

City of Port Phillip Annual Report 2018/19

Our vision for the City of Port Phillip

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

Who this report is for

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

As part of our environmental commitment to reducing paper use, we encourage you to read this report online at the [City of Port Phillip Website](#). If you prefer a printed version, copies are available for review at our town halls and libraries. Alternatively, please contact Council using the contact details provided below.

Why this report is different

Council is committed to transparent reporting on our performance and activities. In this year's report we outline our achievements as well as the challenges that have impacted performance during the year. We also provide a summary of key activities in each of our nine neighbourhoods.

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

Table of contents

Welcome

About the City of Port Phillip

Mayor's welcome

CEO's overview

Challenges our City faces

Our 2027 focus

A snapshot of our year

The year in review

Our performance at a glance

What happened in your local neighbourhood?

What you got for \$100

Financial report overview

Governing our City

Role of local government

Good governance at the City of Port Phillip

Port Phillip City Council

Our Councillors

Council meetings

Councillor allowances and expenses

Supporting Council's decision making

Working in partnership

Community engagement

Accountability

Risk management

Our performance

Direction 1 – We embrace difference and people belong

Direction 2 - We are connected and it's easy to move around

Direction 3 - We have smart solutions for a sustainable future

Direction 4 - We are growing and keeping our character

Direction 5 - We thrive by harnessing our creativity

Direction 6 – Our commitment to you

Asset management performance

Working for our community

Working with Council

Our organisational structure

Leading the way

Our people

Occupational health and safety

Statutory statements

Financial report

Understanding the financial report

Financial statements

Performance statement

Index

Acknowledgement

Council respectfully acknowledges the Yaluk ut Weelam Clan of the Boon Wurrung.

We pay our respect to their Elders, both past and present. We acknowledge and uphold their continuing relationship to this land.

Our organisational values

- Working together
- courage and integrity
- creative and strategic thinking
- personal growth and performance
- accountability
- community first

Chapter 1 - Welcome

- About the City of Port Phillip
- Mayor's welcome
- CEO's overview
- Challenges our City faces
- Our 2027 focus

About the City of Port Phillip

Our City

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

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

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

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

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

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

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

A snapshot of our community

Port Phillip has a diverse community. It is estimated that in 2018 more than 113,200 people live in the City. Our population will continue to grow. Fishermans Bend is expected to be home to around 80,000 residents and provide jobs for 60,000 people over the next four decades.

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

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

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

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

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

Source: Profile id website <http://profile.id.com.au/port-phillip>

Population (forecast 2018) is 113,200 people

Age profile:

13% are aged between 0 and 17 years

35% are aged between 18 and 34 years

45% are aged between 35 and 69 years

7% are aged 70 years or more

Household type:

41% are singles

27% are couples without children

21% are families with children

11% are other household types

Chapter 1 Welcome

Country of birth:

31% were born overseas:

6% in the United Kingdom

3% in New Zealand

2% in India

Language spoken at home:

21% of residents speak a language other than English

Top 3 languages spoken at home:

2.6% of residents speak Greek

2.2% of residents speak Mandarin

1.4% of residents speak Italian

Transport:

27% of residents use public transport to get to work

72% of residents own one or more cars

Housing:

49% of households rent

38% of households own their own home

5% of households live in social or public housing

Income:

30% of households have a total weekly household income of greater than \$2,500.

(Source: ABS Census 2016 unless otherwise indicated)

Mayor's welcome

The Councillors and I are pleased to present this report of our activities and performance for the 2018/19 financial year.

We respectfully acknowledge the Yaluk ut Weelam Clan of the Boon Wurrung, and we pay our respects to their Elders, both past and present. We acknowledge and uphold their continuing relationship to this land.

Our year in review

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Councillor Dick Gross

Mayor

City of Port Phillip

Message from the CEO

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A handwritten signature in black ink, appearing to read 'Peter Smith', with a stylized, cursive script.

Peter Smith

Chief Executive Officer

Challenges our City faces

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

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

Population growth

Port Phillip's population is expected to grow to more than 168,549 people by 2041, a 52 per cent increase from the 2017 estimate of 110,942 people. This growth will not be uniform across the City. While much of this growth will occur in Fishermans Bend, some established neighbourhoods are also growing and have been for some time.

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

Urbanisation

Population growth will drive an increase in urban density. As more people use our open spaces, roads, footpaths and facilities we need to make sure our assets are fit for purpose and can cater for greater demand. Urbanisation brings with it challenges of rising land prices and providing services in a more compact environment. Housing affordability will continue to be a concern.

Climate change

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

Rapid technological change

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

Legislative and policy influence

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

Traffic and parking

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

Changing economic conditions

Port Phillip's economy was close to \$12 billion in 2015, contributing 4.2 per cent to the greater Melbourne economy. The City's growing and emerging industries are in professional services, health and education, tourism and construction. Other traditional sectors such as creative and cultural industries will continue to make a valued contribution to Port Phillip's social and economic dynamic if they can be retained and encouraged to prosper. The spectrum of people considered vulnerable is widening due to increased costs of living, rental and property costs, social exclusion and health inequity.

Our 2027 focus

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

The Council Plan 2017-27 sets out our long term vision for the City of Port Phillip, the outcomes we will work toward over the next 10 years and how we will support the current and future health and wellbeing of our City.

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

The Council Plan 2017-27 delivers five important documents in a single integrated format that combines our Council Plan, Municipal Public Health and Wellbeing Plan, Strategic Resource Plan, Ten-Year Financial Outlook, and Annual Budget.

The plan is supported by the Port Phillip Planning Scheme. The Plan focuses on creating an integrated transport network that offers real travel choice, revolutionising the way we manage waste, particularly green and organic waste, and delivering innovative water management projects.

The Plan also focuses on Port Phillip being a welcoming place that supports a diverse and healthy community, and a thriving local economy, with a strong emphasis on arts and culture. It commits Council to working closely with our partners to ensure Fishermans Bend is a unique, liveable community we can be proud of. Finally, the Plan has a strong focus on Council achieving its sustainability goals. This year we have commenced detailed planning and analysis to help us achieve these goals and deliver our vision.

More information on the Council Plan and Budget is available on our [website](#)

Delivering our 2027 vision

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

More information on Performance Reporting is available on our [website](#)

Integrated Council Plan – ten-year vision and strategic direction for the health and wellbeing of our people and places

- Core Strategies
 - City Plan – integrated spatial strategy and municipal strategic statement
 - Health and Wellbeing Implementation Strategy

Chapter 1 Welcome

- Implementation plans
- Neighbourhood and place-based plans
- Service plans

Engaging and reporting on the Council Plan 2017-27

- Community engagement
 - Annual council plan engagement
 - Community satisfaction surveys
 - Have your say [Have Your Say Webpage - City of Port Phillip](#)
- Integrated Council Plan
 - Over ten years
 - Strategic directions and outcomes
 - Financial plan and project portfolio
 - Outcome indicators
 - Over four years
 - Priority initiatives
 - Service performance measures
 - Resources
 - Yearly
 - Budget
 - Neighbourhood profiles
- Reporting and monitoring
 - Annual report
 - Monthly CEO Report
 - Local Government Performance Reporting Framework
 - Enterprise Reporting

Chapter 2 - A snapshot of our year

- The year in review
- Our performance at a glance
- What happened in your local neighbourhood?
- What you got for \$100
- Financial report overview

The year in review

July 2018

NAIDOC week

- Celebrated NAIDOC week with flag raising and smoking ceremony at the St Kilda Town Hall

August 2018

Opening Rainbow Road

- Officially open the 35 metre rainbow flag at Jackson Street, St Kilda. With hundreds of people attending and celebrating the arrival of the powerful symbol of diversity and inclusion.

Live N Local

- Celebrated local music with 200 music acts performing at 50 gigs and two artist development days as part of the free Live N Local Festival

September 2018

Car share bay installation

- Installed first round of car share bays were installed in September, with an additional two bays in Sandridge/Wirraway.

October 2018

Seniors Festival

- Hosted our annual Seniors Festival with events taking place across the city, ranging from the Mirror Ball Disco Dance, Port Phillip Writes: Seniors Festival Awards and Pinaroo Village Festival.

Ride2Work Day and Tour de Cecil

- Led local Ride2Work Day celebrations with Tour de Cecil including a French-themed breakfast at South Melbourne Market, a pedal-powered cinema, bike storytime, bike confidants courses and shop-by-bike day.

Fishermans Bend's first new park

- Officially opened Kirrip Park, the first open space in Fishermans Bend. The 9,000 square metre park was a joint project between

November 2018

Mayoral election

- Councillor Dick Gross elected Mayor, after a 14 year break from the role and Councillor Louise Crawford elected Deputy Mayor

Sport Phillip Launch

- Provided programs across the municipality encouraging people to participate in physical activities, with a new program every two months.

Melbourne Renewable Energy project

- Construction commenced on the wind farm near Ararat, creating 140 jobs during construction, eight ongoing jobs, and new opportunities for local businesses in regional Victoria.

Summer in the City campaign launch

- Calling for everyone to play their part in keeping the City clean and safe over the busy summer months.

December 2018

CCTV launch on St Kilda foreshore

- Launched community safety measures, including a CCTV system on the St Kilda foreshore.

January 2019

Twilight markets

- Entertained market goes with a range of stalls, food, bars and bands at the South Melbourne Market's ten-week Twilight market

New Citizens welcomed

- Welcomed 100 new citizens from 31 countries to Port Phillip as part of our annual Australia Day celebrations

Pride March

- Raised the Rainbow Flag at all three town halls to celebrate the iconic Pride March and opening of the Midsumma Festival

February 2019

Council Plan engagement

- Engaged with our community on the development of the Council Plan 2017-27, Budget 2018/19

St Kilda Festival

- Australia's largest community festival, a celebration of community spirit, live local music and the beautiful St Kilda foreshore. With twelve hours of programming, 50 scheduled performances and over 400,000 people in attendance.

Lunar New Year at South Melbourne Market

- Celebrated year of the pig for the Lunar New Year with lion dancers spreading good fortune and happiness to all in attendance

March 2019

Mussel and Jazz Festival at South Melbourne Market

- The annual festival was held at South Melbourne Market with piping hot mussel paella, sangria, wok cooked drunken mussels and craft beer, and artisanal ice cream and fun for the kids.

Ride2School Day

- Supported nearly 3,000 students across 11 local schools to participate in Ride2School Day

Neighbourhood Ngargee Season

- The Neighbourhood Ngargee (gathering) program closed after another successful season with 23 gatherings across five neighbourhoods.

Cultural diversity week

- Celebrated people from 163 countries who speak 114 different languages that call Port Phillip home.

April 2019

Premier's Active April

- Organised 12 programs as part of the Premier's Active April for people of all fitness levels to take part in and enjoy.

Anti-graffiti murals in Elwood

- Interrupting the cycle of graffiti Council has engaged the artist 'Sugar' to paint two murals at opposite sides of the canal adjacent to John Street.

May 2019

Trivia night

- Hosted the fourth annual Friends of Suai/Covalima Trivia Night with all proceeds supporting the scholarship program in Covalima, Timor-Leste

Reconciliation Week

- Celebrated Reconciliation Week which commemorates the anniversaries of 1967 referendum and this historic High Court Mabo decision

St Kilda Film Festival

- Showcased Australian short films at the St Kilda Film Festival with almost 3,000 people attending the opening night at the Palais Theatre

June 2019

Revised Council Plan endorsed

- Endorsed the revised Council Plan 2017-27 including the Budget for 2018/19

Annual Homeless Memorial

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

North Port Oval redevelopment

- Kicked off the 2019 football season on the recently refurbished North Port Oval.

Our performance at a glance

Overall performance

- 63 per cent of Council Plan outcome indicators were on track (15 out of 24 outcome indicators)
- 65 per cent of Council plan service measures were on track (52 out of 80 service measures)
- 92 per cent of Council Plan priorities were in progress or completed (123 out of 132 priorities)

Service measure targets not achieved

- Resident perception regarding whether City of Port Phillip services contribute to the overall health and wellbeing of the community
- Resident satisfaction with services that support older people and people living with disabilities
- Residents satisfaction with support services for Families, Youth and Children
- Resident satisfaction with parking management
- Resident satisfaction with transport planning policy, safety and design
- Satisfaction with sealed local roads
- Cost of animal management service (\$66.16 compared to a target of \$76.00)
- Cost of food safety service (\$591.00 compared to \$562.00)
- Satisfaction with council decisions (59, an increase from the previous year of 57)
- Library collection usage (4.31 compared to 5. Over one million loans annually, with the library collection slightly lower than 2017/18.
- The number of active library members decreased by 1,429 from 2017/18.
- Participation in first MCH home visit has decreased (93.80 per cent compared to 100 per cent)
- Cost to Council of the MCH service was slightly over target of \$75.00. A high level of MCH service is still being received.
- MC4 Participation in the MCH service (74.28 per cent compared to a target of 85 per cent)
- Participation in MCH service by Aboriginal children still remains at a consistent rate of 80 percent compared to a target of 85 per cent.
- Satisfaction with sealed local roads (68 compared to a target of 70)

- Time taken to decide planning applications (78 days compared to a target of 75 days)
- Planning applications decided within 60 days (56.56 per cent compared to a target of 60 per cent)
- Cost of statutory planning service (\$3,143.78 compared to a target of \$2,200)
- Kerbside collection bins missed (3.40 compared to a target of 2.5)
- Cost of kerbside garbage bin collection service significantly reduced from 2017/18 and slightly higher of the target \$80.00.
- Cost of kerbside recyclables bin collection service. The increase in cost of our recyclables collection service, exceeded our target of \$36.00.
- Kerbside collection waste diverted from landfill in 2019 caused a drop in the overall result compared to a target of 35 per cent.
- Resident satisfaction with making Port Phillip more environmentally sustainable
- Resident satisfaction with street cleaning
- Public space community requests resolved on time
- Resident satisfaction with visitor management
- % Staff Turnover
- Community satisfaction with advocacy
- Community time saved
- Material Legislative Breaches
- Percentage of residents that agree the website is easy to use and navigate through the sections you want

Outcome indicators not on track

- Residents reporting that Port Phillip is a welcoming and supportive community for everyone
- Social housing as a percentage of housing stock
- Kerbside Collection diverted from landfill
- Potable Water Usage
- Residents that feel a sense of safety and security in Port Phillip
- Percentage of people employed in the top five industries as a proportion of total employment in the municipality
- Residents who feel Port Phillip has a culture of creativity

- Residents who feel they have the opportunity to participate in affordable local community events and activities
- Satisfaction with community consultation and engagement

Priorities completed this year

1. Invest in a long-term program of community facility upgrades to ensure they are fit for purpose and meet current and future community needs.
2. Increase investment in street cleaning, litter bins and equipment to improve amenity and responsiveness and investigate opportunities for further improvements to service delivery.
3. Use Council property assets (land and air space contributions) and cash contributions to facilitate delivery of new community housing units by local housing organisations, including progressing development of 46-58 Marlborough Street, Balaclava.
4. Work with the Victorian Government and local community housing organisations to optimise benefits from existing social housing sites, through increased yield, quality and housing type aligned to local needs.
5. Facilitate partnerships between the community housing, private and philanthropic sectors that fund and deliver new housing projects, including in Fishermans Bend.
6. Establish the Pride Centre in St Kilda.
7. Work with the Port Phillip Health and Wellbeing Alliance, Youth Advisory Committee, Older Persons Consultative Committee, Access Network, Multicultural Forum and Multifaith Network to develop policy, services and infrastructure that best meet diverse community needs.
8. Implement walking projects that create safe, high amenity walking routes and reduce barriers to people walking across arterial roads.
9. Develop a Parking Management Plan as part of the Integrated Transport Strategy.
10. Develop a heat management plan to help cool the City and reduce the impact on health.
11. Examine the effectiveness of establishing a Port Phillip energy foundation, or partnering with an existing foundation, to undertake advocacy, research, advisory and community engagement initiatives
12. Increase investment in street cleaning, litter bins and equipment to improve amenity and responsiveness and investigate opportunities for further improvements to service delivery.

13. Pursue waste innovations in Fishermans Bend.
14. Map the innovation and creative exosystem of the City to understand and prioritise options to address issues of affordability of space.
15. "Connect local industry associations, including visitor and volunteer groups like the Port Melbourne Waterfront Welcomers with the broader visitor economy."

Priorities not started

Some of the four-year priorities are not due to commence in 2019/20, these include:

1. Investigate opportunities to protect vegetation and increase canopy cover on private property.
2. Complete an Ecological Biodiversity Study, in partnership with the EcoCentre and local experts.
3. Develop a strategic plan for the St Kilda precinct, including a strategy to revitalise Fitzroy Street.
4. Investigate opportunities to protect vegetation and increase canopy cover on private property.
5. Review the Housing Strategy to ensure new residential development is well located and respects the character and heritage of established neighbourhoods.
6. Implement the outcomes from the review of the Local Government Act

Performance highlights

More detail on Council's performance for the year is provided in Chapter 4 Our Performance.

Strategic Direction 1 – We embrace difference, and people belong

- opening rainbow road
- submitted application and funding proposal by HousingFirst for the Marlborough Street development
- completed construction on the North Port Oval and Peanut Farm sports pavilions

Strategic Direction 2 – We are connected and it's easy to move around

- adopted the Move, Connect Live – Integrated Transport Strategy 2018-28
- commenced parking fee trials in Fitzroy Street, St Kilda; Waterfront Place, Port Melbourne and Elwood Foreshore
- undertook a parking space audit and updated our mapping system

Strategic Direction 3 – we have smart solution for a sustainable future

- adopted the Don't Waste It! – Waste Management Strategy 2018-28
- continued working with partners to deliver the Elster Creek Action Plan
- completed the stormwater harvesting scheme at Alma Park

Strategic Direction 4 – We are growing and keeping our character

- completed construction on the new community park in Montague (Kirrip Park)
- completed construction of Peanut Farm path lighting
- implemented the new summer management program

Strategic Direction 5 – We thrive by harnessing creativity

- adopted the Art and Soul - Creative and Prosperous City Strategy 2018-21 and endorsed the Art and Soul Panel
- undertook the first place audit in Fitzroy Street to help identify how the street is currently being used throughout the day

- held place planning sessions for South Melbourne and engaged a company to run Summer Rummage during the Spring/Summer in 2019/20

Strategic Direction 6 – Our commitments to you

- engaged business partner to commence work on the Customer Experience program
- engaged with the community on updating the Council Plan including conducting a focus group, and intercept surveys, with over 660 completed.

