available.

2011/12 67 collisions

2012/13 72 collisions

Source: VicRoads Crashstats report

In 2014/15 we progressed a number of initiatives to enhance quality and safety for bike riding and walking. These included activities and events such as supporting local schools to celebrate Ride2School Day and Walk to School Day, and coexistence campaign interventions to encourage safe and courteous sharing of our roads and paths by all users. We also consulted with our community and successfully applied to VicRoads for speed limit reductions in certain areas to enable safer streets. A range of capital projects such as the installation of zebra crossings and bike lanes also supported safer travel choices.

Our major initiatives as funded in the Budget

| Major Initiatives | Progress |
| --- | --- |
| Vibrant Villages  Activation plan development for  seven villages - Acland Street, Carlisle Street, Emerald Hill, Fitzroy Street, Garden City, Ripponlea and Port Melbourne Waterfront.  Actual: $158,744  Budget: $200,000 | Year one of our Vibrant Villages program delivered a number of local amenity upgrades and community initiatives including:  Vibrant Balaclava multicultural festival  Working with building owners and traders to revitalise four shop fronts in Ripponlea  Installing signage to welcome people to the Garden City shopping strip  Supporting the Garden City Community Day at the Fishermans Bend Community Centre  Supporting active participation in local villages by community groups through establishing the Small Poppy Village Grants for 2015, which funded two events celebrating the ANZAC day centenary. A display of poppies along the Esplanade was installed by the community, and the Women’s Welcome Home Rotunda organised an ANZAC Day event that incorporated poppy making and storytelling  Strengthening local partnerships through establishment of the Vibrant Village Partnership Groups which brings residents, businesses, community groups and Council together.  There was an underspend in 2014/15 due to delayed recruitment. |
| Port Melbourne Waterfront  Vibrant Village Activation Plan.  Actual: $111,794  Budget: $200,000 | Year one of the Port Melbourne Waterfront activation plan delivered a range of activities including:  A new volunteer-run visitor and information hub with volunteer ‘waterfront welcomers’ which welcomed cruise ship passengers during the summer months  A pilot pop-up retail shop during the cruise ship season selling Australian made souvenirs  A trial licence for Go Flyboards to operate a flyboarding business in Waterfront Place throughout the summer months  Pop-up art on the fence. |
| St Kilda Triangle  Progress implementation of the Triangle project.  Actual: $620,180  Budget: $950,000 | We collaborated with our community to complete Stage 1 of the St Kilda Triangle. We engaged almost 50 community members across five working groups and a synthesis workshop to help refine the parameters for the site. Stage 1 developed the Design Brief and the draft St Kilda Triangle Cultural Charter.  Stage 2 of the co-design was progressed during the first half of 2015 and involved investment logic map workshops with eight government departments and initial market soundings with 15 industry stakeholders including developers and financiers. External consultants were engaged to work alongside Council officers and provide specialist advice and expertise around design, engagement and the development of the business case.  Project spend was delayed as the co-design workshops were revised to take place during 2015/16 instead of 2014/15. |
| Fisherman's Bend Urban Renewal Area  Detailed precinct planning for  Montague, Wirraway and Sandridge, land acquisition strategy, financial modelling and urban renewal innovation including affordable housing.  Actual: $340,263  Budget: $400,000 | A number of programs were completed during the year to improve outcomes in the Fishermans Bend Urban Renewal Area including a feasibility study into a Collins Street tram extension, a heritage study to better inform precinct planning, and community infrastructure service planning to inform a Council proposal to the Victorian Government on the Ferrars Street education and community precinct.  During the year we started to develop a sustainability footprint tool to help planning for future environmental controls and established the Fishermans Bend Community Forum to ensure a two-way dialogue between Council and the community on key issues, as well as the Fishermans Bend review process which was announced by the Minister for Planning in April 2015. |
| Palais Lease Project  Options for future lease and development. Identifying a shortlist of interested parties to submit an Expression of Interest. Includes legal  costs, specialist property consultant, building investigations, advertising.  Actual: $290,896  Budget: $350,000 | Significant progress has been made to secure a long-term lease for the Palais. An invitation for Expressions of Interest was undertaken in late 2014 resulting in a shortlist of three respondents for the Request for Proposals (RFP) for the long-term lease.  Delays were experienced in undertaking the second stage of the leasing process, the RFP, due to necessary discussions with State Government to finalise the repair and restoration works program for the Palais. This has now been resolved and the RFP process will be undertaken in the second half of 2015 to finalise a long-term lease to ensure that the much-loved Palais Theatre remains a highly utilised live performance venue into the future. |
| Enterprise Portfolio Management  Budget allocation to engage consultants to support development of improved processes, procedures and guidelines. This will also support specialist review of significant projects and enable capital efficiency.  Actual: $311,005  Budget: $350,000 | The Enterprise Portfolio Management Office was established and has implemented project governance processes through a Project Management Framework. A range of templates, tools and processes have been developed for planning, delivering and evaluating project activities. A new project management system was successfully implemented to give Council the project information it needs to make informed decisions at an enterprise and portfolio level. This standardised approach has supported capital efficiency by enabling cross organisation collaboration, improved project planning and increased visibility of project performance. |

Service delivery as funded in the budget

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Business area | Description of services provided | Expenditure | Expenditure |  |
| (Revenue) | (Revenue) |  |
| BUDGET | ACTUALS | VARIANCE |
| $'000 | $'000 | $'000 |
| Sustainability | Responsible for leading the Council’s activities to increase the uptake of walking, bike riding and public transport with the municipality. This includes the delivery of safe, sustainable and leading edge transport management outcomes. | 1,618 | 1,726 |  |
| (90) | (458) |  |
| 1,528 | 1,268 | 260 |
| Amenity | Responsible for leading the management of the Resident Parking Permit scheme; management of derelict and abandoned vehicles; school crossing supervisors; tow away service operating in clearways and parking prosecution service. The administration area oversees the external contract for parking enforcement and infringement activities. | 8,787 | 8,552 |  |
| (464) | (534) |  |
| 8,323 | 8,018 | 305 |
| Assets | Responsible for providing strategic asset management services regarding the maintenance, construction, renewal and disposal of Council’s facilities and assets, including the preparation of the capital works program. This area also administers external infrastructure grants such as the Victorian Stormwater Action Program, Roads to Recovery and VicRoads road maintenance. | 1,141 | 1,206 |  |
| 0 | 0 |  |
| 1,141 | 1,206 | (65) |
| Business Technology | Responsible for supporting the organisation to deliver priorities and services through information and communication technology. | 196 | 215 |  |
| 0 | 0 |  |
| 196 | 215 | (19) |
| City Development | Responsible for administering local laws approvals for use on the footpaths and public roads to ensure public safety and amenity. This area issues planning permits; controls the use and development of land; subdivisions; liquor licences; administers heritage controls and advice; and sustainable urban design advice. | 5,147 | 5,453 |  |
| (6,651) | (8,889) |  |
| (1,504) | (3,436) | 1,932 |
| City Strategy | Responsible for providing Council’s strategic urban planning capacity with a focus on: integrated land use and transport planning; strategic economic planning for activity centres and business precincts; and planning for more diverse and affordable housing opportunities. Project outcomes aim to maximise community benefit and contribute to a more environmentally, socially and economically sustainable future for the City. | 1,295 | 1,140 |  |
| 0 | 0 |  |
| 1,295 | 1,140 | 155 |
| Maintenance and Renewal | Responsible for maintaining Council’s roads and footpaths; cleaning of our streets and beaches; the collection and processing of domestic waste and recycling; the hard waste booking and dumped rubbish collection services; the internal operation of the litter bin collection services and the Resource Recovery Centre. These highly visible services are provided predominantly via external commercial contracts along with some internal day labour staff. The department is committed to providing quality services that represent best value for money in meeting community needs in an environmentally responsible way. | 22,133 | 21,350 |  |
| (1,147) | (1,114) |  |
| 20,986 | 20,236 | 750 |
| Parks and Open Space | Responsible for developing and implementing open space policies and strategies; develops the public open space  asset renewal and improvements program; undertakes project management for capital works relating to open space improvements; provides internal technical advice and assists local community groups; oversees external contracts for the provision of park maintenance; tree and garden management; undertakes community education activities and provides advice; leads, develops and coordinates an integrated cross organisational approach to the planning and delivery of services for the Council foreshore; offers regional collaboration for the Bay and represents the city on the Association of Bayside Municipalities. | 10,367 | 10,857 |  |
| (78) | (632) |  |
| 10,289 | 10,225 | 64 |
| Placemaking | Responsible for designing and revitalising the diverse places across our city. Through the application of a range of complementary planning and design skills as well as expertise in project feasibility and delivery, Placemaking has primary responsibility for Council’s strategic place programs and  projects including Fishermans Bend, St Kilda Triangle and Vibrant Villages. It acts as the focus for the Council’s work in sustainability which is another key priority. Placemaking also supports local economic development through business liaison initiatives, the administration of Special Rate Schemes in local centres and the analysis of market and economic data to inform internal and external customers. | 2,781 | 2,992 |  |
| (88) | (106) |  |
| 2,693 | 2,886 | (193) |
| Project Delivery | Responsible for delivering new, improved or upgraded assets that in turn allow Council to deliver on a wide range of services to the community. The Project Delivery Department provides a range of capital project planning, community consultation, contamination advice, civil design and project management services as well as the delivery of capital program. | 1,918 | 1,199 |  |
| 0 | 0 |  |
| 1,918 | 1,199 | 719 |
| Property Services | Responsible for the effective and responsible stewardship of Council’s property portfolio including commercial, community, residential properties. | 12,975 | 13,766 |  |
| (8,779) | (9,408) |  |
| 4,196 | 4,358 | (162) |
| Recreation and Culture | Responsible for supporting sporting clubs and facilities; permitting events and commercial activities in the public  domain including the foreshore; lifestyle and leisure program; Joint Council Access for All Abilities recreation and arts program; development of leisure activities. The area provides library services including free access to educational and recreational resources including books, magazines, DVDs and CDs; online databases; public internet access; programs and events; local history services; and inter-library loans. | 546 | 72 |  |
| (656) |  |  |
| (110) | 72 | (182) |
| Material variation explanations:  City Development Higher than anticipated Open Space Contributions and permit fees received as a direct result of increased development works within the municipality. | | | | |