Awards and third-party endorsements

<p>Charters Institute of Procurement and Supply (CIPS) Corporate Certification Standard</p>	<p>Procurements policies, processes and procedures achieved the Charters Institute of Procurement and Supply (CIPS) Corporate Certification Standard. One of nine organisations in Australia with or above this accreditation and are the first Local Government Agency in Australia</p>
<p>Premier's Sustainability Award (Government category)</p>	<p>For the work undertaken to make the Melbourne Renewable Energy project a reality.</p>
<p>Victorian CitySwitch Award</p>	<p>The Melbourne Renewable Energy project partners were awarded the Victorian CitySwitch Award.</p>
<p>National CitySwitch Award</p>	<p>Following the success at the Victorian CitySwitch Awards, we were in the running for the National Awards. The project partners were announced the winners in Sydney in November.</p>
<p>Australasian Reporting Awards</p>	<p>The 2018/19 Annual Report was awarded a Gold Awards in the Local Government category after meeting the criteria for the second year.</p>
<p>Victorian Municipal Excellence Awards (Best Council in Victoria)</p>	<p>Port Phillip City Council won the Victorian Municipal Excellence Award (Best Council in Victoria), awarded by the Association of Consulting Surveyors Victoria, based on a survey of their members (licensed surveyors) recognising sustained excellence in dealing with planning applications for subdivision</p>
<p>Institute of Public Works Engineering Australasia (Victoria) Engineering Excellence Award</p>	<p>City of Port Phillip received an Engineering Excellence Award for environmental sustainability for its work in the development of Kirrip Park.</p>

What happened in your local neighbourhood?

<p>Port Melbourne</p>	<p>Encompassing most of the suburb of Port Melbourne, the neighbourhood is a gateway to Melbourne via Station Pier. The Waterfront precinct brings a large number of visitors to the neighbourhood and beyond, attracted to the foreshore and beaches as well as the retail and commercial strip along Bay Street.</p>	<ul style="list-style-type: none"> - North Port Oval upgrade - New AFL goal post footings, irrigation system, boundary fencing and coaches' boxes were installed; and the grounds have fresh rye grass.
<p>Sandridge / Wirraway</p>	<p>This neighbourhood will transform over the next 30 years as the Fishermans Bend renewal area develops. It is bound by the West Gate Freeway to the north, Williamstown Road to the south, Todd Road to the west and Johnson Street to the east.</p>	<ul style="list-style-type: none"> - JL Murphy Reserve Pavilion Upgrade – existing sections of the old pavilion were demolished, the new slabs poured, structural steel framing erected, roof works and external walls were all commenced.
<p>Montague</p>	<p>Montague is an emerging neighbourhood in Fishermans Bend. It is bound by the West Gate Freeway to the north, the St Kilda Light Rail Line (route 96) to the east, City Road to the south, and Boundary Street to the west.</p>	<ul style="list-style-type: none"> - Kirrip Park opened in October 2018, with a paved entrance, lawn areas, outdoor LED lighting, paths and multiple seating areas, and native garden beds.
<p>South Melbourne</p>	<p>Encompassing most of the suburb of South Melbourne and part of Albert Park, the neighbourhood is one of Melbourne's original suburbs. Clarendon Street and the South Melbourne Market attracts local and regional visitors.</p>	<ul style="list-style-type: none"> - Building upgrades included South Melbourne Community Centre; fire sprinkler systems installed at South Melbourne Market and Coventry Street Child Care Centre; and South Melbourne Town Hall lifts upgrade.
<p>Albert Park / Middle Park</p>	<p>Encompassing the suburb of Middle Park, part of the suburb of Albert Park and part of St Kilda West, this neighbourhood is one of the</p>	<ul style="list-style-type: none"> - The Maritime Capital Reactive works - Beacon Cove Pier Piles project – completed repairs to 27 timber piles and building footings. South Melbourne Life Saving Club reconstruction included

	oldest parts of the City, with significant heritage areas featuring houses from the Victorian and Edwardian eras.	
St Kilda Road	Encompassing parts of the suburbs of Melbourne and Windsor, and parts of Albert Park and South Melbourne, this neighbourhood is unique in the City because of its mix of offices and high-rise residential development.	<ul style="list-style-type: none"> - Domain Precinct project is being led by Rail Projects Victoria for the Victorian Government with impacts on parking, traffic lane closures and traffic flow changes; Council continues to advocate for optimal outcomes for our area.
St Kilda / St Kilda West	Encompassing the suburbs of St Kilda West (east of Cowderoy Street), most of St Kilda and a small part of Elwood, the neighbourhood is attractive to residents and visitors for its iconic retail strips, significant open spaces and the foreshore.	<ul style="list-style-type: none"> - Linden Gallery Upgrade included installation of a lift, extension window, DDA toilets, landscaping and replacement rollerdoor to rear laneway gate. - The Peanut Farm Sports Pavilion upgrade was completed and the building handed over to the sporting clubs in March 2019. - St Kilda Marina project – Site Brief was completed. Community panel design process concluded in December with additional technical investigations required, delaying the project by 6 weeks.
St Kilda East / Balaclava	Encompassing the suburb of Balaclava and part of East St Kilda and St Kilda, this neighbourhood has diverse housing types and population. Primarily a residential neighbourhood, the Carlisle Street activity centre, Balaclava Station and Alma Park are key features.	<ul style="list-style-type: none"> - Balaclava Precinct Program – Carlisle St Tram Stop Upgrade was completed in July 2018. - St Kilda Library Redevelopment Strategy architectural feasibility and costing was completed. - Alma Park Stormwater Harvesting project - construction completed of the bioretention system, underdrainage and pump shed, including UV treatment system and waterpump.
Elwood / Ripponlea	Encompassing the suburb of Ripponlea and most of Elwood, the neighbourhood is known for its leafy streets (its restaurants), and suburban character. Ripponlea Station offers good access to central Melbourne.	<ul style="list-style-type: none"> - Elwood Foreshore Fitness Station design was completed and marine-grade fitness equipment ordered. - Elster Creek Catchment Partnership and Elsternwick Park Nature Reserve – project partners commenced development of a new Action Plan for the catchment and the community reference group met four times.

What you got for \$100

We delivered a broad range of services to our diverse community of residents, traders, business owners and visitors. This list show how rates revenue was spent across these services for every \$100 spent in 2018/19.

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

Transport and parking	\$18.85
Amenity	\$10.47
Public space planning and delivery	\$10.36
Recreation	\$7.86
Asset management	\$7.54
Technology, transformation and customer experience	\$7.09
Governance	\$4.01
Sustainability	\$4.00
People, culture and capability	\$3.61
Arts, culture and heritage	\$3.27
Libraries	\$3.02
Children	\$2.54
City planning and urban design	\$2.53
Festivals	\$2.19
Ageing and accessibility	\$2.16
Community programs and facilities	\$1.90
Families and young people	\$1.57
Financial management	\$1.49
Waste reduction	\$1.39
Affordable housing and homelessness	\$0.97
Economic development and tourism	\$0.86
Local laws and animal management	\$0.77
Health services	\$0.51
Municipal emergency management	\$0.40
Development compliance	\$0.39
Markets	\$0.25

Financial Report Overview

In 2018/19, the Council has maintained services and infrastructure in addition to delivering priority projects and service improvements valued by our community. In doing so it has continued our commitment to continuous improvement and efficiency and keeping rates affordable.

Financial sustainability indicators

We have delivered another strong financial result and met our strategic financial objectives through the achievement of an overall low financial sustainability risk rating when measured against the Victorian Auditor General's (VAGO) financial sustainability indicators.

Indicators	14/15	15/16	16/17	17/18	18/19
Net Result % Net result greater than 0%	2.1%	4.9%	14.6%	3.2%	3.1% 
Adjusted Underlying Result % Adjusted underlying result greater than 5%	(0.6%)	1.0%	1.3%	(3.3%)	(3.4%) 
Working Capital Working capital ratio greater than 100%	221%	243%	232%	265%	268% 
Internal Financing Net cashflow from operations to net capital expenditure greater than 100%	134%	115%	155%	149%	107% 
Indebtedness Indebtedness ratio less than 40%	6.6%	6.3%	5.9%	5.2%	5.3% 
Capital Replacement * Capital to depreciation greater than 150%	125%	148%	142%	103%	135% 
Infrastructure Renewal Gap * Renewal and upgrade to depreciation greater than 100%	89%	91%	115%	87%	108% 
Overall Financial Sustainable Risk Rating	Low	Low	Low	Low	Low 

* refer to Total Capital Spend page xx for details.

Some of the key financial highlights include:

- Delivering a cumulative cash surplus balance of \$0.86 million
- Positive net operating result of \$7.1 million (3.1 percent of total revenue)
- An investment portfolio of \$85 million
- Low levels of debt (7.1 percent of rates revenue)
- A healthy working capital ratio of 268 percent
- Permanent ongoing efficiency savings of over \$2.4 million (taking the total to over \$11 million over the past five years).

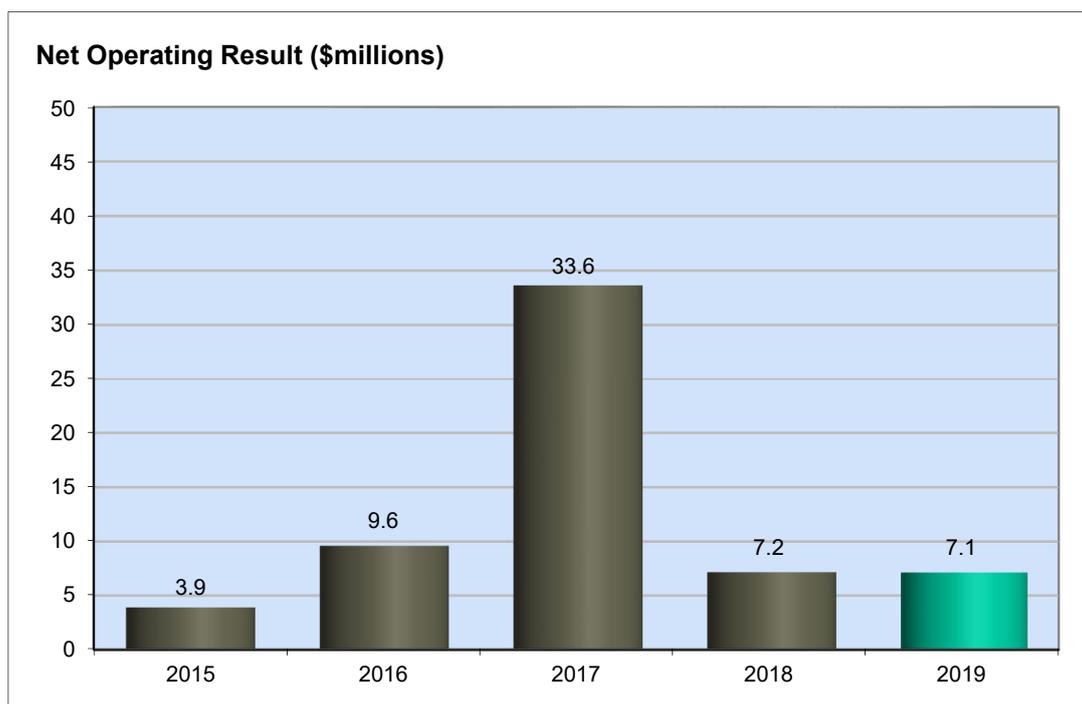
Against a backdrop of increasing cost pressures and rising expectation of service delivery, Council has performed well in delivering on our financial strategy. That said we are not complacent and understand the increasing expectation our community has that we are prudent in our management of their funds and stewardship of the community assets.

Cash surplus

As part of our financial strategy, the principal financial report used by Council to monitor its financial performance is the Income Statement Converted to Cash. The cumulative cash surplus balance of \$0.86 million is in line with the previously reported forecast.

	2018/19
	\$'000
Operating Surplus	7,148
• Add back depreciation	25,740
• Add back written down value of disposed assets	5,644
• Add back balance sheet work in progress reallocated to operating	416
• Less non-monetary contributed assets	(243)
• Less share of net surplus of associates and joint ventures	21
• Less capital expenditure	(34,834)
• Less lease repayments	(441)
• Less net transfers to reserves	(5,184)
Cash surplus for the financial year	(1,733)
Brought forward cash surplus	2,595
Cumulative cash surplus balance	862

Net Operating result



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

Council's 2019 operating surplus of \$7.1 million represents a \$0.1 million decrease on the 2018 result. Total operating income increased by \$7.4 million (3.3%) mainly due to:

- \$4.2 million of additional rates income due to rates increase of 2.25% consistent with the Victorian Government Cap and new properties added during the year from development.
- \$3.4 million of additional user fees income:
 - \$1.8 million of paid parking income due to a number of factors including the rollout of PayStay payment option via mobile options has increased utilisation, the introduction of paid parking at Fishermans Bend Urban Renewal Area, and the new parking machine credit card surcharge fee.
 - \$1.4 million of other user charges including increased development activity related income and full year of Barring Djinang Kindergarten.

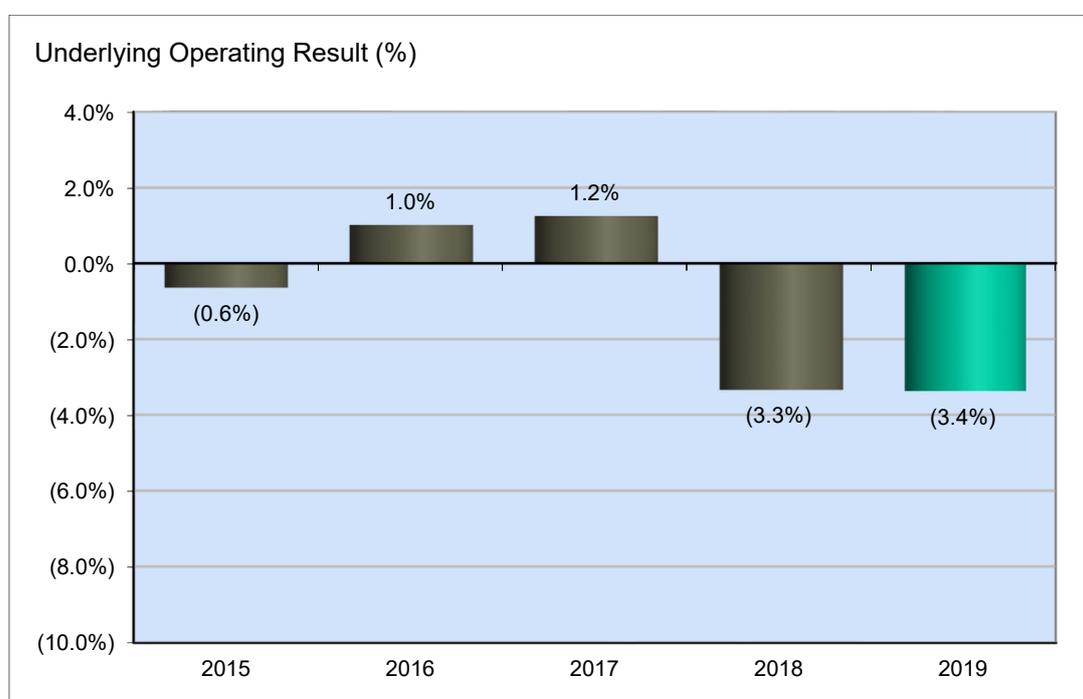
Total operating expenditure has increased by \$7.5 million (3.4%) due to:

- \$3.7 million Employee Cost largely due to the 2% Enterprise Agreement pay rise and the additional 15 full time equivalent staff to deliver services and initiatives approved by Council including full year operation of Barring Djinang Kindergarten.
- \$7.8 million Material and Services largely due to first year of the Customer Experience program; increased operational expenditure such as road line-marking, landscape works, soil remediation and community consultation due to a greater capital portfolio spend; and increased water usage due to a warmer year.

- \$2.3 million Depreciation due to the 2018/19 capital works program and the accelerated depreciation for the revalued land improvement assets (increased value over its shortened remaining useful life).
- \$1.5 million Doubtful debts provision increased due to lower collection rates of parking infringements by Fines Victoria.
- (\$8.9 million) one-off Pride Centre contribution in 2017/18.

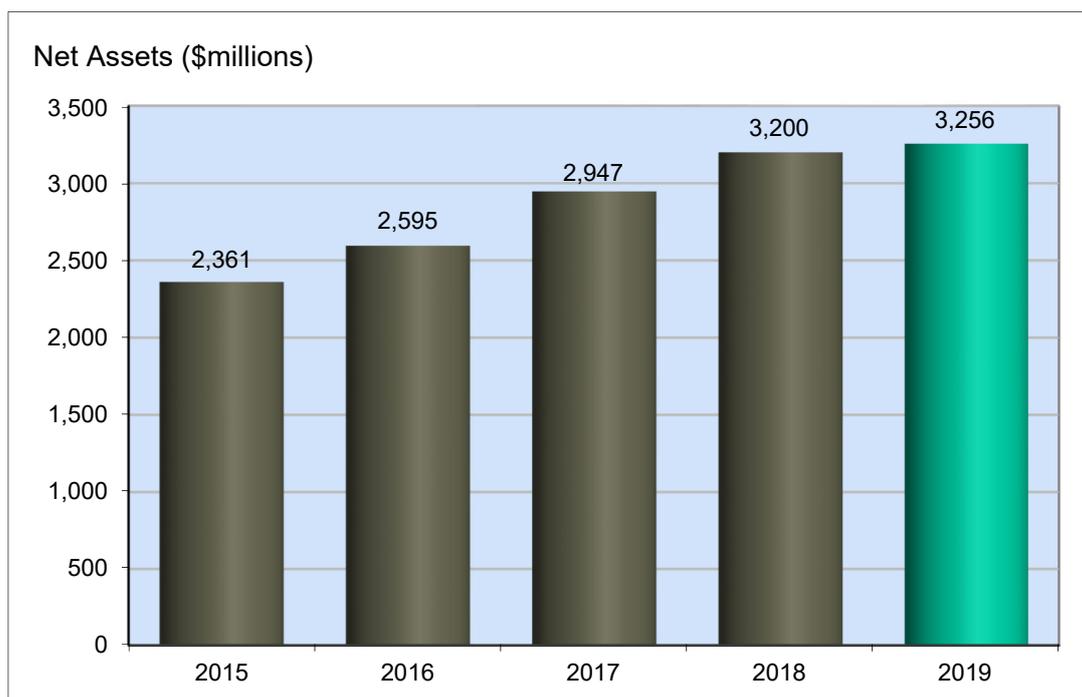
The fluctuating trends over the years, as shown in the graph, are largely due to one off non-cash accounting adjustments. These include a \$20.4 million non-cash contribution from Victorian Government for the Palais theatre redevelopment and the leaseholder contribution (in excess of the insurance pay out) for the rebuild of the Council owned Stokehouse Restaurant.

Underlying result



Council's underlying operating result in 2019 is a deficit of \$7.3 million, 3.4% of total underlying revenue. This is a \$0.3 million decrease from last year's deficit of \$7.0 million. That said, adjusted for extraordinary expenditure items in 2019 which totalled \$8.0 million including Customer Experience program, the accelerated depreciation charge, and the increase in parking doubtful debts due to system and collection issues facing Fines Victoria, the underlying result for 2019 would be a surplus of \$0.7 million.

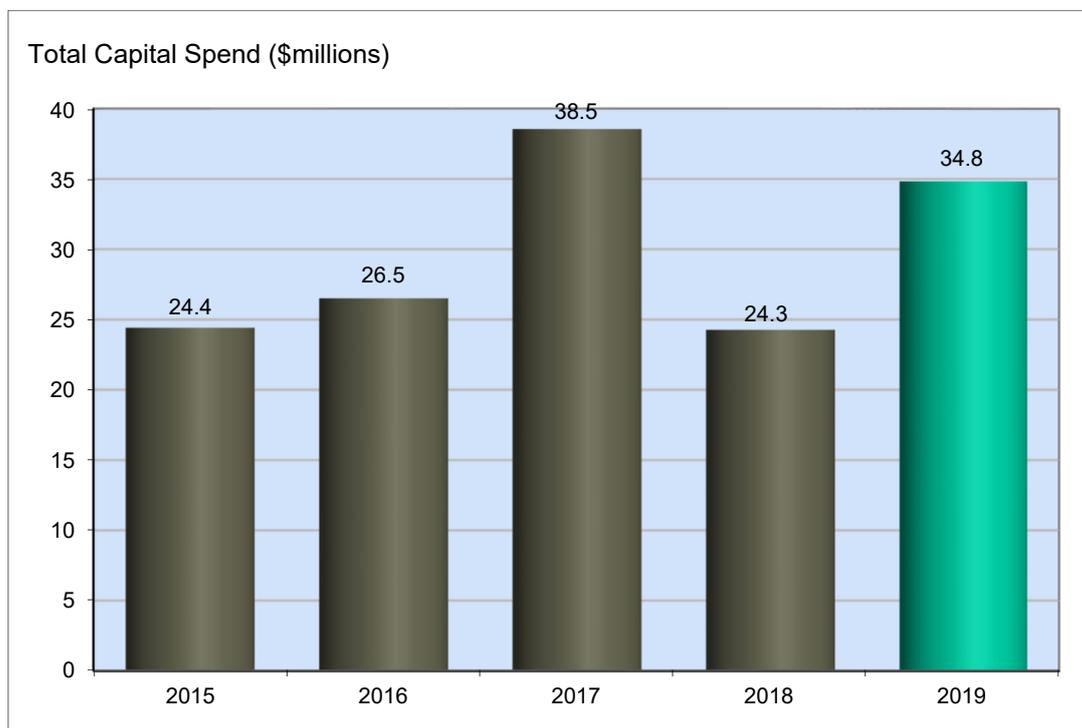
Net assets



Council has approximately \$3.26 billion in net assets. The main driver for changes in the value of Council's assets is the impact of asset revaluations which take place over a rolling three-year cycle except for land which is currently revalued annually due to ongoing significant increases in value.

The main driver for the increase in 2019 was an increase in Council's infrastructure asset values of \$60.1 million.

Total capital spend

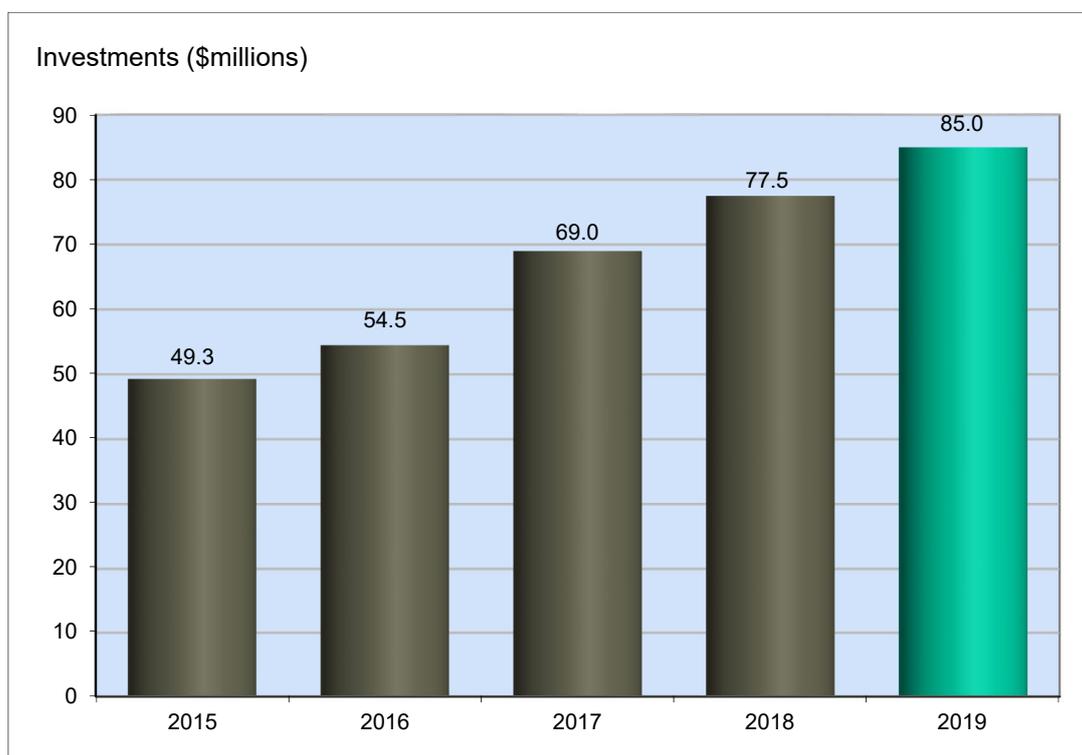


Council spent \$34.8 million in 2018/19 to improve community infrastructure assets and services. This represented a \$10.5 million increase from 2018 mainly in building, roads and open space class expenditure.

In 2019, Infrastructure Renewal Gap ratio of 108% achieved a low risk rating and the Capital Replacement Ratio of 135% was a medium risk rating.

Our 10-year Financial Plan includes commitments of over \$40 million per annum adjusted for inflation to ensure our assets are maintained and improved, whilst catering for service growth.

Investments



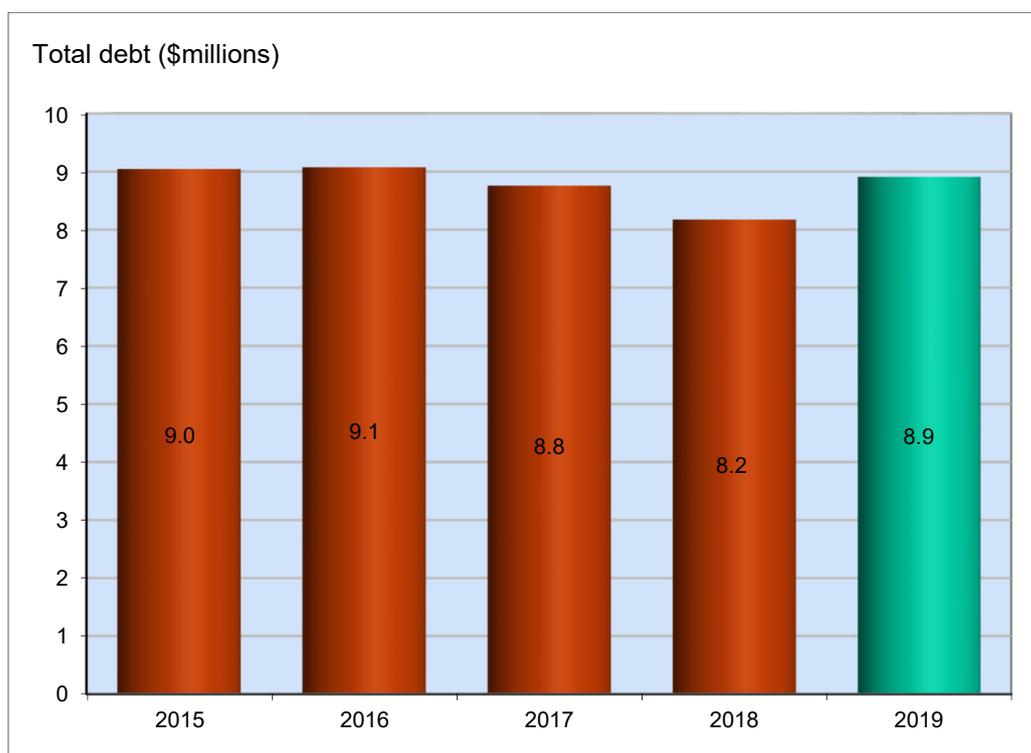
The Council has grown its investment portfolio to approximately \$85 million from \$78 million. This is mainly due to deferred project delivery, replenishing of Asset Renewal Fund, Municipal Growth Fund and Rates Cap Challenge & Risks.

The investments fund statutory reserves (\$22.5 million), contractual reserves (\$12.2 million), strategic reserves (\$13.3 million), trust funds (\$7.1 million), general reserves (\$29.1 million) including employee leave provisions (\$16.2 million), and the cumulative \$0.8 million cash surplus.

Council's investment portfolio comprises in the main of term deposits with financial institutions rated not lower than BBB+.

Council is committed to social, environmental sustainability. Where practical, Council preferences financial institutions that do not directly or indirectly fund activities including Offshore detention, Tobacco, Fossil Fuel energy generation or distribution, Gambling or entertainment involving animals including racing. At 30 June, Council invested approximately 85% with fossil fuel free banks.

Debt



Through conservative fiscal management and prudent use of reserves, the Council has been able to maintain relatively low levels of debt while increasing its level of capital investment over the past three years. Debt has reduced to around 7% of rates revenue.

Debt is expected to remain relatively steady in 2020 with no current plans to increase debt levels.

The year ahead

For 2019/20 we have prepared a balanced budget (with a modest risk buffer) that delivers on a wide range of services and ongoing investment in our strategic priorities, and within a rates cap increase of 2.5 per cent.

This includes a fully funded project portfolio of \$44.7 million. This will be used to renew, improve, and grow our community infrastructure (including green assets), make improvements to service delivery and asset management, and develop plans for the future.

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

Chapter 2 A snapshot of our year

- maximising efficiency and making savings including better project planning and delivery
- ensuring we recover costs through fair and appropriate user charges
- careful management and prioritisation of expenditure to ensure alignment with strategic priorities and best value
- sensible use of borrowings and reserves where appropriate to invest in new or improved assets.

A key priority in 2019/20 will be to deliver year 3 initiatives of the Council Plan whilst ensuring financial sustainability in an environment of population growth, climate change, increasing compliance costs, cost shifting and rates capping.

Chapter 3 Governing our City

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

Role of local government

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

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

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

In Victoria, the role of a council is to:

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

The functions of councils include:

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

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

Good governance at the City of Port Phillip

An open and engaging Council

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

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

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

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

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

Councillor Code of Conduct

The Code of Conduct is designed to facilitate the effective functioning of Council and sets out the principles of good conduct for Councillors.

The Code of Conduct requires Councillors to agree to respect and be committed to the stewardship of the City of Port Phillip, and to lead in good governance practice.

It also requires Councillors to embed best practice through a constructive team culture to meet legislative responsibilities. It calls for Councillors to develop and maintain good working relationships with each other and with the organisation so they can deliver positive outcomes and value to the community.

The Code of Conduct requires Councillors to agree to abide by the *Local Government Act 1989*, Section 3C 'Objectives of a Council', which states that the

primary objective of a council is to endeavour to achieve the best outcomes for the local community having regard to the long term and cumulative effects of decisions.

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

The Councillor Code of Conduct is available on our website at [City of Port Phillip - Councillors Code of Conduct](#)

Port Phillip City Council

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

Until 22 October 2016 the City of Port Phillip was divided into seven wards with one Councillor representing each.

As a result of an electoral representation review conducted by the Victorian Government, the structure of the Port Phillip City Council was changed to three wards with three Councillors per ward. The three wards are:

- Canal Ward
- Gateway Ward
- Lake Ward.

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

On Wednesday 28 November 2018, at a Special Meeting of Council, Councillor Dick Gross was elected Mayor and Councillor Louise Crawford was elected Deputy Mayor.

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

Our Councillors

Councillor Dick Gross, Mayor, Canal Ward

Topic	Details
First elected	1996-2008, re-elected 2016
Email	Dick.Gross@portphillip.vic.gov.au
Telephone	0466 355 640
Committee membership	Audit and Risk Committee; Council Neighbourhood Programs Committee; Older Persons Consultative

Topic	Details
	Committee, Inner Melbourne Action Plan (IMAP) Committee; Inner South Melbourne Metropolitan Mayors Forum and Municipal Association of Victoria.

Councillor Tim Baxter, Canal Ward

Topic	Details
First elected	2016
Email	Tim.Baxter@portphillip.vic.gov.au
Telephone	0466 495 250
Committee membership	Association of Bayside Municipalities; Community Grants Assessment Panel; Friends of Suai/Covalima Community Reference Committee, Multifaith Network Steering Committee and Victorian Local Governance Association.

Councillor Louise Crawford, Deputy Mayor, Canal Ward

Topic	Details
First elected	2016
Email	Louise.Crawford@portphillip.vic.gov.au
Telephone	0466 514 643
Committee membership	Community Grants Assessment Panel and Cultural Development Fund Reference Committee;

Councillor Marcus Pearl, Gateway Ward

Topic	Details
First elected	2016
Email	Marcus.Pearl@portphillip.vic.gov.au
Telephone	0466 448 272
Committee membership	South Melbourne Market Management Committee.

Councillor Ogy Simic, Gateway Ward

Topic	Details
First elected	2016
Email	Ogy.Simic@portphillip.vic.gov.au
Telephone	0466 517 360
Committee membership	Fishermans Bend Community Forum; and Housing First Board of Directors.

Councillor Bernadene Voss, Gateway Ward

Topic	Details
First elected	2012
Email	Bernadene.Voss@portphillip.vic.gov.au
Telephone	0413 246 704
Committee membership	Audit and Risk Committee, Bubup Womindjeka Family and Children's Centre Board; Fishermans Bend Community Forum; Fishermans Bend Mayors Forum; Municipal Association of Victoria (substitute), and South Melbourne Market Management Committee

Councillor Katherine Copsey, Lake Ward

Topic	Details
First elected	2016
Email	Katherine.Copsey@portphillip.vic.gov.au
Telephone	0466 478 949
Committee membership	Council Neighbourhood Programs Committee, Health and Wellbeing Alliance Committee; Metropolitan Transport Forum; and Metropolitan Waste and Resource Recovery Group.

Councillor Andrew Bond, Lake Ward

Details	Topic
First elected	2012

Details	Topic
Email	Andrew.Bond@portphillip.vic.gov.au
Telephone	0481 034 028
Committee membership	Esplanade Market Advisory Committee; Gasworks Arts Inc. Board of Management.

Councillor David Brand, Lake Ward

Topic	Details
First elected	1999-2004, re-elected 2016
Email	David.Brand@portphillip.vic.gov.au
Telephone	0466 445 807
Committee membership	Art Acquisition Reference Committee; Cultural Heritage Reference Committee; Fishermans Bend Community Forum; Linden Board of Management; and Rupert Bunny Foundation Visual Art Fellowship Reference Committee.

Council meetings

Council meetings are rotated between the St Kilda, South Melbourne and Port Melbourne Town Halls. Four Special Meetings of Council, 11 Planning Committee Meetings, and 21 Ordinary Meetings of Council were held in 2018/19.

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

Councillor meeting attendance 1 July 2018 – 30 June 2019

Councillor Tim Baxter

Ordinary Council meetings - 21

Planning Committee meetings - 10

Special Council meetings - 4

Attendance - 97%

Councillor Andrew Bond

Ordinary Council meetings - 20

Planning Committee meetings - 9

Special Council meetings - 4

Attendance - 92%

Councillor David Brand

Ordinary Council meetings - 19

Planning Committee meetings - 10

Special Council meetings - 4

Attendance - 92%

Councillor Katherine Copsey

Ordinary Council meetings - 20

Planning Committee meetings - 10

Special Council meetings - 3

Attendance - 92%

Councillor Louise Crawford

Ordinary Council meetings - 19

Planning Committee meetings - 11

Special Council meetings - 3

Attendance - 92%

Councillor Dick Gross

Ordinary Council meetings - 21

Planning Committee meetings - 11

Special Council meetings - 4

Attendance - 100%

Councillor Marcus Pearl

Ordinary Council meetings - 20
Planning Committee meetings - 10
Special Council meetings - 4
Attendance - 94%

Councillor Ogy Simic

Ordinary Council meetings - 20
Planning Committee meetings - 9
Special Council meetings - 4
Attendance - 92%

Councillor Bernadene Voss

Ordinary Council meetings - 18
Planning Committee meetings - 10
Special Council meetings - 4
Attendance - 89%

Ordinary meetings of Council

Date	Location
Wednesday 4 July 2018	St Kilda Town Hall
Wednesday 18 July 2018	St Kilda Town Hall
Wednesday 1 August 2018	Port Melbourne Town Hall
Wednesday 15 August 2018	St Kilda Town Hall
Wednesday 5 September 2018	South Melbourne Town Hall
Thursday 20 September 2018	St Kilda Town Hall
Wednesday 3 October 2018	Port Melbourne Town Hall
Wednesday 17 October 2018	St Kilda Town Hall
Wednesday 7 November 2018	St Kilda Town Hall

Wednesday 21 November 2018	St Kilda Town Hall
Wednesday 5 December 2018	St Kilda Town Hall
Wednesday 6 February 2019	Port Melbourne Town Hall
Wednesday 20 February 2019	St Kilda Town Hall
Wednesday 6 March 2019	South Melbourne Town Hall
Wednesday 20 March 2019	St Kilda Town Hall
Wednesday 3 April 2019	Port Melbourne Town Hall
Wednesday 17 April 2019	St Kilda Town Hall
Wednesday 1 May 2019	South Melbourne Town Hall
Wednesday 15 May 2019	St Kilda Town Hall
Wednesday 5 June 2019	Port Melbourne Town Hall
Wednesday 19 June 2019	St Kilda Town Hall

Planning Committee meetings

Date	Location
Wednesday 25 July 2018	St Kilda Town Hall
Wednesday 22 August 2018	St Kilda Town Hall
Wednesday 26 September 2018	St Kilda Town Hall
Wednesday 24 October 2018	St Kilda Town Hall
Wednesday 14 November 2018	St Kilda Town Hall
Wednesday 12 December 2018	St Kilda Town Hall
Wednesday 27 February 2019	St Kilda Town Hall
Wednesday 27 March 2019	St Kilda Town Hall
Wednesday 24 April 2019	St Kilda Town Hall
Wednesday 22 May 2019	St Kilda Town Hall
Wednesday 26 June 2019	St Kilda Town Hall

Special meetings of Council

Date	Location
Wednesday 28 November 2018	St Kilda Town Hall
Wednesday 12 December 2018	St Kilda Town Hall
Wednesday 29 May 2019	St Kilda Town Hall
Wednesday 4 June 2019	St Kilda Town Hall

Councillor allowances

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

The following table sets out details of current annual allowances fixed for the Mayor and Councillors as at 30 June 2019. These allowances sit within the limits set by the Victorian Government. The Mayor is entitled to receive a higher allowance.