Results against the prescribed service performance indicators and measures

|  |  |  |
| --- | --- | --- |
| Service / indicator / measure | 2014/15 Result | Narrative |
| **Statutory Planning** |  |  |
| Timeliness  Time taken to decide planning applications  [The median number of days between the receipt of a planning application and a decision on the application] | 67 | This result shows the median number of days to make a decision on an application. This result is faster than the Melbourne metropolitan average of 84 days. |
| Service standard  Planning applications decided within 60 days  [Number of planning application decisions made within 60 days / Number of planning decisions made] x 100 | 61% | This result is similar to the Melbourne metropolitan average of 64 per cent and reflects a high number of large complex planning permit applications and additional layers of control required in our municipality. |
| Service cost  Cost of statutory planning service  [Direct cost of the statutory planning service / Number of planning applications received] | $1,367.34 | This result shows the average cost of Council’s statutory planning service per planning application received. The City of Port Phillip is at the lower end of the sector target range. |
| Decision making  Council planning decisions upheld at VCAT  [Number of VCAT decisions that did not set aside Council’s decision in relation to a planning application / Number of decisions in relation to planning applications] x 100 | 79% | This result shows the proportion of Council planning decisions upheld at VCAT. When we include Council  decisions made after an appeal is lodged and VCAT ultimately supports Council’s decision, our result is  87 per cent. |
| Roads |  |  |
| Satisfaction of use  Sealed local road requests  [Number of sealed local road requests / Kilometres of sealed local road] x 100 | 59 | The City of Port Phillip has a high population density per length of road, which includes laneways, and therefore increases the average number of requests per kilometre of road. |
| Condition  Sealed local roads below the intervention level  [Number of kilometres of sealed local roads below the renewal intervention level set by Council / Kilometres of sealed local roads] x 100 | 92% | This result provides the percentage of sealed local roads including laneways that are below the renewal intervention set by Council and are not requiring renewal. |
| Service cost  Cost of sealed local road reconstruction  [Direct cost of sealed local road reconstruction / Square metres of sealed local roads reconstructed] | $56.67 | The average cost of our sealed local road reconstruction includes all types of road materials including asphalt, concrete and bluestone. |
| Cost of sealed local road resealing  [Direct cost of sealed local road resealing / Square metres of sealed local road resealed] | $20.00 | The average resealing cost relates to asphalt surfaces only. |
| Satisfaction  Satisfaction with sealed local roads (Community  satisfaction rating out of 100 with how Council has performed on the condition of sealed local roads)  [Community satisfaction rating out of 100 with how Council  has performed on the condition of sealed local roads] | 73 | A higher index rating indicates higher satisfaction. Our results were significantly higher than the Melbourne metropolitan average of 69 and the statewide average of 55. |

Service delivery statistics

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

The following statistics highlight some of the services we provide and whether these services have increased, decreased or remained static.

|  |  |  |  |
| --- | --- | --- | --- |
| Infrastructure Management | | | |
| $1.6 M  $17.19 M  $220 K  288  12,500  14  177  3,007  1,305 | Allocated for road resurfacing  Allocated for maintenance (contract payments)  Allocated for Roads to Recovery funding  Kilometres of roads maintained  Drainage pits inspected  Hectares per week of our ovals mowed (seasonal)  Hectares of reserves and gardens maintained  Playground inspected conducted  Additional trees planted (net increase) | | Decrease  Decrease  Increase  Static  Decrease  Static  Static  Decrease  Increase |
| Property Management | | | |
| 132  4,942 | Leases and licences managed by Council  Building maintenance requests processed | | Static  Decrease |
| Town Planning Applications | | | |
| 1,602  1,410  128  39 | Received  Approved  Withdrawn, not required, lapsed  Refusals | | Increase  Decrease  Decrease  Decrease |
| South Melbourne Market | | | |
| 4,644,521 | | Estimated visits to South Melbourne Market this year | Increase |

Asset management performance

Asset management

We are responsible for the management of over $2 billion of land and infrastructure assets, including roads, footpaths, drains, buildings, parks and open space, and maritime assets.

These assets exist to provide value to the community in the delivery of a wide range of services. To deliver best value, we must manage our assets prudently by balancing cost, risk and performance within a changing and challenging environment.

Lifecycle cost

In the planning, construction, operating, maintenance and renewal of our community assets, we need to minimise costs over the life of the assets while delivering the desired benefits. This objective is built into the very beginning of any capital works project.

Risk

Physical assets used by our community have inherent risks or the potential for failure. Critical assets are managed through regular routine inspections, preventative and predictive maintenance. These activities are managed and recorded in our Asset Management Information System.

Asset performance

In 2014/15, we completed our three year cycle of asset condition audits for buildings, open space and lighting assets. These audits determine the performance of our assets over time to meet the required levels of service and to test that renewal expenditure is timely and correctly targeted. In 2015/16, we will analyse the results of these audits and develop new forward asset renewal programs and budgets. We will also undertake condition audits for our footpath, kerb and channel assets, and update our asset management policy, strategy and plans as required.

Financial and funding strategy for asset investment

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

One of our key challenges is to sustainably balance investment in new asset intensive services driven by predicted growth in Fishermans Bend and other areas of our City, while maintaining existing asset intensive services at levels of cost and quality that are affordable and acceptable to our community.

To meet this challenge in 2015/16, our efforts will be directed to developing service plans, complementary asset management plans and investment strategies.

Asset management

In 2014/15 we undertook $24.4 million worth of capital expenditure on 131 projects across our City. We plan to spend $36.2 million in 2015/16. These projects are directed towards achieving our vision for an engaged, healthy, resilient and vibrant City.

New and upgraded assets

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

We completed the new administration and social clubroom facility at North Port Oval, and replaced over 3,000 street lights with energy efficient alternatives, saving energy use and costs.

The recently opened Clarendon Family Centre at 400 Clarendon Street, South Melbourne was refurbished to provide consulting rooms for maternal and child health and other allied health providers; and a multi-purpose room for professional meetings, new parent groups, playgroups and a toy library service.

New and upgraded asset projects

400 Claredon Street Family Centre refurbishment $957,000

Completion of the Emerald Hill Reserve landscape $171,000

Energy efficient street lighting program $304,000

Laneway upgrade program $250,000

North Port Oval Pavilion redevelopment $1.78 million

New backflow prevention device installation $192,000

Port Melbourne Bowling Club upgrade $234,000

Walk Plan implementation $238,000

Asset renewal

We rehabilitated or renewed a number of existing assets, including playgrounds, parks, buildings, footpaths and roads.

Emergency works were undertaken to the Palais Theatre to erect scaffolding and remove loose materials from the exterior of the building, creating a safe zone for pedestrians and theatre patrons. This secured the continued use of the theatre in the short term while preparations are underway for internal and external repair and restoration work.

We also renewed 11 kilometres of footpath and resurfaced 4.5 kilometres of road.

**Major asset renewal projects included:**

Building renewal program (including Disability Discrimination Act 1992 compliance and environmental retrofit) $650,000

Drainage renewal program $904,000

Footpath renewal program (11 kilometres of footpaths) $1.86 million

Foreshore renewal projects $309,000

Kerb renewal program $1.12 million

* Point Ormond Avenue, Elwood
* Addison Street, Elwood
* Dundas Place, Albert Park
* Princess Street, Port Melbourne
* Cobden Street, South Melbourne
* Glover Street, South Melbourne

Laneway renewal program $318,000

* Adams Place off Dow Street, Port Melbourne
* Beaconsfield Lane from Withers Street to Foote Street, Albert Park
* Right of Way 3913 adjacent to 1 Lansdowne Road, St Kilda East

Litter bin replacement $432,000

Palais theatre works (does not include deferral to 2015/16) $1.05 million

Playground and pocket park renewal programs $351,000

* Neville Street Reserve, Middle Park
* Little Finlay Reserve, Albert Park
* William Street Reserve, St Kilda
* Olive’s Corner Pocket Park, Port Melbourne
* Centenary Reserve, Port Melbourne

Repair Beacon Cove foreshore $258,000

Road rehabilitation program $1.82 million

* Bank Street, South Melbourne
* Raglan and Ross streets, Port Melbourne
* Liardet Street, Port Melbourne
* Pozieres Avenue, Elwood
* Evans Street, Port Melbourne
* Lytton Street, Elwood
* Murchison Street, St Kilda East
* Turville Place, Port Melbourne
* Bay Street, Port Melbourne

Road resurfacing program (4.5 kilometres of road) $1.61 million

St Kilda Botanical Gardens pond reconstruction $265,000

Street sign and furniture renewal program $223,000

Chapter **4 Achieving Toward Zero**

Toward Zero is the City of Port Phillip’s sustainable environment strategy to 2020.

Toward Zero has nine challenges covering:

* Greenhouse gas emissions
* Potable water use
* Waste
* Contamination and pollution
* Sustainable transport
* Sustainable urban design and development
* Net loss of natural heritage
* Sustainable purchasing and procurement
* Climate change

Each challenge has targets to achieve the Toward Zero strategy by 2020.

The Annual Report communicates Council’s progress on these targets. It also provides an overview of possible pathways to achieve these targets by 2020.

Major milestones in 2014/15

**September 2014**

City of Port Phillip and four partner councils won the Premier’s Sustainability Award for the ‘Seedlings’ program that integrated sustainability into the early childhood sector

**October 2014**

Upgraded the Balaclava Railway Station to improve accessibility for people with disabilities

**February 2015**

Launched the My Climate tool to improve sustainability in homes

**May 2015**

Launched the Built Environment Sustainability Scorecard (BESS) to improve sustainability in planning

Made improvements to traffic signals in six intersections to improve safety for pedestrians

Reduced the speed limit in five new areas from 50 km/h to 40 km/h

**June 2015**

Installed 3,433 new energy efficient streetlights as part of the Streetlight Upgrade project

Upgraded truck wash bay at the South Melbourne Depot, reducing water consumption by 30 per cent

Council’s My Climate tool won the Sustainability category of the iAwards, which recognises excellence in information and communications technology

Installed five new raingardens

Challenges

1. Greenhouse gas emissions

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

1996/97 16,333 tonnes CO2e

2014/15 9,283 tonnes CO2e

2020 target 0 tonnes CO2e

**Notes on data**

Council’s 2014/15 net greenhouse gas emissions were 9,283 tonnes carbon dioxide equivalent (tCO2e), a 4.6 per cent reduction on last year’s emissions level. This represents a 43.2 per cent reduction on baseline emissions. Emissions are attributed to electricity use in streetlights (42 per cent), gas and electricity use in council buildings (50 per cent), vehicle use (7 per cent), and waste (1 per cent).

**Council’s actions in the past year to reduce emissions**

* The streetlight upgrade program reduced emissions by 12 per cent.
* A 600 LED lighting retrofit reduced emissions at St Kilda Library by 15 per cent.
* A project engineer, funded from the Environmental Retrofit Program, advised
* staff and guided initiatives to reduce emissions across council buildings.
* A solar photovoltaic system for the St Kilda Town Hall was designed.

**How are we going to reach the 2020 target?**

* 1.4 MW of solar energy will be installed on Council buildings.
* Electricity supply will be contracted from utility-scale renewable energy facilities.
* Energy efficiency of council buildings and public lighting will be improved by
* implementing the Public Space Lighting Renewal Program and implementing
* minimum performance standards.

**Further information**

Greenhouse Plan - Low Carbon City (2011)

1. Potable water use

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

2000 518 megalitres

2014-15 208.7 megalitres

2020 target 155 megalitres

**Notes on data**

Water consumption has remained steady over the past three years. This is a good result, given that rainfall in 2014/15 was approximately 180 mm lower than the long-term average of 650 mm. A reduction of six megalitres (ML) across parks and sporting assets was offset by increases in community facilities and council buildings. Currently, open space irrigation levels are insufficient to maintain the health and amenity of all priority open space assets. In 2015/16 Council will commence irrigating priority sites with an additional 18.5 ML. Current levels of water use will be maintained until alternative water sources become available by 2020.

**Council’s actions in the past year to reduce potable water use**

* Council reviewed optimal irrigation rates across the parks and open space asset portfolio.
* A stormwater harvesting strategic review was undertaken to help develop a long-term stormwater harvesting plan for the City.
* Real-time sub-metering of key open space assets was implemented.
* The truck wash bay at the waste depot was upgraded to double capacity and to decrease cleaning times. $50,544 will be saved in labour and equipment and water consumption will be reduced by 30 per cent, saving 24,570 litres each year.

**How are we going to reach the 2020 target?**

* From 2015/16 we will realise the full benefits of the Elwood / Elsternwick Stormwater Harvesting Scheme (up to 30 ML saving available in 2016/17).
* Development and implementation of a stormwater harvesting plan for Council to 2020.
* Implementing a leak detection program for open space and a facilities water management plan.

**Further information**

* Water Plan - Toward a Water Sensitive City (2010)
* Foreshore and Hinterland Vegetation Management Plan

1. Waste

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

2011/12 53.2 tonnes to landfill

2014/15 62.2 tonnes to landfill

2020 target 10.64 tonnes to landfill

**Notes on data**

The baseline year in the Toward Zero strategy was set as 1999; however data was not available that year. Therefore, the baseline year has been amended to 2011/12 for which data was available.

The figure for waste has increased in 2014/15 because we are now reporting on a larger number of Council buildings.

**Council’s actions in the past year to reduce waste**

* 928 kg of materials have been collected for recycling at the St Kilda Town Hall by the staff Green Team since September 2014 including batteries, polystyrene, electrical equipment, metals, paper, soft plastics and organic waste.
* The Victorian Government’s Waste and Resource Recovery Infrastructure Plan was released in June 2015. Council is reviewing its Waste and Resource Recovery Strategy in line with this plan.
* New mattress recycling drop-off service was opened (see case study - page 94).

**How are we going to reach the 2020 target?**

* Council will develop a new Waste Management Strategy and targets to further minimise Council‘s waste to landfill.

**Further information**

* Waste Management and Resource Recovery Plan

1. Contamination and pollution

The City of Port Phillip is committed to maintaining and increasing the health and

quality of its natural assets. Council reduces contamination and pollution by capturing stormwater pollutants through the installation of water sensitive urban design systems such as raingardens and stormwater harvesting. Stormwater pollutants are naturally filtered through plants in these systems and in the case of stormwater harvesting, water is

redistributed for the irrigation of open spaces. Key pollutants removed include total suspended solids (including sediment and grit), nitrogen, pathogens and phosphorous.

**Council’s actions in the past year to reduce contamination and pollution**

* Water quality improvement activities in 2014/15 enabled the capture of a further 24.5 tonnes of Total Suspended Solids (TSS) before they entered Port Phillip Bay, taking our total capability to 35.2 tonnes of TSS per year. This was achieved primarily through the delivery of five raingardens across the municipality at Canterbury Avenue (Albert Park), Nimmo Street (Middle Park), Mountain Street (South Melbourne) and Evans Street (Port Melbourne), two innovative infiltration systems at Point Ormond and the full commissioning of the Elwood / Elsternwick Stormwater Harvesting Scheme.

**How are we going to reach the 2020 target?**

* Implement Council’s water sensitive urban design program, which will assist Council to identify a delivery pathway over the next five years.
* Develop and implement a Stormwater Harvesting Plan for Council to 2020.

**Further information**

* Water Plan - Toward a Water Sensitive City (2010)

1. Sustainable transport

The City of Port Phillip is committed to ensuring that it achieves a low-emissions or no-emissions fleet and standards of Council practice by 2020.

1996-97 894 tonnes CO2e

2014/15 911 tonnes CO2e

2020 target 0 tonnes CO2e

**Notes on data**

This year’s figure (911 tCO2e) represents a 74 per cent increase in emissions on 2013/14 levels from Council’s fleet. Increased emissions are attributable to the addition of street, beach and drain cleaning services into Council’s fleet inventory.

**Council’s actions in the past year to reduce emissions from the fleet**

* Council has introduced the first e-bike to its bike fleet.
* Results from the annual staff travel survey showed a six per cent decrease in staff driving to work.

**How are we going to reach the 2020 target?**

* Develop and implement a Green Fleet Action Plan, including enhanced staff mobility actions and administrative controls to reduce emissions. This plan will allow Council to achieve the 2020 target.
* Offset vehicle emissions to deliver a zero emission vehicle fleet.

**Further information**

* Sustainable Transport Strategy (2011)

1. Sustainable urban design and development

The City of Port Phillip is committed to ensuring that all council buildings and facilities minimise their environmental impact and maintain measurable environmental performance standards.

**Council’s actions in the past year to improve sustainable urban design and development**

* Incorporated environmentally sustainable design into the new St Kilda Life Saving Club clubhouse, by benchmarking the design against a 5 Star Green Star standard.
* Implemented sustainable design features such as high efficiency heating and cooling, double glazing and water-efficient fixtures in the Fishermens Bend community centre upgrade.
* Included sustainable design features such as rainwater tanks in the Alma Park pavilion project.

**How are we going to reach the 2020 target?**

* Council will continue to strongly advocate for inclusion of sustainable design criteria for new building projects.

**Further information**

* Sustainable Design Policy and Strategy (2013)

1. Net loss of natural heritage

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

**Council’s actions in the past year to maintain and enhance its natural heritage**

* Removed trees in poor health and replanted over 90 healthy trees in Alma Park, Elwood foreshore and Peanut Farm Reserve.
* Planted over 500 street trees across the municipality.
* Replaced hard and impermeable surfaces with gardens in residential streets (such as Bridge Street, Port Melbourne and Hotham Street, South Melbourne).
* Reinstated and future-proofed significant avenues. For example, Council removed 52 diseased trees in Park Street, South Melbourne and replaced them with 72 healthy, more robust varieties to maintain and enhance natural heritage.

**How are we going to reach the 2020 target?**

* Increase the tree canopy cover to reduce urban heat islands. Urban heat islands are caused by hard surfaces which retain radiant heat and release it slowly back into the environment, keeping overall temperatures higher.
* Increase the number of trees in streets and parks.
* Implement new greening initiatives in locations where trees are not an option.
* Develop and implement the Foreshore and Hinterland Vegetation Management Plan.