Councillor	Allowance
Councillor Tim Baxter	\$33,491
Councillor Andrew Bond	\$33,491
Councillor David Brand	\$33,491
Councillor Katherine Copsey	\$33,491
Councillor Louise Crawford	\$33,491
Councillor Marcus Pearl	\$33,491
Councillor Ogy Simic	\$33,491
Councillor Bernadene Voss	\$62,361 * includes pro-rata 3 months at Mayoral allowance rate due to election timing
Councillor Dick Gross (Mayor)	\$78,139

Councillor expenses

The following table sets out a summary of Councillors' expenses for the 2018/19 year. All expenses are related to Councillors' roles and have been incurred in the course of their duties as Councillor.

Councillor	Travel expenses	Car mileage expenses	Childcare expenses	ICT expenses	Conference and training expenses	Total
Councillor Baxter	\$1,747.45			\$1,855.40	\$5,261.06	\$8,863.91
Councillor Bond	\$181.80			\$2,055.64		\$2,237.44
Councillor Brand	\$464.79			\$1,716.51	\$150.00	\$2,331.30
Councillor Copsey	\$595.55			\$1,736.81		\$2,332.36
Councillor Crawford	\$62.91			\$1,729.46	\$8,408.60	\$10,200.97
Councillor Gross	*\$6,700.84			\$1,772.26	\$2,007.70	\$10,480.80
Councillor Pearl	\$598.96		\$2,344.00	\$1,859.66	\$1,915.00	\$6,717.62
Councillor Simic	\$364.12		^\$17,582.53	\$1,789.17		\$19,735.82
Councillor Voss	*\$4,344.16		\$4,311.33	\$1,869.72	\$921.29	\$11,446.50

*Travel expenses include the provision of a motor vehicle for the Mayor, which is charged out at \$7,800 per annum pro rata to cover operating costs.

^ \$5,279.75 of this figure was paid to Councillor Simic in the 2018/19 financial year for services provided in the 2017/18 financial year.

Supporting Council's decision making

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

Community Reference Committees

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

Art Acquisition Reference Committee

Councillor Brand (Chair)

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

Audit and Risk Committee

Mayor Councillor Gross and Councillor Voss

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

Community Grants Assessment Panel

Councillor Crawford and Councillor Baxter

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

Cultural Development Fund Reference Committee

Councillor Crawford (Chair)

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

Cultural Heritage Reference Committee

Mayor Councillor Brand (Chair)

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

Esplanade Market Advisory Committee

Councillor Bond (Chair)

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

Fishermans Bend Community Forum

Councillor Brand, Councillor Simic and Councillor Voss (alternating chairs).

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

Friends of Suai/Covalima Community Reference Committee

Councillor Baxter

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

Older Persons Consultative Committee

Councillor Gross

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

Rupert Bunny Foundation Visual Art Fellowship Reference Committee

Councillor Brand (Chair)

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

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

Councillor Baxter

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

Board of Bubup Womindjeka Family and Children's Centre

Mayor Councillor Voss

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

Fishermans Bend Mayors Forum

Councillor Voss

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

Gasworks Arts Inc. Board of Management

Councillor Bond

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

Health and Wellbeing Alliance Committee

Councillor Copsey

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

HousingFirst Board of Directors

Councillor Simic

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

Inner South Metropolitan Mayors Forum

Mayor Councillor Gross

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

Linden Board of Management Inc.

Councillor Brand

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

Metropolitan Transport Forum

Councillor Copsey

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

Metropolitan Waste and Resource Recovery Group

Councillor Copsey

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

Municipal Association of Victoria

Councillor Gross and Councillor Voss (Substitute)

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

Port Phillip Multifaith Network Steering Committee

Councillor Baxter

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

Victorian Local Governance Association

Councillor Baxter

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

Special committees

Under Section 86 of the Local Government Act 1989, Council can delegate particular decisions to formally established committees, called ‘Special Committees’.

In 2018/19 there were four Special Committees:

Planning Committee

All Councillors (Rotating Chair)

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

Council Neighbourhood Programs Committee

Mayor Councillor Gross (Chair) and Councillor Copsey

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

South Melbourne Market Management Committee

Councillor Voss and Councillor Pearl

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

Inner Melbourne Action Plan (IMAP) Committee

Mayor Councillor Gross

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

Inner Melbourne Action Plan (IMAP)

This Special Committee is established under section 86 of *Local Government Act 1989* and is made up of representatives from the Cities of Port Phillip, Yarra, Melbourne, Maribyrnong and Stonnington. The City of Stonnington hosts the IMAP Executive Officer who provides governance and administration for the IMAP Implementation Committee. The Committee held its quarterly meetings in August and December 2018, February and May 2019.

The Inner Melbourne Action Plan undertook the following during the period:

Completed projects

- Implementation of the Census for Landuse and Employment (CLUE)
- City of Melbourne, in conjunction with the IMAP councils, have completed redevelopment of the Census for Landuse and Employment (CLUE) database into a cloud based in-browser operating technology system so it can be extended to the IMAP partners to collect, store and publish city business census data.
- IMAP Tourism
- The IMAP Tourism Working Group maintained the regional tourism map and collaborated on Cultural Tourism Victoria's Cultural Guide.

Ongoing projects

Wayfinding and Signage

The IMAP Councils, PTV and VicRoads promote consistent visitor signage across inner Melbourne and Victoria. During 2018/19 the website and Wayfinding Signage Standards for Victoria 1.0 manual were reviewed. Version 2.0 amendments are underway and Victorian Government ministers approached to support consistent signage across major projects.

Regional Active Sport and Recreation Facilities Planning Study

Councils consolidated all data on sporting facilities, infrastructure and use across Inner Melbourne and, in 2018/19, engaged consultants to assess the future provision of active outdoor and aquatic sport and recreation facilities across the region. The final report will be completed in late 2019.

Sustainable Design fact sheets

The fact sheets series is utilised by a wide range of Councils. Further progress of this project is being considered, subject to availability of relevant staff and resources.

Affordable Housing: The Community Land Trust (CLT) Research project

Stage two of this project involves preparation of a companion document to the Australian Community Land Trust Manual 2013 and investigates a risk management framework for banks, case studies, market research, the applicability of the model and risks involved in CLT housing. The final publication by University of Western Sydney is expected in late 2019.

New projects

Affordable Housing: Investigate scalability of a Private Market Model for negotiating delivery of Affordable Rental Housing by Developers

Investigates a new approach to negotiating long-term private affordable rental housing under voluntary affordable housing agreements with developers; and investigation of incentives required to scale-up broad use of the model.

Cycling Network modelling project

This project will build a cycling model to map existing infrastructure, analyse gaps and prioritise future network planning across the IMAP Councils. It will be based on existing cycling infrastructure, Geographic Information System (GIS) data, and will include the Strategic Cycling Corridors, Metropolitan Trails Network and Principal Bicycle Network.

IMAP Urban Forest Plan

The project will create joint policy across IMAP councils for the protection of trees on private property; create education tools and landscaping tools/ guidelines for planners; and advocate to ensure data is utilised to measure the greening that has been achieved.

Working in partnership

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

Council have been working with its partners on the transformation of Fishermans Bend, Australia's largest urban renewal project. Key projects have now commenced including the Ferrars St Education and Community Precinct. This work has been delivered by State and VSBA in close collaboration with Council and in particular the delivery of Montague Community Park and the surrounding streetscape.

Valuing contribution of local volunteers

Council values the contribution of volunteers in our municipality. The 2016 Census estimated that 19.9 per cent of Port Phillip residents volunteer in the community (approximately 17,690).

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

Council also supports volunteers and volunteering organisations through our grants programs, online portal for volunteer opportunities, network and community training events.

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

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

The 2018/19 Community Grants funded the involvement of over 6,047 volunteers who contributed over 38,183 hours towards the health and wellbeing of the Port Phillip community.

Community engagement

Our community's diversity and knowledge is a rich resource, and we welcome community input into key projects and initiatives. Community engagement is becoming even more important as we work on being future ready for the challenges associated with a rapidly changing environment. We want to bring our community on the journey through times of change, and ensure they understand the challenges and what they can do to contribute to and play their part in designing the solutions for the future, so Port Phillip can continue to be a beautiful, liveable, caring, inviting, bold and real place to live, work and play

In 2018/19, we consulted with our community on over 30 initiatives, including:

Council Plan 2017-27 (Year 3) and Budget 2019/20

In October 2018, we visited our community through a series of pop-up sessions in the neighbourhoods where they live, work and play, and a community wide survey, to gather feedback around which Council-delivered services areas were important to our community.

We held a deliberative workshop with our key community stakeholder groups in May 2019 that shared the challenges around delivering the level and variety of services the community expects, while also needing to find budget savings over the longer term, to help guide future budget development and decision making.

Following consultation on proposed revisions to the Council Plan 2017-27 and Budget 2019/20 and hearing of submissions to the draft Budget, Council adopted the Council Plan 2017-27 (Year 3) and Budget 2019/20 in June 2019.

Don't waste it! - Waste management strategy 2018-28

In June 2018, we consulted with our community on the draft waste management strategy, *Don't Waste It!* which provides a blueprint for how Council and community will work together to create a more sustainable future for our City through the way we manage our waste, recyclables and organics. The draft strategy was developed based on feedback from our Council Plan 2017-27 consultation.

Through a series of pop-up sessions, focus groups, and community wide survey, we asked our community if they supported the proposed priority areas, targets and key themes identified in the draft strategy.

Following this consultation, the draft strategy was amended prior to Council adopting the final strategy in October 2019. We are now working with community, businesses and stakeholders to manage our waste better, and create a more sustainable future for Port Phillip.

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

From June to July 2018, our community was invited to provide feedback on our draft integrated transport strategy, *Move, Connect, Live*, which aims to make it easy for people to move around and connect with places in a way that suits them as our City grows. This was the second phase of engagement following an extensive engagement program that informed development of the draft strategy.

Our community provided feedback via Council's *Have Your Say* online engagement platform, directly to officers via email, at a series of pop-up events held throughout the City and through 'rickshaw ride conversations'. Officers also attended a number of Council's advisory committee meetings to discuss the strategy with members.

Following the five-week consultation period, officers made some changes to the draft strategy based on feedback received.

Move, Connect, Live: Integrated Transport Strategy 2018-28 was adopted by Council in September 2018, and we are now working towards delivering on the key actions outlined in the strategy.

St Kilda Marina

As part of Council's commitment to a multi-stage community engagement program to understand and consider the community's values and aspirations for the St Kilda Marina site and surrounding area, a Community Panel was established for Stage 3 of the project.

The Panel met six times from August to December 2018, working through an iterative site opportunities, constraints, options and feasibility assessment process with Council officers and various technical advisors.

Council opened the conversation to the broader community in September 2018 to test the ideas being explored by the Panel and inform its deliberations. The outcomes of the Community Panel and wider community consultation process informed the development of the St Kilda Marina Site Brief which sets out the desired future state of the Marina site, giving everyone a shared understanding of current conditions and desired outcomes in procuring a new long-term lease arrangement.

Following Council endorsement of the Site Brief in May 2019, two drop-in sessions were held to share the Site Brief and upcoming next stages of the project, including the planning and procurement process, with our community.

Children's Services Policy

In June and July 2018, we heard from 200 adults and 70 children about their vision for children's services in Port Phillip as part of Stage 1 community engagement in the development of a new Children's Services Policy.

This feedback shaped seven policy objectives, which were endorsed by Council in September 2018, with critical success factors endorsed in December 2018 to further guide decision making for the new policy.

The *Every Child, Our Future: Policy Issues and Options* paper was developed, with 25 policy recommendations around managing assets, Council's role, funding and subsidies, information provision, meeting future demand, collaboration between services, and access to natural environments.

Between March and May 2019, we consulted on these draft recommendations with families, children's service providers, centre committees of management, staff, residents and ratepayers. The strong response we received through this engagement is helping shape this policy, which is expected to be presented to Council to consider for adoption in the second half of 2019.

Domain Precinct Public Realm Masterplan

In preparation for the development of a Public Realm Masterplan for the Domain Precinct, we consulted our community in July and August 2018 about what they value most about the Domain Precinct.

Feedback through an online survey and facilitated workshop to understand how the community perceived the precinct's place identity fed into the Domain Precinct Design Response, a document comprising a site analysis, design principles and five draft public realm projects.

Further engagement with our community in May 2019 on the Design Response informed development of the draft Domain Precinct Public Realm Masterplan, which will be presented to Council for consideration, following public exhibition of the draft in the second half of 2019.

Community Safety Plan

Council continues to work with a range of partners include the Victorian Government, emergency services, community organisations, local businesses and members of the community to respond to priority safety issues within our community.

In early December 2018, Council endorsed the release of a draft Community Safety Plan for community feedback. The draft Plan outlines our areas of focus for the next four years towards making our City a safe and resilient place to live, visit, work and study for locals and visitors.

Graffiti Management Plan

In late 2018, we sought community feedback on priorities for managing graffiti in our City. This feedback was considered and used to guide the development of a draft Graffiti Management Plan 2019-24.

The Graffiti Management Plan sets out targets and service levels for graffiti management in our City, and details how these will be achieved to meet the evolving needs and expectations of our community and Council.

Community feedback was sought in April 2019 on the draft Graffiti Management Plan 2019-24, prior to the final Plan being adopted by Council in May 2019.

Dalgety Reserve community garden

In June 2019, we celebrated the opening of the Dalgety Reserve community garden with our local community. This project was the result of funding through the Victorian Government's 2018/19 Community Crime Prevention Program, to address graffiti and amenity issues in the local area.

In addition to feedback on the garden design, community consultation identified opportunities for broader improvements to the reserve, including re-turfing, installing irrigation and planter boxes, and relocating a fire hydrant marker pole. These changes have delivered an improved public space that is now better suited for informal sport and recreation or quiet enjoyment by the local community. They have also increased passive surveillance opportunities for the area, resulting in an increase in our community reporting graffiti, using Council's graffiti removal services, and engaging in other anti-graffiti initiatives.

Access and Inclusion Plan 2019-21

In April 2019, following a comprehensive review of Council's Access Plan 2013–2018, we asked our community for feedback on our new draft Access and Inclusion Plan, which outlines Council's commitment to improve participation and inclusion for people with disability within our community.

Community consultation on the draft plan was through a series of drop in sessions and an online survey. Council officers also provided feedback on the draft plan actions.

Following feedback from the community, the draft Access and Inclusion Plan amended in preparation for presentation to Council for adoption in July 2019.

Continuous improvement

We are committed to delivering regular and meaningful engagement that is, inclusive and accessible to all members of our community, so we can work collaboratively towards solutions to challenges that matter to you now, but also on the broader, long term challenges we face.

We will continue to explore ways to enrich your engagement experience, through a combination of traditional and new, innovative tools that make it easier for you to participate when and how you want.

Chapter 3 Governing our City

Where people live, work and play continues to be at the centre of our engagement.

Accountability

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

Audit and Risk Committee

As part of Council's governance obligations to its community, Council seeks probity advice from its Audit and Risk Committee. This is an independent committee whose primary purpose is to advise Council on the effectiveness of our systems, processes and culture for managing risk and compliance with our legal and financial obligations. The specific objectives of the Audit and Risk Committee are outlined in the Committee's Charter, which is reviewed annually.

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

The Audit and Risk Committee met on five occasions in 2018/19 (four formal meetings plus one workshop). Councillors, members and Council officers are required to declare any conflict of interest at the commencement of every meeting. Minutes of Audit and Risk Committee meetings are distributed to all members following the meeting and reports on activities are formally presented to Council following each meeting of the Audit and Risk Committee.

Some of the key matters considered by the Committee in 2018/19 included:

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

The following internal audit reports were presented to the Committee:

- Supplementary Valuations
- Contract Management
- Construction Permitting and Local Laws

- National Competition Policy (NCP) Review
- Project Governance (Customer Experience Program)
- NIST Cyber Security Assessment
- Child Safe Standards Implementation

The following evidence based compliance report was presented to the Committee:

- *Public Health & Wellbeing Act 2008* - Rooming House Inspections, Registrations and Public Register/s

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

- Council's activities and performance including monthly CEO reports
- Integrated Council Plan 2017-27 (including Strategic Resource Plan, Budget 2018/19 and Health & Wellbeing Plan)
- procurement compliance
- Public Liability Insurance update
- fraud controls review
- project portfolio deliverability review
- management of Occupational Health and Safety –including MAV WorkCare Self-Insurance Scheme compliance
- South Melbourne Market governance
- new and revised Accounting Standards
- Fishermans Bend
- soil contamination
- strategic building security
- review of asset revaluation and depreciation methods.

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

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

More information is available on our Advisory Committees webpage.

Audit and Risk Committee membership

External Representatives

Independent members are remunerated in accordance with Council policy.

Ms Helen Lanyon

Member (12 December 2011 - current)

Chair (25 February 2014 - current)

Ms Helen Lanyon was reappointed as Chair by Council in December 2018. Ms Lanyon is a Fellow of CPA Australia and over a 40-year career has held numerous senior executive roles, primarily in local government. She has broad experience in the corporate services portfolio across a range of disciplines, including finance, governance, human resource management, marketing, customer service and information technology. Ms Lanyon also has extensive experience on a broad range of advisory committees.

Ms Kerryn O'Brien

Member (10 December 2013 – October 2018)

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

Mr Brian Densem

Member (13 December 2010 - current)

Mr Brian Densem was reappointed as an external member by Council in February 2019. Mr Densem is a Certified Practising Accountant, a Professional Fellow of the Institute of Internal Auditors and is Chief of Audit at a leading Australian mutual company. He has extensive knowledge of internal audit, risk management and compliance, and exposure to numerous industries, with a primary focus on financial services. Mr Densem is a member of two other local government Audit & Risk Committees, a member of a water catchment authority Audit and Risk Committee and a Board member of a community health service which includes roles on the Audit and Risk and Finance Committees.

Ms Kylie Maher

Member (October 2018 – current)

Ms Kylie Maher was appointed as an external member by Council on 17 October 2018. Ms Maher is a Certified Practising Accountant and a Graduate of the Australian Institute of Company Directors. She is a Director in a global accounting

firm and has over 20 years' experience in consulting to government and multinational organisations on governance, risk and assurance. Kylie has held roles on many audit and risk committees in Victorian government and brings extensive knowledge of leading risk practices and program delivery assurance.

Internal representatives

Mayor Councillor Dick Gross

(November 2016 – current)

Councillor Bernadene Voss

(November 2014 - current)

Risk Management

Capability and commitment

The Strategic Risk and Internal Audit Group (SRIA), comprising City of Port Phillip's CEO, Executive Leadership Team and a select number of senior managers established in February 2018, continue to focus on managing strategic risk to build greater trust with our community, Council and partners.

SRIA meet monthly, providing assurance and support to the Audit and Risk Committee to ensure strategic risk, internal audit and compliance matters are well managed and that a positive risk management culture is fostered in the organisation.

SRIA introduced 'the waterline' principle which provides a decision-making tool regarding the level of management and oversight (tolerance or risk appetite) required to manage an opportunity, risk or issue.

Council maintains a strong commitment to proactive operational risk management with the aim of optimising its operational decision making, performance, transparency and accountability.

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

Structure and improvement

Council manages risk through its Risk Management Policy and Risk Management Framework, and by building a culture of risk accountability across our workforce. The framework is based on International Standard ISO 31000:2018 and is reviewed every two years.

All Council department business plans incorporate condensed operational risk profiles which identify priority risks using heat maps and risk charts. Departmental risk registers contain the specific details of operational risks including existing controls and risk mitigating actions. The budget process also reflects priority risk reduction activities where financial commitment is required.

While risk management is a continuous process, a full operational risk register review is conducted to inform the annual planning process.

The Risk Management Policy and Framework are endorsed by Council's Executive Leadership Team, the Audit and Risk Committee and Council. The Framework was last updated in June 2018 to reflect the establishment of SRIA and to make other minor changes and improvements.

Risk Registers, treatments and reporting

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

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

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

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

Business continuity planning

Council's Business Continuity Plan (BCP) and associated sub plans continue to be updated on an ongoing basis. As per the review cycle, a full review of the BCP and sub plans was undertaken during the year by a BCP specialist consultant to ensure they remain fit for purpose. Information sessions were held during the year for Managers, Coordinators and Team Leaders covering emergency management and business continuity. An annual BCP test exercise was conducted by a BCP specialist consultant on 16 May 2019.

We continue to test our Business Technology Disaster Recovery Plan on a regular basis, to ensure we can recover data, restore business critical applications and continue operations following service interruptions. The last major DR exercise undertaken this year proved that Council could successfully recover and operate all corporate systems from our Disaster Recovery site. The exercise saw our corporate systems run for one week with no impact to staff in the delivery of ICT services.

This year Council replaced a major piece of infrastructure, the telephone system. At the end of the project a disaster recovery test was performed on the telephone system to confirm operations from our Disaster Recovery site. This exercise also resulted in a successful outcome.

Reporting on our performance

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

This includes:

- Council Plan delivery progress

Chapter 3 Governing our City

- financial performance
- service delivery performance
- legislative updates
- priority project delivery progress

More information on Performance Reporting is available on our website.

Chapter 4 – Our Performance

- Direction 1 – We embrace difference and people belong
- Direction 2 - We are connected and it's easy to move around
- Direction 3 - We have smart solutions for a sustainable future
- Direction 4 - We are growing and keeping our character
- Direction 5 - We thrive by harnessing our creativity
- Direction 6 – Our commitment to you
- Asset management performance

COUNCIL PLAN 2017-2017

2018/19 REVIEW

Direction 1

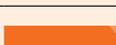
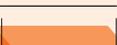
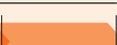
We embrace difference, and people belong

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

Outcome indicators

Measure	2015/16	2016/17	2017/18	2018/19	Target 2018/19
Residents that agree Port Phillip is a welcoming and supportive community for everyone	93 %	94 %	93 %	92 %	>95 %
Results from our annual satisfaction survey of residents conducted in February and March 2019 indicated residents agree that Port Phillip is welcoming and supportive community for everyone has remained stable.					
Social housing as a percentage of housing stock	7.2 %	7.1 %	6.9 %	No data	7.2 %
Social housing data is available in arrears. A decrease was experienced in 2017/18 from 2016/17.					
Wellbeing index	77.5	No data	No data	No data	>77.5
Results for our wellbeing index (sourced from a VicHealth Indicators Survey every four years) are not available.					

Four year priority progress

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

Priority

Not started In progress Completed

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

Deliver new community spaces as part of the integrated Ferrars Street Education and Community Precinct at Fishermans Bend.	
Implement outcomes from reviewing Council's role in aged care and disability support services, in the context of national sector reforms and with the aim of facilitating continued access to relevant, quality services.	
Complete the review of children's services to determine Council's future role in early childhood education and care.	
Explore new models of providing services and advocate to ensure the right mix and level of services, to improve access and health equity for our communities.	
Implement improvements to maternal and child health services, and family support services that respond to growing and changing demands.	
Investigate the feasibility of a dedicated youth space, including through potential partnership arrangements.	
Collaborate with partners and service providers to undertake neighbourhood based planning and delivery of community infrastructure, services, programs and outreach that promote health and social inclusion and are aligned to community needs.	
Provide funding to community organisations and service providers to ensure access to relevant services and programs.	

1.4 Community diversity is valued and celebrated

Establish the Pride Centre in St Kilda.	
Work with the Port Phillip Health and Wellbeing Alliance, Youth Advisory Committee, Older Persons Consultative Committee, Access Network, Multicultural Forum and Multifaith Network to develop policy, services and infrastructure that best meet diverse community needs.	
Continue delivery of programs and events that celebrate our diverse communities, including multicultural and multifaith events, seniors events, and the Pride March.	
Review the Port Phillip Social Justice Charter.	
Retain Council's Access and Ageing Department Rainbow Tick accreditation to ensure LGBTIQ-inclusive service delivery.	
Implement our second Reconciliation Action Plan 2017-2019, including the Aboriginal and Torres Strait Islander employment policy, and update the Aboriginal and Torres Strait Islander Arts Plan.	

Achievements

- Rainbow Road opened on 19 August, a powerful symbol of diversity and inclusion
- Endorsed the seven key objectives for the Children's Service Policy in September 2018
- Application and funding proposal submitted to Victorian Government by HousingFirst for the Marlborough Street Development
- Completed North Port Oval work and installation of spectators seating underway and is scheduled for mid July 2019
- The Peanut Farm Reserve pavilion rebuild has been completed and the building handed over to the sporting clubs

Services that contribute to this direction

Affordable housing and homelessness

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

Service measures

Measure	2015/16	2016/17	2017/18	2018/19	Target 2018/19
Council facilitated units on Council land	645 (total baseline)	No data	68 (additional)	No data	-
No updated data is available.					

Ageing and accessibility

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

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

Service measures

Measure	2015/16	2016/17	2017/18	2018/19	Target 2018/19
Resident satisfaction with services that support older people and people living with disabilities	93 %	94 %	90 %	91 %	>94 %
Results from our annual satisfaction survey of residents conducted in February and March 2019 increased slightly, but just fell shy of the target.					

Children

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

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

Service measures

Measure	2015/16	2016/17	2017/18	2018/19	Target 2018/19
Proportion of state regulated family, youth and children's services that meet or exceed national quality and accreditation standards	100 %	100 %	100 %	100 %	100 %
All services met or exceeded national quality and accreditation standards.					
Resident satisfaction with services that support families, youth and children	97 %	94 %	93 %	94 %	>95 %
Results from our annual satisfaction survey of residents conducted in February and March 2019 indicated residents perception of families, youth and children services remained stable and just fell shy of the target.					

Participation

Participation in first MCH home visits*	103.89 %	103.25 %	100.54 %	93.80 %	100 %
The result highlights a decrease in MCH home visits. Babies born prior to June 30, were not yet ready for a home visit. In addition a small cohort of families elected to have a private midwife attend negating a need for a home visit. The transition to the new Child Development Information System (CDIS) has provided Council with an accurate capture of data.					
Participation in the MCH service*	84.22 %	82.89 %	84.80 %	74.28 %	>85 %
The transition to the new state-wide Child Development Information System for the full 2018/19 year resulted in more accurate data, reduced duplication and targeted appointment reminders which has improved data related to participation.					
Participation in the MCH service by Aboriginal children*	87.23 %	84.84 %	94.74 %	80.00 %	>85 %
The transition to the new state-wide Child Development Information System for the full 2018/19 year has resulted in more accurate data. Continued efforts and being culturally responsive by MCH staff has continued to maintain attendance by children of Aboriginal descent at a consistent rate.					

Service standard

Infant enrolments in the MCH service*	99.78 %	100.00 %	96.83 %	100.95 %	100 %
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Service cost

Cost of MCH service per hour*	\$73.37	\$71.80	\$76.50	\$75.54	<\$82.00
There has been a marginal decrease to the cost of service compared to last year and slightly over target of \$75.00 which was due to staff undertaking training for the new Child Development Information System (CDIS). The high level of MCH service is still being received.					

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

Community programs and facilities

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

Service measures

Measure	2015/16	2016/17	2017/18	2018/19	Target 2018/19
Resident perception regarding whether City of Port Phillip services contribute to the overall health and wellbeing of the community	66 %	64 %	49 %	59 %	67 %
Results from our annual satisfaction survey of residents conducted in February and March 2019 indicated residents perception of Council contributing to the overall health and wellbeing of the community increased significantly, however fell short of the target.					

Families and young people

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

Recreation

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

Service measures

Measure	2015/16	2016/17	2017/18	2018/19	Target 2017/18
Community rating of Council's recreational facility performance (index)	76	73	73	74	>75
Results remain stable, and just fell shy of target. This continues to be a high performing measure for Port Phillip.					
Participation per capita in sport and recreation across formal and informal activities	Establish baseline	19 %	19 %	31 %	1% increase on baseline
A significant increase was experienced this year as a result of the available data. Officers have ensured data has been collected on the number of participants of formal and informal activities across the City.					

COUNCIL PLAN 2017-2017

2018/19 REVIEW

Direction 2

We are connected and it's easy to move around

2.1 An integrated transport network that connects people and places

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

2.3 Our streets and places are designed for people

Outcome indicators

Measure	2015/16	2016/17	2017/18	2018/19	Target 2018/19
Residents reporting choosing sustainable transport options to travel to work	57 %	64 %	65 %	74 %	58 %
Results from our annual satisfaction survey of residents conducted in February and March 2019 indicated a significant increase was experienced in residents who choose sustainable transport options to travel to work.					
Number of fatal and serious traffic collisions involving all road users	97	78	60	70	<127
An increase was experienced this year, however fell well below the target.					
Number of schools participating in Ride2School Day and Walk to School Month	10	11	12	13	12
Ten schools within Port Phillip participated in Walk to School Month in October with 3,492 students participating and 15 schools participated in the Ride2School Day.					

Four year priority progress

Priority	Not started	In progress	Completed
2.1 An integrated transport network that connects people and places			
Develop and deliver an Integrated Transport Strategy, including network plans for all modes and intermodal connections.			
Implement walking projects that create safe, high amenity walking routes and reduce barriers to people walking across arterial roads.			
Improve the attractiveness of bike riding as part of delivering Council's bike network.			
Deliver the Beach Street separated queuing lane to reduce traffic delays associated with cruise ship arrivals.			
Plan for and deliver Kerferd Road safety and streetscape improvements to enhance walking and bike riding (subject to state funding).			
Work with Public Transport Victoria and Yarra Trams to deliver a pipeline of tram projects that will improve place and movement.			
Deliver program of renewals and improvements to laneways, roads, footpaths and street signage.			
2.2 Demand for parking and car travel is moderated as our City grows			
Develop a Parking Management Plan as part of the Integrated Transport Strategy.			
Develop new policies for paid parking, on-street permits and parking provision rates for new development.			
Investigate Council's car parks for future development opportunities that deliver increased community benefit.			
Implement clever parking initiatives that help manage parking supply and turnover, and improve customer experience.			
Expand the on-street network of car share vehicles, and encourage provision in new developments.			
Integrate land use and transport planning through a review of the Municipal Strategic Statement.			
2.3 Our streets and places are designed for people			
Implement blackspot safety improvements at high collision locations.			
Work with partners on the St Kilda Junction safety upgrade and St Kilda Road safety improvement study to facilitate walking, bike riding and use of public transport.			
Complete the streetscape and intersection upgrade of Wellington Street to improve safety and amenity.			
Improve local community travel choices, especially by schools, by investing in infrastructure and behaviour change programs.			
Progressively review and upgrade disabled parking spaces in commercial areas to meet updated Australian Standards.			
Review Council's design and technical standards for streets and public spaces.			

Achievements

- Adopted the Move, Connect, Live - Integrated Transport Strategy 2018-28, to make it easy for people to move around and connect with places in a way that suits them as our City grows
- Commenced parking fee trials in Fitzroy Street, St Kilda; Waterfront Place, Port Melbourne and Elwood Foreshore and removed 10 minute free parking in South Melbourne
- Endorsed implementation of new parking controls in areas of Fishermans Bend
- Undertook a parking space audit and updated our mapping system
- Completed installation of PayStay signs and stickers, and 55 new Pay by Plate metres in Fishermans Bend, Station Pier and Waterfront Place
- Completed construction of Garden City Shared Bike Path
- Completed footpath renewal at Swallow Street between Princes Street and Light rail, and Evans Street between Swallow Street and Graham Street.

Services that contribute to this direction

Transport and parking management

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

Service measures

Measure	2015/16	2016/17	2017/18	2018/19	Target 2018/19
Resident satisfaction with transport planning policy, safety and design	91 %	87 %	87 %	73 %	>90 %
Resident satisfaction with parking management	79 %	81 %	79 %	75 %	80 %
Resident satisfaction with resident parking permits	74 %	80 %	83 %	81 %	>75 %

Results from our annual satisfaction survey of residents conducted in February and March 2019 indicated residents perception of transport planning policy, safety and design, parking management and resident parking permits dropped compared to previous years. Officers are responding to these results through the implementation of the Move, Connect, Live - Integrated Transport Strategy 2018-28.

Satisfaction

Sealed local road requests per 100 km of sealed local roads*	52	65	69	53	70
Satisfaction with sealed local roads*	70	70	67	68	>70

A slight increase was experienced compared to 2017/18.

Service cost

Cost of sealed local road reconstruction (per m ²)*	\$156.51	\$190.87	\$152.85	\$91.10	<\$160.00
Cost of sealed local road resealing (per m ²)*	\$43.03	\$49.90	\$55.26	\$31.12	<\$50.00

Condition

Sealed local roads below the intervention level*	97 %	97 %	97 %	97 %	97 %
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Sealed local roads below intervention level remains stable.

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

COUNCIL PLAN 2017-2017

2018/19 REVIEW

Direction 3

We have smart solutions for a sustainable future

3.1 A greener, cooler and more liveable City

3.2 A City with lower carbon emissions

3.3 A City that is adapting and resilient to climate change

3.4 A water sensitive City

3.5 A sustained reduction in waste

Outcome indicators

Measure	2015/16	2016/17	2017/18	2018/19	Target 2018/19
Total canopy cover	19 %	No data	No data	No data	20 %
Total canopy cover is measured every five years; no data is available this year.					
Council's greenhouse gas emissions	60 % reduction	70 % reduction	70 % reduction	71 % reduction	71 % reduction
A total of 4,736 tCo2-e was emitted, which was a reduction of 71 per cent from 1996/19 emissions (16,333 tonnes), meeting target.					
Council's potable water use (ML)	258	238	226	298	155
An increase of potable water use was experienced from 2017/18 and failed to meet target. This is primarily due to extremely dry summer, with rainfall almost 50 per cent lower than average.					
Municipality-wide greenhouse gas emissions (tonnes)	No data	No data	1,704,000	No score	No score
Kerbside collection waste diverted from landfill*	34 %	33 %	32 %	29 %	>35 %

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

Four year priority progress

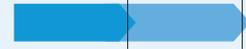
Priority	Not started	In progress	Completed
3.1 A greener, cooler and more liveable City			
Promote green buildings by applying environmentally sustainable design planning policy and guidelines.			
Develop a heat management plan to help cool the City and reduce the impact on health.			
Implement and review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

Priority

Not started In progress Completed

3.4 A water sensitive City

Undertake integrated water management planning, including partnering with Melbourne Water and others to review and implement relevant plans.



Plan and deliver water sensitive urban design interventions to reduce contaminants in water entering Port Phillip Bay.



Investigate and implement (subject to viability) stormwater harvesting and flood mitigation works at key locations.



Increase the permeability of ground surfaces across public streets and spaces, and work with the community to achieve greater permeability on private property.



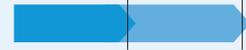
Develop a Stormwater Asset Management Plan and continue to invest in drainage improvements.



Develop a Stormwater Management Policy and Guidelines to require onsite stormwater detention for new developments.

**3.5 A sustained reduction in waste**

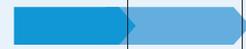
Develop and implement a new municipal Waste Management and Resource Recovery Strategy, including an implementation plan to divert organic waste from landfill.



Increase investment in street cleaning, litter bins and equipment to improve amenity and responsiveness, and investigate opportunities for further improvements to service delivery.



Work with the Melbourne Metro Waste Group to develop a business case to establish an inner metropolitan organic waste management service.



Pursue waste innovations in Fishermans Bend.



Update waste management guidelines for apartment developments, and implement education programs.



Achievements

- Through the implementation of our Sustainable City Community Action Plan successfully diverted 25,134 kg of food waste from landfill and avoided over 10.38 tonnes of CO₂-e (the Compost Revolution program) and supported 106 residents to install solar rooftop panels (Solar Bulk Buy program). As part of the plan we commenced sustainability audits at ten apartment builds and recruited 35 Enviro Champs
- Became the first Local Government Agency in Australia to achieve the Charter Institute of Procurement and Supply (CIPS) Corporate Certification Standard, one of nine organisations with this accreditation
- Adopted the Don't Waste It! - Waste Management Strategy 2018-28, which is a blueprint for how Council and the community can work together to achieve a sustainable reduction in waste and manage what is left over in the most sustainable way
- Continued working with partners to deliver the Elster Creek Action Plan. Progress against each item can be viewed on our website
- Awarded contract for construction of the Alma Park Stormwater Harvesting Development scheme
- Completed stormwater works at Goldsmith Street and Elwood 32 Cobden Street, South Melbourne
- Commenced construction on the wind farm as part of the Melbourne Renewable Energy project.
- Completed installation of stormwater harvesting system at Alma Park

Services that contribute to this direction

Amenity

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

Service measures

Measure	2015/16	2016/17	2017/18	2018/19	Target 2018/19
Resident satisfaction with street cleaning	89 %	88 %	87 %	87 %	>90 %
Resident satisfaction with street cleaning remained stable with previous performance, despite just missing target.					
Street cleaning audit compliance	95 %	94 %	94 %	95 %	>95 %
We continued to see a high level of compliance with our audit of street cleaning.					