**Further information**

* Greening Port Phillip 2010-2015
* Foreshore and Hinterland Vegetation Management Plan

1. Sustainable purchasing and procurement

The City of Port Phillip is committed to ensuring the sustainability of what Council purchases and procures for its operations and services, to achieve and maintain a 70 per cent reduction in the use of unsustainable products by 2020 (based on 2007 levels). The percentage of green procurement (by total spend) has increased since 2007, from 0.04 per cent to 5.6 per cent in 2014/15. However, data collection methodology needs to be reviewed to be able to report on reduction of use of unsustainable products.

**Council’s actions in the past year to improve sustainable purchasing and procurement**

In the absence of a Green Procurement Action Plan, no specific actions were undertaken.

**How are we going to reach the 2020 target?**

* A Green Procurement Action Plan will be developed in 2015/16, outlining actions required to reach the Toward Zero target by 2020.
* A review and enhancement of methodologies for green procurement tracking and reporting will be developed as part of the Action Plan.
* A whole of organisation awareness and
* training program will be developed as part of
* the Action Plan.

1. Climate change

The City of Port Phillip is committed to preventing further climate change and actively reducing regional greenhouse gas emissions.

**Council’s actions in the past year to adapt to climate change**

* Thermal mapping of the municipality has identified hot spots where green infrastructure can be prioritised in order to cool the surrounding area and create a refuge from the heat.
* Council is involved in the Association of Bayside Municipalities, which is developing the ‘Bay Blueprint’ to create a consistent, bay-wide approach to responding to coastal adaptation.

**How are we going to reach the 2020 target?**

* Council will continue collaborating with the Victorian Government, other councils and researchers to identify adaptation pathways to protect coastal infrastructure, our parks and our buildings.
* Council will also ensure we adapt our assets to be resilient to the impacts of climate change and work to reduce the impact of urban heat islands.

**Further information**

* Climate Adaptation Plan - Climate Adept City (2010)

Community challenges

**Greenhouse gas emissions and water**

* Council is unable to access reliable, up-to-date emissions data from the Victorian Government, electricity retailers or water distributors to report on progress for community emissions and water use.

**Contamination and pollution**

* Sixty-one residents recently benefited from Council’s free downpipe diversion installation offer. The downpipe diverters, donated by Melbourne Water, are used to capture rainwater from roofs which is then diverted from drains to water gardens. These contribute to Toward Zero targets by reducing the level of stormwater pollutants entering Port Phillip Bay, and reducing the use of mains water for garden maintenance.
* Further initiatives that contribute to maintaining the health and quality of our natural assets are included under the “Contamination and Pollution” challenge (see page 89).

**Waste**

* This year, Council diverted 39.85 per cent of household waste from landfill.
* Since 2007, the tonnage of recyclable materials collected from the Resource Recovery Centre has increased by 58 per cent.
* Household waste to landfill since 2007 has increased by seven per cent. Ongoing education in the community is needed, as a June audit of household bins showed 18.5 per cent of recyclable materials are going to landfill unnecessarily.

**Net loss of natural heritage**

* 25,000 indigenous plants were planted by members of the community and Council.
* Council continues its partnership with the St Kilda Indigenous Nursery Cooperative (SKINC) to encourage residents to plant local indigenous species.
* Council is reviewing the tree canopy to identify areas requiring increased coverage.

**Sustainable transport**

* Council has significantly increased infrastructure and the types of travel that encourage community use of low emissions vehicles.
* 4.5 kilometres of on-road bike lanes have been installed this year, along with 44 new bike hoops.
* Eight new on-street car share bays have been approved by Council, to encourage shared resources and reduce the need for car ownership.
* Traffic signals have been improved at six intersections to increase crossing times and make conditions safer for walkers. Three additional intersections have been made safer with kerb extensions and new zebra crossings.
* The Balaclava Railway Station has been upgraded to improve accessibility for all (see case study - page 94).

**Sustainable urban design and development**

* Council will continue to ensure the percentage of planning applications that comply with sustainable design requirements increases annually through Council’s SDAPP program. See the case study on The Built Environment Sustainability Scorecard (BESS).
* Council will continue to advocate to the Victorian Government for approval of the proposed Environmentally Efficient Design Local Planning policy, which would require sustainable design features in all but very minor developments.

**Climate change**

* Council provides free energy audits for residents and businesses to evaluate ways they can reduce electricity and water use in their homes and reduce waste creation. Thirty-eight audits were performed last year.
* Council leads the Sustainability Community Action Network, which stimulates community ideas for tackling climate change. Ninety people attended network events in the past year.
* Council’s sustainability website, EnviroEhub was redeveloped with a greater focus on communicating what Council is doing to improve sustainability, and share sustainable community actions. Since the relaunch of this website, visitors to the EnviroEhub website have increased by 88 per cent compared with the same six month period in 2014, showing greater community interest and involvement in sustainability.

Case studies

**Balaclava Railway Station upgraded to improve accessibility**

In October 2014, Balaclava Railway Station was upgraded with accessible ramps, a new waiting area, more Myki readers, new customer amenities and a customer service office. Council worked closely with the Victorian Government to advocate for and deliver the project. Council also delivered an upgrade to the Balaclava Walk laneway to improve connections to the station and add new urban art in the precinct.

**Recycling mattresses to reduce waste going to landfill**

A new mattress recycling drop-off service opened at the South Melbourne Depot in June. Council currently processes 4,800 mattresses per year. This new service will help reduce the total waste going to landfill and increase recycled materials. The mattresses are recycled by Geelong Disabled People’s Industries, a not-for-profit organisation that offers long-term supported employment to people with a disability.

**New My Climate tool helps improve our homes**

Council’s My Climate tool won the sustainability category of the iAwards in June, which recognises information and communications technology excellence that meets the current and ongoing community, social and environmental needs of Australians. The My Climate tool was developed by Council and CSIRO to help residents understand what size solar power system suits their home; how insulation can help their home comfort; and how much rainwater their roof can capture. The My Climate tool is available to the community through Council’s EnviroEhub website.

**BESS - The new online sustainable design assessment tool**

A free online tool that measures the sustainability of a proposed development was introduced in May. The Built Environment Sustainability Scorecard (BESS) generates a report to attach to planning permit applications to help increase the percentage of buildings and facilities in the municipality that incorporate sustainable design principles. Currently, approximately 78 per cent of eligible planning applications include a sustainable design assessment. BESS has been designed to facilitate and improve this process for applicants.

**Real-time water sub-metering detected leaks at South Melbourne Market**

Council has undertaken real-time sub-metering of South Melbourne Market (Council’s largest water using building) and a range of sports fields across the municipality. Access to real-time data enables Council to detect leaks and operate with a greater level of sophistication in water management. In the past 12 months this has resulted in a two megalitre saving in water consumption at the South Melbourne Market.

**Greenhouse gas emissions reduced at St Kilda Town Hall**

Efficiency improvements at St Kilda Town Hall reduced greenhouse gas emissions by 545 tCO2e, a 27 per cent reduction since 2012/13. Measures that helped save 400,000 kilowatt hours (kWh) of electricity and 85,000 megajoules (MJ) of gas included: sub-metering, lighting retrofits, controlled lighting, optimising equipment operating hours, tuning the heating, ventilation and air conditioning (HVAC) equipment, increased insulation, and temperature control. Positive practices by the staff Green Team added to greenhouse gas emissions savings.

Pathways to 2020

These pathways provide an overview of the possible major actions that Council could implement between now and 2020 to deliver on Toward Zero targets. Each pathway outlines the likely annual target trajectories arising from these actions. All actions are subject to funding approval through the annual budgeting process, and rely on ongoing investment and partnerships with external stakeholders.

|  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
|  | **1. Greenhouse gas emissions** | | | **2. Water** | | **3. Waste** | | | **4. Contamination and pollution** |
|  | **Emissions reduction** | **Alternative energy sources** (solar energy) | **Potable water use** | | **Alternative water sources** | | **Corporate and community waste** | **Stormwater**  **quality**  **improvement** | |
| **Current** | 43% reduction | 50kW | 208ML/year | | 0ML/year | | 39.85% Current waste diverted from landfill | 35.2 tonnes TSS/year | |
| **2015/16** | Improve energy efficiency of council buildings and public lighting via minimum performance standards  Ongoing annual purchase of 25% green power | Deliver St Kilda Town Hall rooftop solar PV system | Commence operation of Elwood / Elsternwick SWH  scheme  Develop a leak detection program for open space | | Commence operation of Elwood / Elsternwick SWH  Scheme  If feasible, deliver Albert Park Lake SWH scheme | | Develop new Waste Management Strategy and targets | Implement streetscape WSUD program and improve water quality through stormwater harvesting | |
| **Target 2015/16** | 60% | 50kW | 211.5ML/year | | 15ML/year | | >> | 39.2 tonnes TSS/year | |
| **2016/17** | Implement Public Space Lighting Renewal Program  Environmental retrofits in two large council buildings | Deliver St Kilda Town Hall rooftop solar PV system  Investigate utility-scale renewable energy options | Develop a facilities water management action plan  Implement facilities water management and leak detection actions | | Expand Elwood / Elsternwick SWH scheme  If feasible, deliver Albert Park Lake SWH scheme | | Deliver actions in the Waste Management Strategy | Implement streetscape WSUD program and improve water quality through stormwater harvesting | |
| **Target 2016/17** | 67% | 220kW | 211.5ML/year | | 30ML/year | | >> | 43.2 tonnes TSS/year | |
| **2017/18** | Implement Public Space Lighting Renewal Program  Environmental retrofits in two large council buildings | Install solar PV system on council buildings  Develop business case for large scale renewable energy sourcing | Implement facilities water management and leak detection actions | | If feasible, deliver Albert Park Lake SWH scheme  Establish future availability of recycled water for open space in Fishermans Bend | | Deliver actions in the Waste Management Strategy | Implement streetscape  WSUD program and improve water quality through stormwater harvesting | |
| **Target 2017/18** | 71% | 500kW | 211.5ML/year | | 30ML/year | | >> | 47.2 tonnes TSS/year | |
| **2018/19** | Implement Public Space Lighting Renewal Program  Environmental retrofits in three large council buildings | Install solar PV system on council buildings  Source electricity from large scale renewables | Implement facilities water management and leak detection actions  Save additional potable water from operational  SWH schemes | | Commence operation of Albert Park Lake SWH scheme | | Deliver actions in the Waste Management Strategy | Implement streetscape WSUD program and improve water quality through stormwater harvesting | |
| **Target 2018/19** | 76% | 800kW | 211.5ML/year | | 60ML/year | |  | 83.7 tonnes TSS/year | |
| **2019/20** | Implement Public Space Lighting Renewal Program  Environmental retrofits in three large council buildings | Install solar PV system on council buildings  Source electricity from large scale renewables | Save potable water from SWH schemes | | Ongoing Albert Park Lake SWH scheme | | Deliver actions in the Waste Management Strategy | Implement streetscape WSUD program and improve water quality through stormwater harvesting | |
| **Target 2019/20** | 83% | 1100kW | 155ML/year | | 108ML/year | | >> | 120.2 tonnes TSS/year | |
| **2020/21** | Implement Public Space Lighting Renewal Program  Environmental retrofits in smaller council buildings.  Offset remaining emissions | Install solar PV system on council buildings  Source electricity from large scale renewables | Ongoing water management of council facilities and open space to maintain potable water target | | Progress planning to access 60 ML of recycled water in Fishermans Bend for open space (post-2020) | | Deliver actions in the Waste Management Strategy | Implement streetscape WSUD program and improve water quality through stormwater harvesting | |
| **Target 2020/21** | 100% | 1400kW | 155ML/year | | 108ML/year | | >> | 124.2 tonnes TSS/year | |
| **2020 target** | Zero net emissions for council operations | 1400kW solar contribution to zero net emissions from council operations | 155ML potable water use/year | | 80ML/year | | 80% reduction in council waste to landfill  75% reduction in community waste to landfill | 109.73 tonnes of TSS removed per year | |

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
|  | 5 Sustainable Transport | 6 Urban Design and Development | 7 Natural Heritage | 8 Purchasing and Procurement | 9 Climate Adaptation |
|  | Mode shift to sustainable transport | SDAPP participation | Greening our City | Council procurement | Climate adaption |
| **Current** | Council fleet emissions: 911 tonnes CO2e | 78% eligible planning  Applications participating in SDAPP |  | 5.6% from sustainable sources |  |
| **2015/16** | * Implement infrastructure outlined in the Walk and Bike plans * Implement strategic parking schemes for precincts two and three\* * Advocate for transport priorities\*\* * Develop Green Fleet Action Plan | * Ensure council building projects comply with Sustainable Design Strategy * Increase the percentage of eligible planning applications participating in SDAPP program * Advocate for state government approval for EED planning policy | * Complete tree canopy mapping * Deliver Greening Port Phillip Strategy * Develop Foreshore and Hinterland Vegetation Management Plan | * Review green purchasing processes and set annual targets | * Develop Asset Resilience Framework * Develop flood adaptation pathways modelling with CRCWSC, CSIRO and other partners |
| **Target 2015/16** | >> | 83% | >> | >> | >> |
| **2016/17** | * Implement Walk and Bike plans * Implement strategic parking scheme for precincts four and five\* * Advocate for transport priorities\*\* * Deliver Green Fleet Action Plan | * Ensure council building projects comply with Sustainable Design Strategy * Provide guidance on installing solar in heritage areas * Deliver SDAPP program | * Deliver Greening Port Phillip Strategy * Implement Foreshore and Hinterland Vegetation Management Plan | * Develop and implement Sustainable Procurement Program | * Deliver Asset Resilience Action Plan * Develop My Climate 2.0 * Complete Bay Blueprint for Port Phillip Bay with the ABM |
| **Target 2016/17** | >> | 86% | >> | >> | >> |
| **2017/18** | * Implement Walk and Bike plans * Review parking scheme for precinct one\* * Advocate for transport priorities\*\* * Deliver Green Fleet Action Plan | * Ensure council building projects comply with * Sustainable Design Strategy * 100% compliance with WSUD Planning Policy (Clause 22.12) for all eligible applications * Deliver SDAPP program | * Deliver Greening Port Phillip Strategy * Implement Foreshore and Hinterland Vegetation Management Plan | * Implement Sustainable Procurement Program | * Deliver Asset Resilience Action Plan * Develop heat management plan for vulnerable communities * Progress CHVA for Port Phillip Bay |
| **Target 2017/18** | >> | 89 | >> | >> | >> |
| **2018/19** | * Implement Walk and Bike plans * Review parking scheme for precincts two and three\* * Advocate for transport priorities\*\* * Deliver Green Fleet Action Plan | * Ensure council building projects comply with Sustainable Design Strategy * Deliver SDAPP program | * Deliver Greening Port Phillip Strategy * Implement Foreshore and Hinterland Vegetation Management Plan | * Implement Sustainable Procurement Program | * Deliver Asset Resilience Action Plan * Progress CHVA and apply actions to coastal assets |
| **Target 2018/19** | >> | 92 | >> | >> | >> |
| **2019/20** | * Implement Walk and Bike plans * Review parking scheme for precinct four and five\* * Advocate for transport priorities\*\* * Deliver Green Fleet Action plan | * Ensure council building projects comply with Sustainable Design Strategy * Deliver SDAPP program | * Deliver Greening Port Phillip Strategy * Implement Foreshore and Hinterland Vegetation Management Plan | * Implement Sustainable Procurement Program | * Deliver Asset Resilience Action Plan * Continue to work with ABM councils to investigate adaptation pathways * Apply CHVA actions |
| **Target 2019/20** | >> | 96 | >> | >> | >> |
| **2019/20** | * Implement Walk and Bike plans * Review parking scheme for precinct one\* * Advocate for transport priorities\*\* * Deliver Green Fleet Action Plan | * Ensure council building projects comply with Sustainable Design Strategy * Deliver SDAPP program | * Deliver Greening Port Phillip Strategy * Implement Foreshore and Hinterland Vegetation Management Plan | * Implement Sustainable Procurement Program | * Deliver Asset Resilience Action Plan * Continue to work with ABM councils to investigate adaptation pathways * Apply CHVA actions to coastal assets |
| **Target 2020** | Carbon neutral fleet and sustainable staff and community travel behaviour | All council developments environmentally rated for best practice  100% eligible planning applications participate in SDAPP program | Maintain and enhance our natural heritage values, significant sites and regional habitats | 70% of all council procurement from sustainable sources | Achieve a Coastal Hazard Vulnerability assessment for Port Phillip Bay  Prepare council assets and services for climate change impacts |

Descriptions

* ABM: Association of Bayside Municipalities
* CHVA: Coastal hazard vulnerability assessment
* CRCWSC: Cooperative Research Centre for water sensitive cities
* EED: Environmentally efficient design
* PV: Photovoltaics
* SDAPP: Sustainable design assessment in the planning process
* SWH: Stormwater harvesting
* TSS: Total Suspended Solids
* WSUD: Water sensitive urban design

\* Strategic parking scheme precincts

1. South Melbourne
2. Port Melbourne
3. Balaclava, Ripponlea and Elwood
4. Albert Park, Middle Park and St Kilda West
5. St Kilda East, Windsor and Melbourne

\*\* Transport advocacy priorities

St Kilda Road protected bike lanes, Park Street tram link and Collins Street tram extension

Chapter **5 Working for our community**

Working with Council

An effective working relationship between Council and the organisation is at the core of achieving a culture of 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

Some minor changes were made to the organisational structure in 2014/15 to ensure the organisation is well equipped and responsive to the challenges of growth, financial constraints and evolving community priorities.

The table below shows the organisational structure as at 30 June 2015.