Sustainability

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

Service measures

Measure	2015/16	2016/17	2017/18	2018/19	Target 2018/19
New trees planted per year	1,466	1,117	1,519	1,325	1,055
1,325 trees were planted in 2018/19, over 250 above the target.					
Resident satisfaction with making Port Phillip more environmentally sustainable	91 %	91 %	86 %	75 %	>90 %
Results from our annual satisfaction survey of residents conducted in February and March 2019 indicated resident perception of Council making Port Phillip more environmentally sustainable dropped from last year. Officers are implementing the Act and Adapt - Environmental Sustainability Strategy 2018-28 to respond to this results.					
Megalitres of water use from alternative sources	1.68	10.51	14.15	19.12	15
Water from alternative source exceeded target this year.					
Total suspended solids removed from stormwater (tonnes)	38.9	44.1	46.5	55.9	47.3
Over 55 tones of total suspended solids were removed from stormwater this year, over our target of 47.3.					
Investments in fossil free institutions	49 %	86 %	77 %	85 %	60-80 %
As at 30 June 2019, the investment in fossil free institutions slightly exceeded the target of 80 per cent.					

Waste reduction

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

Service measures

Measure	2015/16	2016/17	2017/18	2018/19	Target 2018/19
Council waste production	53.4T	50.4T	59.6T	56.0T	50T
According to our latest audit, 56 tonnes of waste was produced during the year, this equates to 1.3kg/week.					
Resident satisfaction with waste and recycling collections	92 %	93 %	89 %	83 %	90 %
Results from our annual satisfaction survey of residents conducted in February and March 2019 indicated a decrease in waste and recycling collection services. This is primarily due to the impact of the recycling crisis experienced during the year.					
Satisfaction					
Kerbside bin collection requests per 1,000 households*	33.57	29.29	27.84	29.31	<35
The number of bin requests has slightly increased from 2017/18.					
Service standard					
Kerbside collection bins missed per 10,000 bin lifts*	2.67	1.73	3.91	3.40	<2.5
Service cost					
Cost of kerbside garbage bin collection service per bin*	\$63.68	\$69.65	\$68.97	\$53.07	<\$50.00
Costs have significantly reduced which reflects the close management of the kerbside waste collection contract ensuring higher level of service provided to the community.					
Cost of kerbside recyclables collection*	\$33.93	\$36.07	\$39.57	\$46.55	<\$50.00
The increase in cost of our recyclables collection service, exceeded our target of \$36.00 is attributed to the increased costs to the recycling industry in Australia. Strategic plans are in place to identify better practices with our contractor.					
Waste diversion					
Kerbside collection waste diverted from landfill*	34.11 %	32.94 %	31.71 %	29.18 %	35.00 %
The diversion of recyclables to landfill in 2019 caused a drop in the overall result. Council maintains a strong focus on reducing the amount of waste going to landfill. The Don't Waste It! Waste Management Strategy will provide the blueprint for how Council and the community work together to create a more sustainable future for Port Phillip and the way waste, recyclables and organics is managed moving forward.					

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

COUNCIL PLAN 2017-2017

2018/19 REVIEW

Direction 4

We are growing and keeping our character

4.1 Liveability in a high density City

4.2 A City of diverse and distinctive neighbourhoods and places

Outcome indicators

Measure	2015/16	2016/17	2017/18	2018/19	Target 2018/19
Residents who feel a sense of safety and security in Port Phillip	85 %	85 %	82 %	81 %	>85 %
Results from our annual satisfaction survey of residents conducted in February and March 2019 indicated resident perceptions of safety and security remained stable compared to 2017/18.					
Residents who are proud of, connected to and enjoy living in their neighbourhood	96 %	97 %	96 %	96 %	>95 %
Results from our annual satisfaction survey of residents conducted in February and March 2019 indicated residents continued to feel proud of, connected to and enjoy living in their neighbourhood.					
Residents who agree the local area is vibrant, accessible and engaging	96 %	97 %	95 %	93 %	>95 %
Results from our annual satisfaction survey of residents conducted in February and March 2019 indicated resident perceptions that local areas are vibrant, accessible and engaging dropped slightly compared to previous years. Officers are responding to these results by implementing the Peacemaking Action Plan.					
Planning decisions upheld at VCAT*	71 %	70 %	61 %	72 %	>70 %
Planning decisions upheld at VCAT returned to stables results consistent with previous years and met target. A reduction in the number of decisions taken to VCAT was also experienced this year.					

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

Four year priority progress

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

4.2 A City of diverse and distinctive neighbourhoods and places

Effectively manage the St Kilda Marina lease process, including developing design guidelines through stakeholder and community engagement.	
Advocate for and partner to develop a vision and plan for St Kilda Junction.	
Develop an urban design framework for St Kilda Road North ANZAC Station precinct and surrounds	
Develop a strategic plan for the St Kilda precinct, including a strategy to revitalise Fitzroy Street.	
Develop design guidelines for key foreshore destinations including the St Kilda Triangle and Port Melbourne Waterfront.	
Implement a program to strengthen heritage controls including; assessing sites of cultural and social significance and implement the review of Heritage Overlay 6 (East St Kilda) through the planning scheme.	
Review the Housing Strategy to ensure new residential development is well located and respects the character and heritage of established neighbourhoods.	
Review the Heritage Policy in the Port Phillip Planning Scheme to improve guidance on the retention and adaptive reuse of the City's heritage fabric.	
Reflect and interpret the City's history through the installation of plaques, memorials and monuments.	
Upgrade the foreshore including vegetation projects and maritime infrastructure renewals.	

Achievements

- Completed construction and opened new community park, Kirrip Park in October 2018
- Completed construction of Peanut Farm path lighting
- Conducted consultation on dog on lead foreshore
- Implemented new summer management program

Services that contribute to this direction

City planning and urban design

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

Development approvals and compliance

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

Service measures

Measure	2015/16	2016/17	2017/18	2018/19	Target 2018/19
Resident satisfaction with Council's planning services	79 %	78 %	78 %	60 %	>80 %
Results from our annual satisfaction survey of residents conducted in February and March 2019 indicated resident perception of planning services decreased significantly compared to previous years.					
Timeliness					
Time taken to decide planning applications*	75	78	77	78	<75
A slight increase was experienced this year, however remained stable with past performance.					
Service standard					
Planning applications decided within required timeframes*	58 %	60 %	61 %	57 %	>60 %
A slight decrease was experienced compared to past performance.					
Service cost					
Cost of statutory planning service per planning application*	\$2,104.35	\$2,554.87	\$2,764.04	\$2,617.25	<\$2,500.00
There has been a small decrease in unit processing costs, however results were just over target.					

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

Health services

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

Service measures

Measure	2015/16	2016/17	2017/18	2018/19	Target 2018/19
Timeliness					
Time taken to action food complaints*	1.76 days	1.67 days	1.58 days	1.74 days	<2 days
Time taken to action food complaints remain stable.					
Service standard					
Percentage of required food safety assessments undertaken*	100 %	100 %	100 %	100 %	100 %
All food safety assessments were undertaken as required.					
Service cost					
Cost of food safety service per premises*	\$547.92	\$521.41	\$551.11	\$591.00	<\$640
The number of registered premises have remained relatively stable however costs to deliver the service have increased slightly, leading to an increase in cost and slightly over the target of \$562.00.					
Health and safety					
All critical and major non-compliance notifications about food premises followed up on the due date*	99 %	99 %	100 %	100 %	95 %
All critical and major non-compliance notifications about food premises were followed up on the due date.					

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

Municipal emergency management

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

Local laws and animal management

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

Service measures

Measure	2015/16	2016/17	2017/18	2018/19	Target 2018/19
Timeliness					
Time taken to action animal complaints*	1 day	1 day	1 day	1 day	<2 days
Time taken to action animal complaints remained stable.					
Service standard					
Percentage of animals reclaimed*	59 %	48 %	48 %	56 %	>55 %
An increase in animals reclaimed was experienced this year despite a decrease in the number of animals collected.					
Service cost					
Cost of animal management service*	\$75.10	\$61.36	\$69.52	\$66.16	<\$76.00
The cost of animal services decreased compared to 2017/18 and is below the target of \$76.00. We provide an extra 24 hour on-call service, which is not offered by all councils. We also manage additional animals on beaches belonging to visitors. Currently we do not have the appropriate space to manage an onsite pound and therefore contract this service out to the Lost Dogs' Home.					
Health and safety					
Successful animal management prosecutions*	5	2	6	6	<10
The number of successful management prosecutions remained stable.					

Public space

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

Service measures

Measure	2015/16	2016/17	2017/18	2018/19	Target 2018/19
Resident satisfaction with parks and open space	94 %	96 %	94 %	95 %	>90 %
Results from our annual satisfaction survey of residents conducted in February and March 2019 indicated resident perceptions of parks and open space remained stable and of very high standard.					
Resident satisfaction with beach cleaning	92 %	95 %	93 %	91 %	>90 %
Results from our annual satisfaction survey of residents conducted in February and March 2019 indicated resident perceptions of beach cleaning remained stable.					
Contract delivered to standard for parks and open space	95 %	99 %	99 %	99 %	95 %
Public space community requests resolved on time	86 %	88 %	87 %	78 %	85 %
A slight decrease in public space community requests responded to on time was experienced this year.					

COUNCIL PLAN 2017-2017

2018/19 REVIEW

Direction 5

We thrive by harnessing creativity

5.1 A City of dynamic and distinctive retail precincts

5.2 A prosperous City that connects and grows business

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

Outcome indicators

Measure	2015/16	2016/17	2017/18	2018/19	Target 2018/19
People employed in the top five industries as a proportion of total employment in the municipality	-	50 %	50 %	53 %	>54 %

A slight increase was experienced and the result was just under target. The top five industries within the municipality are the professional, scientific and technical services; constructions; health care and social assistance; accommodation and food services; and retail trade.

Visitors to the City of Port Phillip	3.4 million	3.5 million	3.7 million		3.6 million
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Data currently unavailable and will be published in the Annual Report.

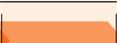
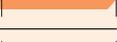
Residents who agree they have the opportunity to participate in affordable local community events and activities	90 %	95 %	90 %	84 %	>95 %
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Results from our annual satisfaction survey of residents conducted in February and March 2019 indicated decreased slightly. Officers are responding to these results through the implementation of the Art and Soul - Creative and Prosperous City Strategy 2018-22.

Residents who agree Port Phillip has a culture of creativity	90 %	94 %	90 %	85 %	>95 %
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Results from our annual satisfaction survey of residents conducted in February and March 2019 indicated resident perceptions of Port Phillips culture of creativity decreased slightly. Officers are responding to these results through the implementation of the Art and Soul - Creative and Prosperous City Strategy 2018-22.

Four year priority progress

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

Achievements

- Renewed funding agreement for the Waterfront Welcomers with Port Melbourne Neighbourhood Centre to run the volunteer program for cruise season 2018/19
- Endorsed the St Kilda Festival three year plan in August 2018
- Endorsement of Art and Soul Advisory Panel in October 2018
- Commenced consultation with Council and the community on the Indigenous Arts Plan
- Launched Yalukut Willem Ngargeee festival program
- Revised South Melbourne Market Charter and governance arrangements endorsed by Council in October
- The first Place Audit was undertaken in Fitzroy Street to help identify how the street is currently being used throughout the day.
- Held three outdoor markets in December in Fitzroy Street and Renew Australia completed scoping study for the program in Fitzroy Street.
- Held two place planning session for South Melbourne and engaged company to run Suitcase Rummage during the Spring/Summer of 2019/20 in South Melbourne.

Services that contribute to this direction

Arts, culture and heritage

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

Service measures

Measure	2015/16	2016/17	2017/18	2018/19	Target 2018/19
Resident satisfaction with delivering arts and festivals	97 %	96 %	92 %	90 %	90 %

Results from our annual satisfaction survey of residents conducted in February and March 2019 indicated resident perceptions of the delivery of arts and festivals remained stable. Officers are responding to these results through the implementation of the Art and Soul - Creative and Prosperous City Strategy 2018-22.

Festivals

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

Economic development and tourism

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

Service measures

Measure	2015/16	2016/17	2017/18	2018/19	Target 2018/19
Residents who agree their local area has a good range of business services and local conveniences	94 %	95 %	92 %	92 %	90 %
Results from our annual satisfaction survey of residents conducted in February and March 2019 indicated resident perceptions of a good range of business services and local conveniences remained stable. Officers are responding to these results through the implementation of the Art and Soul - Creative and Prosperous City Strategy 2018-22.					
Resident satisfaction with visitor management	92 %	94 %	86 %	84 %	>90 %
Results from our annual satisfaction survey of residents conducted in February and March 2019 indicated resident perceptions of summer visitor management decreased slightly. Officers are responding to these results through the implementation of the Summer Management Program including summer ranges encouraging visitors to be responsible during their visit.					

Libraries

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

Service measures

Measure	2015/16	2016/17	2017/18	2018/19	Target 2018/19
Visits to library per capita	6.5	6.4	6.0	5.7	6.5
A decrease was experienced in terms of visits to the library. This measure does not include e-resource which has increased in use.					
Utilisation					
Number of times a library resource is borrowed*	4.81	4.47	4.41	4.31	>4.50
A slight decrease was experienced in relation to number of time a library item was borrowed this year.					
Resource standard					
Proportion of library resources less than five years old*	46.65 %	50.73 %	50.57 %	48.78 %	48 %
Nearly 50 per cent of our library resources are less than five years old.					
Service cost					
Cost of library service per visit*	\$6.13	\$6.17	\$6.53	\$6.55	<\$7.00
The result is consistent with previous years with 646,662 physical visits to the library. The result achieved our target of less than \$7.00.					
Participation					
Active library members in the municipality*	19.40 %	19.12 %	20.39 %	18.63 %	20 %
Active members just fell shy of the target, this is despite an increase in the municipality of three per cent compared to 2017/18.					

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

Markets

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

Service measures

Measure	2015/16	2016/17	2017/18	2018/19	Target 2018/19
Residents who agree South Melbourne Market is a significant benefit to residents	99 %	98 %	97 %	98 %	90 %
Results from our annual satisfaction survey of residents conducted in February and March 2019 indicated resident perceptions of the benefit of South Melbourne Market remained stable.					

COUNCIL PLAN 2017-2017

2018/19 REVIEW

Direction 6

Our commitment to you

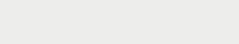
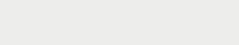
6.1 A financially sustainable, high performing, well-governed organisation that puts the community first.

Outcome indicator

Measure	2015/16	2016/17	2017/18	2018/19	Target 2017/18
Satisfaction with community consultation and engagement (index)*	62	59	56	61	>60
Results from our annual satisfaction survey of residents conducted in February and March 2019 indicated resident perceptions of community consultation and engagement increased.					
Proportion of residents who have participated in community engagement activities	No data	No data	5 %	5 %	Baseline to be established
Satisfaction with the overall performance of Council (index)	64	67	63	65	>65
Results from our annual satisfaction survey of residents conducted in February and March 2019 indicated resident perceptions of Port Phillip's overall performance increased compared to 2017/18.					
Overall financial sustainability risk rating	Low	Low	Low	Low	Low
Council continues to maintain a low financial sustainability risk rating.					
Efficiency savings as a percentage of operating expense (excluding depreciation)	1.8 %	1.2 %	1.0 %	1.0 %	1.0 %

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

Four year priority progress

Priority	Not started	In progress	Complete
6.1 A financially sustainable, high performing, well-governed organisation that puts the community first			
Implement our Customer Experience Improvement Plan and Information and Communications Technology Strategy to streamline processes, improve systems, improve workforce mobility and transition to digital service delivery.			
Be the partner of choice for other councils and organisations to work with, to enable improved customer experience, productivity and innovation.			
Be catalysts for greater community action, including by opening up more of our data to the public.			
Develop and implement a Community Engagement Policy.			
Develop and implement an advocacy strategy to advance Council and community priorities.			
Improve our enterprise planning, performance, risk and compliance frameworks.			
Deliver the Council Election 2020.			
Improve record-keeping, including digitising historical records.			
Implement the outcomes from the review of the Local Government Act			
Review the organisation's People and Culture Strategy, and develop a workforce plan.			
Improve the organisation's health and safety practices.			
Upgrade the organisation's financial and asset management systems, processes and practices.			
Invest in improving the condition, functionality, capacity and sustainability of Council assets.			
Continue to build organisational capability and maturity in project management.			
Review our rating strategy, property policy and investment policy.			
Embed environmental and social responsibility into the way we work including monitoring measures of gender equity.			

Achievements

- Engaged Customer Experience Program business partner.
- Commenced community engagement in October by undertaking intercept surveys to gain insight from the community. Over 660 surveys were completed.

Services that contribute to this direction

Asset management

Develop property and asset management strategy, policy and plans; provide property and asset management advice and support; manage Council's properties including leasing, licensing, acquisition and disposal; manage meetings and events in Council's town halls and community centres; develop and sponsor asset renewal programs and property projects; manage staff accommodation.

Service measures

Measure	2015/16	2016/17	2017/18	2018/19	Target 2018/19
Asset management maturity	650	815	952	1,025	>1,000
The asset management maturity score exceeded target. The Asset Management strategy was developed with 93% of actions to achieve core asset management completed.					
Asset renewal as a percentage of depreciation	72 %	92 %	58 %	63 %	78 %

People, culture and capability

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

Service measures

Measure	2015/16	2016/17	2017/18	2018/19	Target 2018/19
Staff engagement score	74 %	73 %	74 %	74 %	>74 %
Results remained stable.					
Staff alignment score	59 %	57 %	60 %	62 %	>59 %
Results increased slightly.					
Staff turnover*	10.4 %	10.1%	11.5 %	13.61 %	10 %
Results increased slightly compared to previous years.					

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

Finance and project management

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

Service measures

Measure	2015/16	2016/17	2017/18	2018/19	Target 2018/19
Return on financial investments	2.88 %	2.62 %	2.60 %	2.65 %	2.40 %
Results remained stable.					
Percentage of significant priority projects on track	68 %	93 %	61 %	90 %	80 %
A significant increase in priority projects considered on track was					
Project management maturity score	18.1	19.3	20.4	23.0	>21
A significant uplift in project management capability was experienced this year. This is attributed to improvements in management control, financial management, resource management of capital projects and organisational governance.					
Rate collection rate	98 %	98 %	98 %	98 %	98 %
Results remain extremely high.					