Office of the CEO

* Tracey Slatter, Chief Executive Officer
  + Lisa Rae, Manager – Community Relations
  + Rowena McLean, Manager – Governance

Place Strategy & Development

* Claire Ferres Miles, General Manager – Place Strategy & Development
  + Richard Brice, Executive Manager – City Growth
  + Julian Donlen, Acting Manager – Sustainability
  + George Borg, Manager – City Development
  + Jacqui Banks, Manager – Fishermans Bend
  + Peter Sagar, Project Direction – St Kilda Triangle

Infrastructure & Amenity

* Fiona Blair, General Manager – Infrastructure & Amenity
  + Rod Burke and John Coates, Manager - Safety & Amenity
  + Darren Brownscombe, Acting Manager – Maintenance & Renewal
  + Mark Gallon, Manager – Project & Building Services
  + Anthony Traill, Manager – Public Space
  + Ross Williamson, Manager – South Melbourne Market
  + Lisa Davis, Portfolio Director

Community Development

* Carol Jeffs, General, Manager – Community Development
  + Janelle Bryce, Manager – Family, Youth & Children
  + Craig Kamber, Manager – Arts & Culture
  + Darren Martin, Manager – Community Health & Service Planning
  + Susan McDowell, Manager – Access & Ageing
  + Vanessa Schernickau, Program Director – Vibrant Villages

Organisational Performance

* Chris Carroll, General Manager – Organisational Performance
  + David Filmalter, Chief Financial Officer
  + John Gabb, Executive Manager – Enterprise Portfolio Management Office
  + Teresa Parsons, Acting Executive Manager – Service & Business Improvement
  + Rod Apostol, Acting Manager – Business Technology
  + Clare Gibson, Manager – Asset Planning & Property

People & Culture

* Nick Petrucco, Executive Manager – People & Culture
  + Kim Oakman, Manager – Culture & Capability

Leading the way

Chief Executive Office

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

**Tracey Slatter**

Chief Executive Officer

Tracey Slatter commenced with the City of Port Phillip in May 2013 as the Chief Executive Officer. Tracey has extensive leadership experience in the health, community, state and local government sectors. Tracey enjoys leadership challenges and is passionate about achieving excellent outcomes and improved value for the community.

Tracey holds postgraduate qualifications in Business Leadership and a Master of Commerce, is a Fellow of the Institute of Public Administration and a graduate of the Australian Institute of Company Directors.

Place Strategy and Development

Place Strategy and Development seeks to enhance the liveability and sustainability of our places and precincts in an environment of growth and change. Place Strategy and Development is responsible for delivering the Fishermans Bend and St Kilda Triangle priorities, and managing statutory planning and building processes.

**Claire Ferres Miles**

General Manager

Place Strategy and Development

Claire Ferres Miles joined the City of Port Phillip in April 2014 as the General Manager of the Place Strategy and Development Division. Claire is a highly talented executive whose thought leadership and strategy have led to breakthroughs in integrated transport and planning policy, particularly in relation to sustainable transport. She has experience in the public and private sectors (most recently with the Victorian Government), with a focus on central city urban renewal.

Claire has a Master of Transport and a Master of Traffic, qualifications in community engagement and a Bachelor of Planning and Design with majors in Landscape Architecture, Urban Design and Town Planning.

Infrastructure and Amenity

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

**Fiona Blair**

General Manager

Infrastructure and Amenity

Fiona Blair was appointed as General Manager of the Infrastructure and Amenity Division in March 2014 after acting as interim General Manager of City and Infrastructure Services from October 2013. Fiona is a highly capable and experienced leader who has worked across local government, education and service sectors. She has a long affiliation with our City and through a number of leadership roles, has demonstrated a strong track record of innovation, delivery, strategy, relationship leadership and collaboration.

Fiona is highly qualified with a Master of Business Administration, and a Bachelor of

Applied Science, and is a graduate of the Australian Institute of Company Directors.

Community Development

Community Development is responsible for building healthy, connected, and sustainable communities through active engagement that nurtures and strengthens our diverse cultural and recreational landscape, enabling lifelong access to innovative, creative and responsive community programs and services that maximise the use of our shared spaces.

**Carol Jeffs**

General Manager

Community Development

Carol Jeffs joined the City of Port Phillip in February 2014 as the General Manager of the Community Development Division. Carol is a highly experienced and self-driven senior executive whose career spans local government, not-for-profit and other government agencies. Carol was previously employed as the General Manager, Governance at Latrobe City Council, a council renowned for innovation in service delivery, governance and community engagement.

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

Organisational Performance

Organisational Performance is responsible for providing high quality, integrated systems and support to our organisation to enable us to continue delivering value to our community. Organisational Performance provides financial, project management and other assistance to achieve Council priorities.

**Chris Carroll**

General Manager

Organisational Performance

Chris Carroll joined the City of Port Phillip in March 2014 as the General Manager of the newly formed Organisational Performance Division. 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 was the Department Manager of Planning, Policy and Budgeting at Auckland Council, where he led the Council’s financial, asset management, business planning and performance functions, as well as a range of transformational change projects.

Chris has a Master of Public Policy and Management, a Master of Business Administration and extensive experience in project management, change management and continuous improvement.

People and Culture

People and Culture are responsible for learning and development, and identifying key staff capabilities required to deliver on the Council Plan and maintain a high level of key community services. The focus is on agility and enabling people and teams to respond to change whilst maintaining a values-based culture and ensuring all our staff continue to have a community first mindset in everything we do.

**Nick Petrucco**

Executive Manager

People and Culture

Nick Petrucco was appointed as Executive Manager People and Culture in May 2015. As an experienced organisational and people development professional, Nick has a track record of successfully leading cultural change and building high performing organisations. Nick’s experience has included consulting to organisations across international development, community services, research and education, banking and finance, local government, utilities, small business and not-for-profit sectors. Having worked throughout Australia and internationally, Nick brings a depth of experience working across multiple industries, cultures and geographies. Nick holds a Master of Professional Education and Training, a Bachelor of Social Science, is an accredited and experience Executive Coach and has a wide range of other professional accreditations relevant to leading people and culture.

**Mark Brady**

Executive Manager

Governance and Culture (Resigned November 2014)

Mark Brady joined the City of Port Phillip in 2009 as the General Manager of the Corporate Services Division. During that time Mark implemented a wide range of leadership initiatives and played a leading role in rebuilding the organisation and its relationship with the Council and the community. Mark resigned from the City of Port Phillip in November 2014, after accepting the position of General Manager Governance and Organisation Development at Bass Coast Shire Council.

Our people

A multitude of services are delivered to our community by the 1,022 people employed at the City of Port Phillip.

Our values

A clear set of values represents how we work with each other to serve the community.

* Working together
* Courage and integrity
* Creative and strategic thinking
* Personal growth and performance
* Accountability

Staff profile

**Breakdown by banding**

|  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| Structure | Band1 | Band2 | Band3 | Band4 | Band5 | Band6 | Band7 | Band8 | All Other | Total |
| Classification | FTE | FTE | FTE | FTE | FTE | FTE | FTE | FTE | FTE | FTE |
| Permanent  Full Time – Female | 0.00 | 4.00 | 32.00 | 26.00 | 62.00 | 53.00 | 47.00 | 15.00 | 23.00 | 262.00 |
| Permanent  Full Time – Male | 1.00 | 12.00 | 15.00 | 26.00 | 23.00 | 47.00 | 36.00 | 32.00 | 52.00 | 244.00 |
| Permanent Part Time – Female | 2.40 | 13.38 | 16.59 | 27.94 | 23.85 | 23.65 | 10.26 | 9.06 | 11.38 | 138.51 |
| Permanent  Part Time – Male | 6.53 | 3.72 | 5.66 | 9.52 | 3.60 | 4.54 | 1.00 | 0.80 | 3.72 | 39.09 |
| Casual – Female | 0.03 | 0.00 | 0.93 | 0.96 | 0.24 | 0.03 | 0.00 | 0.00 | 0.66 | 2.58 |
| Casual – Male | 0.09 | 0.00 | 0.30 | 0.42 | 0.09 | 0.06 | 0.03 | 0.00 | 0.00 | 0.99 |
| Total | 10.05 | 33.10 | 70.48 | 90.57 | 112.78 | 128.28 | 94.29 | 56.86 | 90.76 | 687.17 |

Note that temporary staff total 10.9.48 FTE. The total number of FTEs is 796.65.

**Breakdown by division**

|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
| Structure | Office of the CEO | Infrastructure and Amenity | Organisational performance | Community Development | Place Strategy and Development | People and Culture | Total |
| Classification | FTE | FTE | FTE | FTE | FTE | FTE | FTE |
| Permanent  Full Time – Female | 28.00 | 38.00 | 36.00 | 118.00 | 36.00 | 6.00 | 262.00 |
| Permanent  Full Time – Male | 9.00 | 124.00 | 39.00 | 33.00 | 36.00 | 3.00 | 244.00 |
| Permanent Part Time – Female | 6.77 | 12.96 | 14.66 | 90.47 | 12.85 | 0.80 | 138.51 |
| Permanent  Part Time – Male | 7.10 | 7.28 | 1.40 | 21.11 | 2.20 | 0.00 | 39.09 |
| Casual – Female | 0.21 | 0.36 | 0.00 | 2.01 | 0.00 | 0.00 | 2.58 |
| Casual – Male | 0.36 | 0.09 | 0.00 | 0.54 | 0.00 | 0.00 | 0.99 |
| Total | 51.44 | 182.69 | 91.06 | 265.13 | 87.05 | 9.80 | 687.17 |

Note that temporary staff total 10.09.48 FTE. The total number of FTEs is 796.65.

People and Organisational Development Strategy

The goal of our People and Organisational Development Strategy 2012-14 was to build a values-based organisational culture that enabled the organisation to achieve its purpose of working together to make a difference to our community.

There are eight key focus areas in the strategy, these are:

1. Recruit and induct
2. Engage and retain
3. Recognise
4. Develop
5. Lead
6. Perform
7. Support
8. Connect

A new Employee Life Cycle People and Culture Strategy is being developed in 2015.

Learn. Develop. Grow.

The development of our people is a high priority for our organisation. Through our Learning and Development Calendar we provide opportunities for our staff to learn, grow and develop. In 2014/15, we offered 69 programs that were attended by 956 staff. We also support staff development with work-specific accredited courses.

Study assistance is also available to staff undertaking accredited courses related to their current work or local government careers. This year 22 staff members participated in this program using 682 hours of study leave.

Leadership Development Program

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

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

* the City of Port Phillip Leadership Program, a comprehensive program that focuses on the individual as leader
* Executive Leadership Team development program
* Senior Leadership Team development program
* Individual coaching for senior staff
* 42 internally facilitated team workshops in 2014/15
* 360 degree feedback for leaders, using the Life Styles Inventory™. This questionnaire based tool is designed to provide feedback about individual’s thinking and behaviour in a way that promotes constructive change
* Local Government Managers Australia (LGMA) Management Challenge. Our 2015 team did a great job on the theme of creating an employer value proposition.

Health and wellbeing program

Our health and wellbeing program, *Enjoying Life*, continues to receive positive feedback and achieve healthy outcomes for the staff and organisation. This year we established a staff committee to develop ideas and programs that meet the needs of our diverse workforce. We offer a range of fitness programs, health checks, healthy eating programs, superannuation seminars, craft classes and other activities.

Employee Assi**s**tance Program

Our Employee Assistance Program is designed to assist our staff to meet the challenges and demands of their work and personal lives. This professional counselling service offers confidential, short-term support to employees and their immediate families for a variety of work-related and personal problems. This year, 65 people used 104 hours of the service.

Occupational Health and Safety

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

We provide induction and training for all our staff and contractors, and conduct regular occupational health and safety audits and inspections of Council premises and contractors’ works.

Number of standard WorkCover claims 12

Number of staff affected 12

Victoria average WorkCover premium (industry performance) 1.3328%

City of Port Phillip’s WorkCover premium 1.3696%

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 courage and integrity, personal growth and performance, accountability, creative and strategic thinking, and working together create a culture of respect for each other in all aspects of employment, training and service. This year 257 participants attended 14 equal opportunity education sessions.

Human Resources Training Suite

We continue to offer a suite of three human resource focused training programs developed and delivered by our Human Resources team to our organisation. The programs cover recruitment, selection, interviewing, performance management, flexibility, grievances and career progression. The team delivered six sessions for 54 staff members. The complementary online Human Resources module, which 86 staff completed, continues to grow in popularity.

Feedback received reinforces that these programs are perfectly customised for local government and in particular for our organisation.

Chapter **6 Compliance and accountability**

Statutory statements

Freedom of Information Act

Under the *Freedom of Information Act 1982*, everyone has the right to access certain information held by Council. We vigorously support the requirements of the Act.

The Act requires Council to publish certain details about itself and its functions, and also enables individuals to correct information about them that is held by Council. Requests for access to Council documents under the Act must be in writing and provide sufficient information to identify the particular document(s) being sought. In 2014/15, the application fee for a request was $26.50. Avenues for appeal are built into the Act.

More information, including a request form, is available on our website: www.portphillip.vic.gov.au/ freedom\_of\_information.htm

Principal Officer: Tracey Slatter, CEO

**Details of Freedom of Information (FOI) requests 2014/15**

Total number of FOI requests received 50

Total number of valid requests 35

(including requests under consideration as at 30 June 2015)

Number of requests where access was granted in full 4

Number of requests where access was granted in part 23

Number of requests where access was denied in full 0

Number of requests where no documentation found 3

Number of requests withdrawn 0

Number of requests under consideration as at 30 June 2015 5

Number of appeals lodged with the FOI Commissioner 2

Total application fees collected $821.50

Total application fees waived $132.50

Protected Disclosure Act

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

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

Procedures for making a disclosure under the Act are publicly available from Council’s website: [www.portphillip.vic.gov.au/protected-disclosure.htm](http://www.portphillip.vic.gov.au/protected-disclosure.htm)

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

Privacy and Data Protection Act

We are committed to full compliance with our obligations under the *Privacy and Data Protection Act 2014*. Our Information Privacy Policy and Guidelines are available at Council offices and on our website: www.portphillip.vic.gov.au/privacy\_policy.htm

Best Value Report 2014/15

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

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

During 2015, there was a focus on progressing improvement capabilities through introductory training and a more advanced practitioner program that included completion of improvement initiatives. There was increased investment in enterprise portfolio and project management, continuous improvement, service reviews and a procurement policy review to support best value. This has delivered capital and operating savings as well as savings in staff and community time. Details on these improvements are highlighted throughout this Annual Report.

Domestic Animal Management Plan 2012-2016

Under the *Domestic Animals Act 1994*, we are required to undertake an annual evaluation of the implementation of our four-year Domestic Animal Management Plan. The results are published in our Annual Report.

The City of Port Phillip Domestic Animal Management Plan 2012-2016 aims to promote harmonious and responsible pet ownership. Implementation of the Plan is on track, and during the year we:

* completed additional officer training following significant changes to the *Domestic Animals Act 1994*
* implemented registration campaigns and programs that resulted in an increase in the number of animals registered
* changed our seasonal patrols and focused on targeting compliance rather than enforcement, which resulted in fewer complaints.

Next year, we will continue to focus on:

* improving our communication tools to ensure a greater understanding of the requirements of domestic animal ownership and enforcement processes
* implementation of education programs that address the ongoing issues of nuisance animals and dog attacks
* increasing roving patrols in areas defined as ‘Dog on Leash’ to ensure stricter compliance throughout the City parklands and foreshore.

Carers Recognition Act

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

In 2014/15 Council has initiated a number of activities that align with the *Carers Recognition Act 2012*. A selection of achievements includes:

* The Home and Community Care (HACC) program delivered 8,647 respite hours for HACC recipients, which also enabled their carers to have respite from their caring role
* The Social Inclusion service provided a monthly carers group for eight to 10 carers delivering 128 hours of respite. The program provided an opportunity for carers to share information and meet with other people in carer roles
* The Joint Councils Access for All Abilities (JCAAA) service provided 9,229 hours of respite care for carers of people with disability. Activities included arts, sport, recreation and school holiday programs
* Council officers maintained relationships with regional respite services through participation on the Respite South Network facilitated by Alfred Care Services. The network enables Council to keep up to date with current trends and gain knowledge of additional respite options available to carers.

Disability Act

The City of Port Phillip strives to ensure equity of access for all, in accordance with the *Commonwealth Disability Discrimination Act 1992* (DDA) and the *Victorian Disability Act 2006*. The City of Port Phillip Access Plan 2013-2018 ensures our City is a welcoming and safe place for all, where people living with a disability can participate in community life without barriers.

Over 40 separate initiatives have been progressed during 2014/15. A selection of achievements includes:

**Culture and community**

* Fog Theatre, a drama group inclusive of people with disability, developed an awareness raising tool comprising films and live performance called ‘Shine a Light’.
* St Kilda Film Festival became a fully accessible event.
* Ten per cent of Community Grants funding was apportioned to projects specifically for people with a disability.

**Information and communication**

* The City of Port Phillip Access Network (COPPAN) developed and distributed a regular newsletter to residents and service providers with an interest in access issues.
* ASSIST customer service staff across Council focused on accessible communication after completing National Relay Service training.
* Council purchased an online accessibility auditing tool and 12 month trial of text-to-speech software.

**Infrastructure and transport**

* Ramps and accessible walkways compliant with legislation were installed during the Balaclava Station upgrade.
* Accessible crossings were installed across the municipality to eliminate the step between the road and footpath.
* A fully accessible reception desk was installed at South Melbourne Market.

**Policy and planning**

* A condition, function and capacity audit, including compliance with legislation, was conducted for all council buildings and open spaces to inform service planning and long-term financial planning.

**Sports, recreation and open spaces**

* An *Independent Disability Discrimination Act* access audit was completed covering 11 km of foreshore to guide priorities for future design, upgrades and budgeting.
* Foreshore Access Maps identifying key points of interest and accessible amenities were introduced online.
* Accessible beach showers and drinking fountains were installed and upgraded along the South Melbourne foreshore and Elwood foreshore.
* Accessible pathways, furniture and play equipment were upgraded at Neville Street Reserve and Little Finlay Reserve.
* Wheelchair accessible picnic tables and seats were installed at JL Murphy Reserve. Further information about our commitments under the *Disability Act 2006* are available online at www.portphillip.vic.gov.au/access\_plan.htm

Risk management

We recognise that risk management is an essential part of effective corporate governance. Risk management is defined as “the culture, processes and structures that are directed towards realising potential opportunities while managing adverse effects”. (AS/NZ ISO 31000:2009).

We believe good risk management is essential to the successful implementation of the Council Plan, as it:

* facilitates innovation, cooperation and the sharing of resources
* enhances the development and delivery of our programs
* involves consultation with the public and private sectors on key issues of community interest
* encourages a proactive approach to problem solving.

We aim to improve our decision making, performance, transparency and accountability by effectively managing the potential opportunities and adverse effects through the adoption of a structural and systematic approach to risk management.

Risk awareness

The philosophy and application of risk management within our organisation is underpinned by our Risk Management Policy and Risk Management Framework.

Our Risk Management Policy provides the platform for the management of risk across the organisation. Our well-developed Risk Management Framework complies with ISO 31000:2009, Risk Management - Principles and Guidelines. The Framework provides the structures and processes to facilitate delivery of our corporate objectives through the effective management of opportunities and adverse effects. To ensure it continues to provide strong direction for risk management, the Framework is reviewed biennially.

Risk reduction

This year we continued our emphasis on creating an effective risk management culture across the organisation by implementing key actions in our Risk Management Improvement Plan. This included specialised public liability training for all frontline staff, targeted fraud training to all purchase order authorising officers, business support officers, and finance staff, and further enhancing tools to embed risk assessment into project management processes.