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

Governance and engagement

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

Service measures

Measure	2015/16	2016/17	2017/18	2018/19	Target 2018/19
Material legislative breaches	9	4	5	4	0
A total of four material breaches were recorded in 2018/19. Three material breaches of privacy occurred in August 2018 all relating to the disclosure of employee payroll details. One breach related to a Payment Summary being emailed to the wrong person. One incident related to payment slips being sent to the depot which were not in individual sealed envelopes. One other breach related to a pay slip being mailed to the wrong employee. The final material breach occurred in February 2019 related to an email being sent containing the personal reflections of the sender.					
Audit actions completed on time	93 %	92 %	86 %	100 %	>90 %
A high proportion of audit actions have been completed on time, meeting target.					
Community satisfaction with advocacy (index)	59	57	56	58	60
Results from our annual satisfaction survey of residents conducted in February and March 2019 indicated resident perceptions of advocacy remained stable.					
Transparency					
Council decisions made at meetings closed to the public*	7.31 %	7.43 %	7.93 %	9.10 %	<10 %
An increase was experienced this year. However throughout the year efforts are made to release decisions made closed to the public.					
Satisfaction					
Community satisfaction with Council decisions*	59	57	57	59	60
Results from our annual satisfaction survey of residents conducted in February and March 2019 indicated resident perceptions of Council decisions remained stable.					
Attendance					
Councillor attendance at Council meetings*	91.93 %	96.06 %	93.42 %	93.80 %	>90 %
Council attendance to meetings remained stable.					
Service cost					
Cost of governance service per Councillor*	\$59,459.75	\$57,963.22	\$57,336.67	\$56,441.02	<\$62,000.00
Expenditure is in line with budget of \$60,000. Cost of governance (per Councillor) includes allowances, communication costs and professional development.					

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

Technology, transformation and customer experience

Enable efficient and effective service delivery to our community through best practice information and communication technologies, clever information management, continuous improvement of the community's experience of Council, and ensuring our community is informed about available services and their queries and requests are responded to.

Service measures

Measure	2015/16	2016/17	2017/18	2018/19	Target 2018/19
Community time saved (days)	19,054	72,258	4,344	5,482	10,000
Staff time saved (hours)	3,401	4,430	5,818	15,926	5,000
Community satisfaction with customer service (index)	71	72	72	74	>70
Results from our annual satisfaction survey of residents conducted in February and March 2019 indicated resident perceptions of customer service remained stable.					
Calls answered within 30 seconds	78 %	83 %	82 %	83 %	>80 %
Officers continue to answer calls within 30 seconds at a high rate.					
Requests resolved within agreed timeframes	89 %	91 %	94 %	93 %	>90 %
A high proportion of requests were resolved within agreed timeframes, meeting target and remaining stable against previous years.					
Percentage of residents that agree the website is easy to use and navigate through the sections you want	87 %	88 %	87 %	89 %	90 %
Results from our annual satisfaction survey of residents conducted in February and March 2019 indicated resident perceptions of the website is easy to use and navigate increased slightly.					

Major initiatives

In Our Backyard Strategy implementation

The In Our Backyard – Growing Affordable Housing in Port Phillip 2015-2025 strategy was endorsed by Council in April 2016. Implementation of the strategy aims to directly facilitate new community housing through allocating property and cash contributions, to enable projects to be delivered by local community housing organisations on Council land.

A focus for 2018/19 has been to progress work on the implementation of the strategy, to redefine the targets and priority actions to then reflected in a 12-month implementation plan. A number of projects have been completed including the first 'pop-up' housing project, identification of sites for Council's property pipeline, facilitation of the Marlborough Street project being delivered by HousingFirst, and preparation of a Housing Needs Framework.

Work has also commenced on advocacy for a proposed Common Ground project, progressing a partnership with the Department of Health and Human Services.

Council will hold a forum in July 2019 to provide feedback on the IOBY guidelines, although this forum will be two months behind the IOBY milestone, it was important to develop a comprehensive approach for Council consideration prior to seeking the Housing Forum views on the proposal.

Actual: \$203,000

Budget: \$226,000

JL Murphy Reserve Pavilion

The City of Port Phillip is redeveloping the JL Murphy Reserve sports pavilion in Port Melbourne, with funding support from the Victorian Government and the tenant clubs.

The redevelopment will provide additional amenities and facilities that are fully accessible for all genders and abilities, and will also support the increase in female sport participation and allow for the simultaneous use of all sporting fields across the reserve.

Construction of the pavilion is on track with the placement and erection of the structural steel and works commenced on the roof and external walls.

Council will focus on the completion of external walls and fit-off of other external elements to enable the building to be locked up. Installation of services will then commence.

Actual: \$1,636,000

Budget: \$1,368,000

South Melbourne Life Saving Club redevelopment

Melbourne Life Saving Club building and public amenities with funding support from the Victorian Government through Life Saving Victoria. The project is jointly funded by Council (\$5.11 million) and Life Saving Victoria (\$2 million).

Extensive community and club consultation was undertaken to inform the design and ensure the building is fit for purpose and sustainable. The new building will meet Life Saving Victoria Clubhouse of the Future Development Guidelines, and enable the Club to deliver this important community service. The redevelopment will also provide a new kiosk, a multipurpose room for community use, accessible public toilets, landscaping and improvements to the safety of the bike path adjacent to the building.

New tenancy agreements with the club were established in March, a Planning Permit application for the kiosk was drafted and submitted in May and is in progress. 95 per cent of construction and internal works now complete the project work has continued on the content of the Tenancy Agreement between Council and the Club.

Actual: \$2,020,000

Budget: \$1,950,000

Peanut Farm Reserve Sports Pavilion Upgrade

The City of Port Phillip is redeveloping the Peanut Farm Reserve sports pavilion and multi-purpose courts, in partnership with the Victorian Government. The project has been a multi-year project to undertake feasibility, planning, design and delivery of an upgrade to the existing facilities at Peanut Farm Reserve in St Kilda to ensure the facilities are fit for purpose for all genders and abilities.

Work to redevelop the Pavilion building are now complete, including landscaping of the surrounding area and netball courts. A suitable date is being sought for an opening celebration with Council, the Clubs and Local Member of Parliament, to be held once the landscaping is completed at the end of June.

Actual: \$2,857,000

Budget: \$2,582,000

Kerferd Road Safety Improvements

By partnering with the Victorian Government, this project aims to improve road safety along the entire length of Kerferd Road, Albert Park, and improve connectivity for pedestrians and bike riders and increase green space. Council developed a community engagement plan, a design for a temporary traffic treatments and progressed funding opportunities with VicRoads. This work was placed on hold until the scope and scale of the Victorian Government's funding commitment of \$13 million for 'Shrine to Sea' is determined.

Council is monitoring announcements and liaising with the Victorian Government for updates. Council has received the results of Parks Victoria's initial community consultation. In the meantime, interim measures at three Black Spot intersections along Kerferd Road, including line marking and textured pavement markings were completed.

Actual: \$67,000

Budget: \$175,000

Albert Park Stormwater Harvesting Development

The Albert Park Lake Stormwater Harvesting project is a multi-stakeholder, multi-year project led by Parks Victoria, in partnership with the City of Port Phillip and the City of Melbourne. The project is investigating an opportunity to supplement Albert Park Lake with treated stormwater and use this water for the irrigation of nearby parks and reserves. A concept design for the scheme was prepared in August 2017; a subsequent peer review recommended further investigations to substantiate some elements of the design. These investigations are now complete and project partners will consider the next steps to be taken. Additional expenditure on the project was approved beyond the \$50,000 budget for project management costs and a City of Port Phillip parks and reserves water quality tolerance investigation.

Following the completion of feasibility analyses, it was concluded that while the Scheme may be possible from an engineering perspective, there are considerable risks that may impact the reliability, cost, delivery and operation. As part of the Water Sensitive Cities Plan, Council is now assessing other prospects for storm water harvesting opportunities.

Actual: \$12,000

Budget: \$100,000

Alma Park Stormwater Harvesting Development

The Alma Park Stormwater Harvesting project is a multi-year project that will design and construct a stormwater harvesting scheme at Alma Park. A concept design for the scheme was approved in April, which will include a bioretention system to treat stormwater to a suitable quality for use in the park, and large underground water storages located beneath Alma Park oval. We are working closely with adjacent schools, sports clubs and the Hank Marvin Markets to ensure that any disruptions to park and oval use are kept to a minimum. The project is on track. Construction of the bioretention system is now complete and the underdrainage has been installed. The biofiltration media has been imported and the system is ready for planting. The Alma Park West irrigation system is connected to the storm water harvesting system. The system will now be operated 'off-line' for several months as the filter media

stabilises. Once stabilised the system will become operational and we can start to harvest the stormwater. Project completion is expected early 2019/20.

Actual: \$2,485,000

Budget: \$2,815,000

Ferrars Street Education and Community Precinct - Construction of Kirrip Park

Construction of Kirrip Park was completed in October 2018 and park has been successfully operating since.

Additional works were identified post construction relating to additional grass reinforcement areas to allow heavy vehicle access. A change request has been submitted to vary the current project's schedule to reflect these additional works.

Actual: \$1,961,000

Budget: \$1,600,000

Ferrars Street Education and Community Precinct - Streetscape Upgrade

The project will deliver streetscape as part of the Ferrars Street Education and Community Precinct development program. Increased expenditure reflecting funds deferred from 2017/18 into 2018/19 due to works at Kirrip Park impacting contractor start and soil contamination costs.

Actual: \$3,340,000

Budget: \$2,434,000

Gasworks Arts Park Reinstatement

This project is on track. Council officers continue to work with the Victorian Government to develop a draft park plan in accordance with the draft Contamination Management Action Plan (CMAP) which has slowed the project down.

Actual: \$53,000

Budget: \$20,000

Linden Gallery Upgrade

This project seeks to restore, upgrade and provide Disability Discrimination Act 1992 (DDA) compliance to Linden Gallery (operated by Linden New Art) for the enjoyment of patrons and the City of Port Phillip community. Restoration of the existing slate roof, veranda and cleaning and painting of the facade is complete. Project closure report has been submitted.

Actual: \$660,000

Budget: \$285,000

Sustainable Environment Strategy Implementation

Actual: \$237,000

Budget: \$280,000

Delivery of the strategy is on track. The 'Winter Warmer' program was launched, which will include workshops and training sessions to help residents to draught-proof their homes for winter. A few challenges have been identified including the works associated with the Energy Efficiency and Solar program were delayed due to availability of contractors and materials.

Waste Strategy Implementation Program

Council adopted the Waste Strategy on 17 October 2018. All actions are in progress including detailed research and scoping for trials and education. Pilot trials for food waste reduction are currently being developed with interested community groups and commenced early 2019. Council is advocating to the Australian and Victorian Governments for action to strengthen the recycling industry. The opportunity to partner with other Councils to find a better, more sustainable way forward for our community is a priority.

Actual: \$383,000

Budget: \$688,000

Public Spaces Strategy Development

Project remains on track to be completed in 2019/20. Background research is underway to prepare a directions and opportunities paper, that will form the basis for community engagement and ultimately inform development of the strategy. Community engagement timelines have been realigned to the organisation's new neighbourhood engagement program (in May), with current work focusing on development of engagement collateral.

Actual: \$6,000

Budget: \$125,000

St Kilda Marina Project

The purpose of this project is to secure a new lease arrangement for the St Kilda Marina following expiry of the current 50 year lease in April 2019. Council approved the project approach, program and budget in February 2018, which underpins a comprehensive planning and community engagement process to help realise a solution for the site that benefits the community and achieves a balance between social, cultural, environmental, economic and financial objectives for the City and state. Unforeseen technical requirements to support the project have placed pressure on the budget. A number of risks have also been identified, particularly associated

with the planning and procurement process that are closely being managed. An updated Project Approach and Timeline by approved by Council on 5 June 2019 incorporates the program supporting a well defined procurement process, and planning process for the project.

Actual: \$461,000

Budget: \$460,000

Creative and Prosperous City Strategy Implementation

Art and Soul - Creative and Prosperous City Strategy 2018-22 provides a blueprint for Council, community and business to work together to create a thriving social, cultural and economic future for Port Phillip. The goals contained within the strategy guides Council to invest and support the creative industries, deliver a concentrated placemaking effort, strengthen the creative industries of South Melbourne and Fishermans Bend, increase access to affordable spaces and funding for local creative industries, and plan for adequate employment opportunities in the creative industries. The strategy is on track with planning and implementation of its actions well underway. Three actions were expected to be completed in 2018/19 and have been deferred into 2019/20.

Actual: \$320,000

Budget: \$490,000

Customer Experience Program

The Customer Experience Program aims to significantly improve the experience of residents, businesses, visitors and rate payers every time they contact the City of Port Phillip. The program will change our processes, systems and capabilities over the next two to three years. A business case for the program was endorsed by Council on 18 April 2018. Operating model reviews commenced across the organisation. A tender process to appoint a partner to work with Council in delivering the program was started with an appointment to be finalised in September 2018 and mobilisation commencing shortly thereafter. The estimated investment is \$22.8 million over the next two to three years. \$4.1 million has been deferred into 2019/20 to reflect longer than planned time dedicated to conduct further due diligence through the procurement phase for the technology solutions. The Program completion date of June 2021 remains unchanged. The Project Management Team will work with the contracted vendors to realign schedules to maintain the June 2021 deadline as part of the planning and onboarding process.

Actual: \$4378,000

Budget: \$8,180,000

Strategy Progress

Act & Adapt: Sustainable Environment Strategy 2018-28

Total actions – 38

Completed – 4

In progress – 25

Highlights

A greener, cooler, more liveable city

- Planted 1,325 trees as part of the Greening Port Phillip Program and increased permeability on Liardet Street and Farrell Street, Port Melbourne to improve tree health and reduce heat
- Partnered with local residents to deliver a biodiversity corridor in Danks Street, Albert Park. This included planting indigenous trees, shrubs and grasses and installing nesting boxes which will provide habitat for wildlife
- Facilitated 28 planting days, where volunteers planted 21,067 indigenous plants in Native Vegetation Areas along the foreshore
- Installed fencing at Elwood Tea Tree Reserve, Fraser Street Dunes, Point Ormond Reserve and Lagoon Reserve to protect areas of native vegetation
- Improved the sustainability of buildings across the City by assessing Environmentally Sustainable Design in 212 planning applications and working with developers to change the design and construction of their developments

A city with lower carbon emissions

- Delivered energy efficiency improvements in Council buildings, including lighting, heating and cooling upgrades St Kilda Town Hall, South Melbourne Market, Bubup Nairn and Middle Park Community Centre
- Installed 52kW solar panels on Council buildings, including North St Kilda Child Care, Poets Grove Family & Children's Centre and 147 Liardet St and commenced construction of 200kW solar panels on South Melbourne Market
- As part of the Melbourne Renewable Energy Project (MREP), started transitioning all Council's metered electricity accounts to renewable energy on 1 January 2019. MREP won a Premier's Sustainability Award 2018 and the City Switch Partnership Award for Victoria and Australia
- Increased sustainable procurement by 50 percent from the 2017-18 figure across categories including recycled content, energy saving, green products, green services and social responsibility. The increase was from three percent to 4.5 percent of Council spending on goods and services
- Developed a new Corporate Social Responsibility schedule to better assess vendor sustainability credentials during tenders. Delivered a successful pilot of an online tool funded by

DELWP and in collaboration with the Cities of Wyndham and Whittlesea. 110 suppliers registered and accessed learning modules to support their own sustainability

- Installed five new electric vehicle chargers in St Kilda Town Hall to charge fleet vehicles and purchased two plug-in hybrid electric vehicles, six hybrid vehicles, and two electric bikes

A city that is adapting to climate change

- Developed a Climate Response Plan to guide how we mitigate and adapt to the impacts of climate change
- Completed a project to examine the effectiveness of establishing a Port Phillip Energy Foundation This included a review of the different structures used by councils to deliver sustainability programs to the community. Council's current model of service delivery was determined to be more efficient than establishing an energy foundation
- Undertook a high-level assessment of Council's assets to understand how they may be impacted by climate change, the value of impacted assets and which areas of the City are most vulnerable to climate change impacts, including flood, heat, sea level rise and storm surge
- Worked with the Victorian Government to commence the Port Phillip Bay Coastal Hazard Assessment, to analyse future coastal erosion, coastal inundation and groundwater intrusion in Port Phillip Bay
- Partnered with the Victorian Government and City of Melbourne to develop a Water Sensitive Cities Strategy for Fishermans Bend and commence an Urban Ecology Study to assess and minimise wind and heat impacts and enhance biodiversity. Successfully advocated to the Victorian Government to include best practice sustainability outcomes in the Fishermans Bend Framework and Planning Controls, adopted in October 2018. These will be inputs into the Fishermans Bend Precinct Plans, currently in development
- Continued the longstanding partnership with the Port Phillip EcoCentre to support their community and education program delivery. Commenced design of a redevelopment of the EcoCentre's facilities. The design work is being co-funded by a \$200,000 (incl. GST) grant from the Department of Environment Water Land and Planning. Continuing the project to construction is subject to receiving partnership funding
- Launched a new Solar Partnership program to support apartment dwellers and businesses to install rooftop solar panels. The program included assessing the suitability of solar providers, running community information sessions and providing expert advice and support to landlords, tenants and Owners Corporations. This popular program engaged with 263 participants over a six-month period
- Launched the Smart Solutions for Businesses Program which included an audit and intensive support to ten showcase businesses who have saved a combined \$55,000 in utility bills and 350 tonnes of greenhouse gas emissions. The Sustainable Business Network also had its inaugural breakfast meeting in May and has already received 50 membership enquiries
- Delivered a new leadership program 'Enviro Champs' to support community members to deliver their own sustainability projects individually or in groups. Thirty-five participants have designed eight projects which are now underway
- Launched the Smart Solutions for Community Services Program which provided intensive support to five local not-for-profit organisations. Participants received a free sustainability audit and are now being supported to make changes that will not only reduce greenhouse gas emissions but save money that can be redirected to community programs