In 2014/15, our Executive Leadership Team (consisting of the Chief Executive Officer, four General Managers and one Executive Manager) undertook a review of the organisation’s strategic risks in conjunction with its strategic planning and activities. A comprehensive review of all operational risks was also undertaken within each of Council’s departments as part of the annual budget and planning cycle. All risks are monitored and reviewed regularly, and reported to the Executive Leadership Team and Audit and Risk Committee (refer to Chapter 2 Governing our City for more information on the Audit and Risk Committee).

Another important way we are managing our risk is through the Business Continuity Recovery Committee, which is comprised of key staff from across our organisation. This year the committee focused on the development of a Business Continuity Maintenance Program to ensure our Business Continuity Plan remains current, enabling us to continue operating in the event of a crisis.

Our Business Technology Disaster Recovery Plan continues to be tested on a regular basis, to ensure we can recover data, restore business critical applications and continue operations following service interruptions.

Public documents

A number of documents are available for public inspection. Some reports are available at www.portphillip.vic.gov.au/documes\_ public\_inspections.htm To inspect documents at the St Kilda Town Hall, located at 99A Carlisle Street, St Kilda, please contact the Governance Department via the City of Port Phillip’s ASSIST Centre on 9209 6777 or email assist@portphillip.vic.gov.au. In some instances, we may require requests to be in writing or on a specific form.

Documents available for public inspection

* A list of all Special Committees established by Council and the purpose for which each committee was established
* A list of all Special Committees established by Council that were abolished or ceased to function during the financial year
* A list of contracts valued at $150,000 for Goods and Services, and $200,000 for Carrying out of Works, which Council entered into during the financial year without first engaging in a competitive process, and which are not contracts referred to in section 186(5) of the Local Government Act 1989 (the Act)
* A list of donations and grants made by Council during the financial year, including donation or grant recipients, and the amount of each donation or grant
* A list of organisations of which Council was a member during the financial year, and details of all membership fees and other amounts and services provided during that year to each organisation by Council
* A register of authorised officers appointed under Section 224 of the Act
* A register of delegations kept under sections 87, 88 and 98 of the Act, including the date on which the last review, under section 98(6) of the Act, took place
* Agendas for, and minutes of, Ordinary and Special Council meetings held in the previous 12 months except if the minutes relate to parts of meetings that have been closed to members of the public under Section 89 of the Act
* Annual Report
* Budget
* Council Plan and Strategic Resource Plan
* Councillor Code of Conduct
* Councillor Expense Reimbursement Policy
* Details of all property, finance and operating leases involving land, buildings, plant, computer equipment or vehicles entered into by Council as lessor or lessee, including the name of the other party to the lease and the terms and value of the lease
* Details of current allowances for the Mayor and Councillors
* Details of overseas or interstate travel (with the exception of interstate travel by land for less than three days) undertaken in an official capacity by Councillors or any member of Council staff in the previous 12 months, including the names of the Councillors or Council staff and the date, destination, purpose and total cost of the overseas or interstate travel
* Details of senior officers’ total annual remuneration for the current financial year and the previous year, outlining ranges of remuneration of senior officers in $10,000 increments and the number of senior officers whose total annual remuneration falls within each increment
* Election campaign donations
* Local Laws
* Minutes of meetings of Special Committees established under Section 86 of the Act and held in the previous 12 months, except if the minutes relate to parts of meetings which have been closed to members of the public under Section 89 of the Act
* Names of Council officers who were required to submit a return of interest during the financial year, and the dates the returns were submitted
* Names of Councillors who submitted returns of interest during the financial year, and the dates the returns were submitted
* Submissions received in accordance with Section 223 of the Act during the previous 12 months.Governance and management checklist

This checklist is in compliance with the *Local Government Act 1989* (The Act), which prescribes a checklist of governance and management items.

|  |  |  |
| --- | --- | --- |
|  | **Governance and management items** | **Assessment** |
| 1 | **Community engagement policy**  Outlines Council’s commitment to engaging with the community on matters of public interest | **No Policy**  Reason for no policy: Council’s public commitment to providing clear and open communication and engagement, promoting transparent council decision making processes and building a network of informed communities is articulated in the Council Plan 2013-17.  Success measures and key actions for these commitments are reported against externally every quarter. Our Community Engagement Framework provides an overarching road map towards building the internal capability and capacity to support these commitments. |
| 2 | **Community engagement guidelines**  Assists staff to determine when and how to engage with the community | **Guidelines (online toolkit)**  Date of operation of current guidelines: 20 March 2012 |
| 3 | **Strategic Resource Plan**  Plan under Section 126 of the Act outlining the financial and non-financial resources required for at least the next four financial years | **Adopted in accordance with Section 126 of the Act**  Date of adoption: 23 June 2015 |
| 4 | **Annual Budget**  Plan under Section 130 of the Act setting out the services to be provided and initiatives to be undertaken over the next 12 months, and the funding and other resources required | **Adopted in accordance with Section 130 of the Act**  Date of adoption: 23 June 2015 |
| 5 | **Asset Management plans**  Sets out the asset maintenance and renewal needs for key infrastructure asset classes for at least the next 10 years | **Plans**  Date of operation of current plans: 1 December 2014 |
| 6 | **Rating Strategy**  Sets out the rating structure of Council to levy rates and charges | **Strategy**  Date of adoption: 23 June 2015 |
| 7 | **Risk Policy**  Outlines Council’s commitment and approach to minimising the risks to Council’s operations | **Policy**  Date of operation of current policy: 12 June 2012 |
| 8 | **Fraud Policy**  Outlines Council’s commitment and approach to minimising the risk of fraud | **Policy**  Date of operation of current policy: 1 February 2015 |
| 9 | **Municipal Emergency Management Plan**  Plan under Section 20 of the Emergency Management Act 1986 for emergency prevention, response and recovery | **Prepared and maintained in accordance with Section 20 of the Emergency Management Act 1986**  Date of preparation: 1 April 2013 |
| 10 | **Procurement Policy**  Policy under Section 186A of the Local Government Act 1989 outlining the matters, practices and procedures that will apply to purchases of all goods, services and works | **Prepared and approved in accordance with section 186A of the Local Government Act 1989**  Date of adoption: 23 June 2015 |
| 11 | **Business Continuity Plan**  Sets out the actions that will be taken to ensure that key services continue to operate in the event of a disaster | **Plan**  Date of operation of current plan: 5 March 2014 |
| 12 | **Disaster Recovery Plan**  Sets out the actions that will be undertaken to recover and restore business capability in the event of a disaster | **Plan**  Date of operation of current plan: 4 July 2012 |
| 13 | **Risk Management Framework**  Outlines Council’s approach to managing risks to Council’s operations | **Framework**  Date of operation of current framework: 12 June 2012 |
| 14 | **Audit Committee**  Advisory committee of Council under Section 139 of the Act whose role is to oversee the integrity of Council’s financial reporting, processes to manage risks to Council’s operations and compliance with applicable legal, ethical, and regulatory requirements | **Established in accordance with Section 139 of the Act**  Date of establishment: 22 April 2014 |
| 15 | **Internal audit**  Independent accounting professionals engaged by Council to provide analysis and recommendations aimed at improving Council’s governance, risk and management controls | **Engaged**  Date of engagement of current provider:  20 September 2013 |
| 16 | **Performance Reporting Framework**  Indicators measuring financial and non-financial performance, including the performance indicators referred to in Section 131 of the Act | **Framework**  Date of operation of current framework: 1 August 2014 |
| 17 | **Council Plan reporting**  Reviews the performance of Council against the Council Plan, including the results in relation to the strategic indicators, for the first six months of the financial year | **Report**  Date of operation of current report: 28 April 2015 |
| 18 | **Financial reporting**  Quarterly statements to Council under section 138 of the Act comparing budgeted revenue and expenditure with actual revenue and expenditure | **Statements presented to Council in accordance with Section 138(1) of the Act**  Dates statements presented: 26 October 2014, 10 February 2015, 28 April 2015, 25 August 2015 |
| 19 | **Risk reporting**  Six-monthly reports of strategic risks to Council’s operations, their likelihood and consequences of occurring, and risk minimisation strategies | **Reports**  Date of reports: 4 August 2014, 27 April 2015 |
| 20 | **Performance reporting**  Six-monthly reports of indicators measuring the results against financial and non-financial performance, including performance indicators referred to in Section 131 of the Act | **Reports**  Date of reports: 28 April 2015, 28 July 2015 |
| 21 | **Annual Report**  Annual Report under sections 131, 132 and 133 of the Act to the community containing a report of operations and audited financial performance statements | **Considered at an Ordinary meeting of Council in accordance with Section 134 of the Act**  Date of consideration: 28 October 2014 |
| 22 | **Councillor Code of Conduct**  Code under Section 76C of the Act setting out the conduct principles and dispute resolution processes to be followed by Councillors | **Reviewed in accordance with Section 76C of the Act**  Date reviewed: 28 May 2013 |
| 23 | **Delegations**  Sets out the powers, duties and functions of Council and the Chief Executive Officer that have been delegated to members of staff | **Reviewed in accordance with Section 98(6) of the Act**  Date reviewed:  Council delegations to CEO: 25 June 2013  Council delegations to staff: 28 April 2015  CEO delegations to staff: 16 January 2016 |
| 24 | **Meeting procedures**  Local law governing the conduct of meetings of Council and special committees | **Meeting procedures local law made in accordance with Section 91(1) of the Act**  Date local law made: 14 December 2009 |