Chapter 4 Our performance

- The award winning 'Seedlings' program continued with eleven participating Early Childhood Education and Care Services. Services are supported to reduce their water, energy and waste and to embed sustainability into their curriculum. Data collected in September 2018 demonstrated significant decreases in electricity, gas and water use due to changes in behaviour and infrastructure
- Delivered Council's most successful online sustainability campaign to date through #Actthisadvent. A series of engaging videos prepared in partnership with local community groups and businesses provided sustainability tips for the festive season that reached 72,919 people
- Increased online engagement via Facebook by 24 percent from 1,496 followers to 1,850 followers. Newsletter subscribers also increased by 50 percent to 2,888.
- Continued the Smart Solutions for Apartments program. The ten apartment buildings that participated in the previous year's intensive program were provided with a National Australian Built Environment Rating System (NABERS) score. These apartment buildings were amongst the first residential buildings to be assessed and rated in Victoria against seven sustainability and efficiency principles. The wider apartment dwelling community were also invited to two workshops exploring sustainability and strata governance and an apartment specific bi-monthly newsletter commenced. Legal templates and tools were developed to assist apartment dwellers to engage with their Owners' Corporations. A new 'Winter Warmers' behaviour change initiative was launched to reach apartment dwellers in their own homes and leverage their social networks

A water sensitive city

- The Cooperative Research Centre for Water Sensitive Cities (CRC) awarded the City of Port Phillip with the inaugural Water Sensitive Cities Award. This award was based on benchmarking progress against the goals of a Water Sensitive City, where Port Phillip rated the highest in Australia to date, out of 21 cities who have undertaken the process
- Developed a Water Sensitive City Implementation Plan to guide Council's Water Transformation
- Constructed a Stormwater Harvesting Scheme in Alma Park, St Kilda East to reduce potable water use and improve water quality
- Upgraded irrigation infrastructure at six Council reserves and completed a tender process for a new irrigation control system to improve efficiency
- Constructed raingardens at four locations, which will improve water quality by reducing the amount of pollutants, nutrients and grit flowing into the Bay from our streets
- Worked with Melbourne Water and Local Government partners to deliver the Elster Creek Action Plan 2018. Completed a Draft Elster Creek Catchment Flood Management Plan (2019-2024) which contains actions to reduce the impact of flooding across the catchment
- Partnered with City of Bayside to commence investigations and design options to redevelop the former golf course in Elsternwick Park to a Nature Reserve, which will reduce flooding and improve environmental outcomes
- Completed a study of permeability potential for Council land and identified opportunities to deliver permeability improvements through Council's maintenance and construction programs

A sustained reduction in waste

- Actions and targets for this outcome will be reported through the Don't Waste it! Waste Management Strategy

Challenges

Summer 2018/19 was extremely dry, with rainfall almost 50% lower than average. Because of this, more water was used for irrigating our parks, gardens and sporting grounds. Council's total potable water use was 298ML, 25% higher than the target of 238ML

The EcoCentre Redevelopment project is dependent on partnership funding. To date, we have received \$200,000 (Incl GST) from the Victorian Government to progress a design. Council will continue to seek further partnership funding for construction

Planning for energy efficiency upgrades of lighting and air conditioning were impacted by proposed changes to internal layouts of some of our buildings. A revised scope will be finalised in October 2019 with project completion by June 2020

Construction of solar panels on the roof of South Melbourne Market was delayed as changes to the design were required to meet roof safety requirements

Apartment dwellers continue to face barriers to improving sustainability and accessing renewable energy. The technical complexity of building types and the decision-making requirements of Owners Corporations have extended the time frame needed to achieve solar target numbers

Following completion of feasibility analysis of Albert Park Lake Stormwater Harvesting Scheme, project partners have decided not to progress the project at this time due to concerns about cost, delivery and operation.

Next Steps

A greener, cooler, more liveable city

Complete a Biodiversity Study and Action Plan to inform how Council can protect, enhance and promote biodiversity in the City

Investigate opportunities to protect vegetation and increase canopy cover on private property

Collect and share heat and solar data across the City

A city with lower carbon emissions

Continue to deliver Energy Efficiency improvements in Council buildings

Continue to transition Council's fleet to zero and low-emissions vehicles

Install solar panels on the roof of South Melbourne Market

A city that is adapting to climate change

Continue to partner with the Victorian Government to deliver the Port Phillip Bay Coastal Hazard Assessment

Complete a detailed assessment of each of Council's buildings, roads and drains and their individual exposure to the risks of climate change (subject to grant funding)

Chapter 4 Our performance

Deliver the third year of the Sustainable City Community Action Plan. This includes continued effort to support apartment dwellers and the launch of two new programs - a solar grant for low income earners and Environmental Upgrade Agreements for commercial properties

Complete Detailed Designs of the EcoCentre Redevelopment and continue to seek partnership funding to realise the construction stage of the project

A water sensitive city

Work with partners to finalise and implement the Elster Creek Flood Management Plan (2019-2024) and complete designs for Elsternwick Park Nature Reserve

Investigate mechanisms to require onsite stormwater detention in new developments

Update policies and engage with the community to achieve greater permeability on private property

Install a centralised control system to monitor and control irrigation of our parks and reserves. Review irrigation requirements and set new service levels for water consumption in our parks and reserves

Council Plan Service Information

	17/18 results	18/19 Results
Participants in Council-run school travel programs	6,565	6,348
Participants in Council run waste programs	501	70
Participants in Sustainable City Community Action Plan programs	1,306	1,421
Total Council run sustainability programs	8,373	7,839

Act and Adapt Goals (Council)

		Baseline	18/19 Results	20/21 goal	27/28 goal
A greener, cooler, more liveable city	Street tree canopy cover	19%	N/A	2% increase on baseline	
A city with lower carbon emissions	GHG emissions (tCo2-e) Gross	10,950	10,758		
	GHG emissions (tCo2-e) Net	6,464	4,736		
	Electricity from renewable sources (kW, %)	293 19%	359 23%		
	Energy consumption in	8900	8970		

	Buildings and Streetlights (MWh)				
A water sensitive city	Potable water use (ML)	238	298		
	Total suspended solids (t/y)	Sam	55.94		
	Total phosphorous (kg/y)	Sam	93.86		
	Total nitrogen (kg/y)	Sam	510.34		

Act and Adapt Goals (Community)

		Baseline	18/19 result	20/21 goal	27/28 goal
A greener, cooler, more liveable city	Canopy cover	19%	No result	2% increase on baseline (11.2%)	10% increase on baseline (12.1%)
A city with lower carbon emissions	GHG emissions (tCo2-e) Gross		No result	N/A	N/A
	Electricity from renewable sources (%)	5,100	No result		
A city that is adapting to climate change	Indicators to be reported- number of houses impacted by extreme weather; temperature hotspots; use of council facilities during extreme weather.		No result		
A water sensitive city	Potable water use		No result		

Don't Waste it! Waste Management Strategy 2018-28

Total actions – 25

Completed – 0

In progress – 25

Highlights

- Throughout June and July 2018, City of Port Phillip consulted our community to gather feedback on our draft Waste Management Strategy which was developed using feedback from community consultation undertaken throughout the development of the Council Plan 2017-2027.
- We consulted our community through an online survey, focus groups and pop up sessions. We asked our community if they supported the proposed priority areas and targets and the key themes of the draft Strategy. This included testing areas of interest for education campaigns.
- Following this consultation, the final Strategy was adopted by Council in October 2018.
- Council are now working with community, businesses and stakeholders to implement the Strategy's 25 actions. A summary of highlights so far is below:

A city that reduces waste

Launched Smart Solutions for Waste, a Have Your Say page which engages the Port Phillip community in an online conversation about waste avoidance and reduction, reuse and recycling. Twenty-five residents are currently signed up, and have pledged to reducing their waste-line (May 2019).

Completed waste and recycling bin audits of residential bins, Council bins, and public litter bins to establish baselines to measure progress on Don't Waste It! targets over the period of the Strategy (June 2019).

A city that maximises reuse and recycling

Launched community battery and electronic waste recycling drop-off points in Port Melbourne and St Kilda Libraries (February 2019).

Commenced a collaborative study with Glen Eira City Council to investigate the feasibility of multi-unit development and commercial waste collection program (June 2019).

Launched Composting with Community, a program to encourage residents to avoid food waste by meal planning and sticking to a shopping list, and purchasing a discounted Green Cone to recycle unavoidable food waste for \$79.90 (70% off RRP) (April 2019). To 30 June, 100 Green Cones have been sold, 50 more than target for 2019/20.

A city with clean streets, public spaces and foreshore areas

Completed community consultation on their experiences of waste services. The information from the consultation will inform the transformation of City of Port Phillip's waste service delivery (May 2019).

Clean Streets Review completed and implementation plan commenced (June 2019). (Review tabled at Ordinary Council Meeting on 17 July 2019)

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

Conducted successful street sweeper waste recycling trial whereby materials collected by Council street sweepers was sent to custom facility in Melbourne for recycling (June 2019).

Partnered with Fulton Hogan to establish a trial site for application of PlastiPhalt®, an innovative asphalt pavement containing waste plastic, otherwise destined for landfill. Monitoring of the trial site continues.

Challenges

The uncertainty in the recycling industry over the past two years is an ongoing issue. City of Port Phillip continue to work closely with our recycling contractor, the MAV, and the State Government to advocate for options and opportunities to manage recycling industry issues to best meet the needs of our community.

Launch of the businesses engagement program delayed to await the results of the collaborative study with Glen Eira City Council which have the potential to allow City of Port Phillip to run a more efficient and effective program. Scope of this project will be revised to reflect results of the study in 2019/20.

Next steps

Continue to advocate to the State Government to work towards waste and recycling targets for Fishermans Bend development.

Complete City of Port Phillip's revised Waste Management Plan Guidelines for multi-unit developments to ensure waste and recycling services in new developments are accessible and sufficient.

Commence tendering for new waste, recycling, dumped waste and hard waste collection contracts.

Continue to work with MWRRG on multi-council landfill contracts.

Continue to work with the Metropolitan Waste and Resource Recovery Group (MWRRG) to negotiate contract solutions for recycling for the CoPP community.

Continue advocacy work, including submission to the Victorian Government's Circular Economy Issues Paper and Policy.

Expand trial of recycling street sweeper waste material.

Establish a network of solar compaction bins across selected parts of the municipality to create a more efficient collection system.

Don't Waste It! Targets

21/22 target	27/28 target	18/19 Results (baseline data – these figures represent our current waste profile)	18/19 target
BY 2022, a 20% reduction in: • waste per house	-	House: 5.6kg/week Apartments: 6.5kg/week	Set baseline

Chapter 4 Our performance

<ul style="list-style-type: none"> • waste per apartment* • waste per Council employee 		Per council employee: 1.3kg/week (SKTH waste data only)	
BY 2022, landfill diversions of: <ul style="list-style-type: none"> • 43% for houses • 29% for apartments • 58% for council buildings • 85% for public bins 	-	2019 diversion rate for: <ul style="list-style-type: none"> - Houses 38.7% - Apartments 21.4% - Council buildings 35.6% - Public litter bins 1.4% 	Set baseline
BY 2022, a 50% reduction in contamination levels in apartments, houses and Council building recycling bins (from 2019 levels).	-	2019 recycling bin contamination levels for: <ul style="list-style-type: none"> - Houses 15% - Apartments 18% - Council buildings 13% 	Set baseline
BY 2022, a 50% reduction in recyclable items** in apartments, houses and Council building waste bins.		% of material in waste bins that is recyclable: <ul style="list-style-type: none"> - Houses 74% - Apartments 71% - Council buildings 65% 	Set baseline
BY 2022, maintain community satisfaction levels of 90% for waste services.		Community satisfaction with waste services is 89% (2018). 2019 Data not yet available.	90%
	BY 2028, a 50% diversion of: food waste from landfill within house/apartment, Council and (participating) commercial buildings.	% of waste stream that is food waste: <ul style="list-style-type: none"> - Houses: 40.1% - Apartments: 38% - Council buildings 39% - Commercial buildings: 0% 	Set baseline
	BY 2028, 100% of waste treated to maximise its value prior to landfill: <ul style="list-style-type: none"> • House/apartment waste • Council buildings waste 	House / apartment: 0% Council buildings: 0%	Set baseline
	BY 2028, landfill diversions of: <ul style="list-style-type: none"> • 85% for houses • 85% for apartments • 85% for council buildings • 85% for public bins 	2019 diversion rate for: <ul style="list-style-type: none"> - Houses 38.7% - Apartments 21.4% - Council buildings 35.6% - Public litter bins 1.4% 	Set baseline
	BY 2028, maintain community satisfaction levels of 90 for	Community satisfaction with waste services is 89% (2018).	Set baseline

Chapter 4 Our performance

	waste services, while managing growth.	2019 Data not yet available.	
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*Average weight of an apartment bin. As apartments share bins, we are not able to ascertain how much waste is generated per apartment in Port Phillip.

**Recyclable items include: all food waste, e-waste, commingled recyclables, soft plastics, and other materials CoPP currently has recycling options for.

Art and Soul: Creative and Prosperous City Strategy 2018-22

Total actions 25

In progress 18

Completed 7

There were 10 actions which were to be complete in first year. Of these 6 are complete and 4 are continuing into the second year.

All actions that were scheduled to start in year one are in progress and at various levels of delivery

Highlights

- Placemaking Team established and have begun work within Fitzroy Street and Clarendon Street Precincts. Key Achievements:
 - Establishment of Placemaking working groups within precincts
 - Pedestrian counts and NPS data collected in Fitzroy Street
 - Creation of South Melbourne Placemaking website
 - Retail revitalisation project (scoping study by Renew Australia) to begin in 2019/20
 - Special Rate areas renewed for Acland Street and Fitzroy Street.
 - Acland Street winter Ice Skating Rink installed
- Explore Port Phillip has another extremely successful year showcasing the best parts of the City of Port Phillip to both locals and visitors. This summer video was used as a key promotional tool and more events than ever before were added to the stream, leading to over 3.3million views.
- Art on Hoardings – Three project sites have been identified to trial artworks on hoardings. The sites are The London Hotel (Port Melbourne), Pride Centre (St Kilda) and 601 St Kilda Road using a combination of original artwork and historical photographs. The process will be further refined after evaluation to decide whether there is sufficient take up by developers or whether regulation is required through the planning scheme.
- The innovation and creative ecosystem has been mapped across the municipality. The resulting document will be available on a new Creative Port Phillip webpage on Councils website. It will show a snapshot in time of all our current creative industries. The website will be live at the end of July 2019
- Council's City Edge South Employment Study is being developed in conjunction with City of Melbourne and the Fishermans Bend Taskforce. The study will

provide insight into the economic role and narrative of both established employment areas like South Melbourne and those undergoing major urban renewal, within the context of the broader metropolitan and state economy.

- The Art and Soul Advisory Panel includes nine highly engaged and knowledgeable members from across the creative industries. They have met five times so far and have provided insight into a number of Strategy topics including tourism and destination marketing, mapping the creative ecosystem, creative clusters, and Council's investment in Gasworks and Linden.
- Waterfront Welcomers continued to provide information to visitors disembarking from over 120 cruise ships in Port Melbourne over summer.
- Event Help Sheets and templates have been developed to assist community organisations with event planning and delivery. These resources provide an overall event planning checklist and guidance on event production topics such as risk management, notifications, advertising opportunities, waste management and liquor licences. They will be available on council's website and through the Event Services Team in July.
- Industry consultation has begun on the Live Music Action Plan, including a collaborative Live Music Venues Day event with Music Victoria held at the Esplanade Hotel on May 1 2019, which was attended by over 34 music industry professionals. Independent market research was also conducted at St Kilda Festival 2019 with a sample of 1,799 event-day surveys and 1,766 post-event online surveys, capturing audience insights into live music.
- New multi-year funding deeds are currently being finalised for key arts organisations 2019-2021. This was a competitive grants process allocating \$30,000/year for three years to Six organisations: Theatre Works; BalletLab at Temperance Hall; Australian Tapestry Workshop; Red Stitch Actors Theatre; The Torch; and Rawcus Theatre. This funding supports key arts organisations supporting independent artists, creative opportunities, community engagement and leveraging funding from other sources.
- Council's Art Acquisition Reference Group met in May to consider a range of artworks by local artists. A total of six works were acquired, including a new work by Tony Clark to replace the 1994 mural by the artist at the St Kilda Library that will be eventually be decommissioned. The Acquisition program included two donations through the Cultural Gifts Program, including Argy Bargy (Grey) by Dean Bowen which was valued at \$20,000. Public artworks including seven street art projects and conservation and maintenance of monuments and memorials continues. Of note are the creation of a Remembrance Garden as part of the WW1 centenary celebrations and the feasibility into a chime for the Catani Clocktower.

- Markets continue to activate spaces across the municipality and provide places for locals to shop and come together. There were five regular markets on public open space within the City of Port Phillip this financial year, Esplanade Market, Hank Marvin Market, Veg Out Farmers Market, Gasworks and St Kilda Twilight Market. These markets provide food, art, gifts and entertainment to over 300,000 locals and visitors across the year. Along with the regular markets a new Christmas market was trialled on Fitzroy Street this year as part of the Placemaking program.

Challenges

Develop strategic partnerships with organisations whose charter addresses inclusion and diversity across the arts and creative industries, for example Arts Access and Multicultural Arts Victoria

Urgent works required within the South Melbourne Town Hall have reduced Council's availability of suitable arts spaces. This has led to some arts organisations securing tenancies outside the municipality, including Multicultural Arts Victoria. Council is investigating short and long-term options for other spaces within the municipality.

Update and integrate the Indigenous Arts Plan, including consideration of Yalukut Weelam Ngargee Festival

Indigenous Arts Strategy - Consultation showed that the community wished to have the strategy developed through an Indigenous Arts Advisory Committee, rather than it be written by a consultant. Therefore, the project timeframes have been revised to provide time to appoint this new Committee and to work with them to develop the strategy.

Next steps

There are a further eight new actions starting in 2019/20 – overall number 26 Year 2 Actions

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

The Move, Connect, Live - Integrated Transport Strategy 2018-28 was endorsed by Council on 20 September 2018 and outlines 30 actions to be delivered or commenced in 2018/19. Three Actions were brought forward to commence in 2018/19 increasing the total from 30 to 33.

Current year action progress (33 of 42 actions):

Not started - 0 Action

In progress - 26 Actions

Completed - 3 Actions (Actions 5, 37 and 35)

Highlights

- Consultation on the Domain Precinct Design Response recently ended on 29 May 2019. This feedback is being incorporated into the Draft Domain Precinct Public Realm Masterplan (the Draft Masterplan). Councillor workshop to review draft has been scheduled for 10 July with a proposed public exhibition in late-July 2019.
- Council has completed physical accessibility audits and Public Life surveys for the St Kilda Junction Safety Upgrade and now working collaboratively with Department of Transport on its led Movement and Place Study
- Completion of nine design projects for 2019/20 delivery under the Healthy Tracks to School program to support students walking and riding to Albert Park Primary, St Columbus St Kilda Park Primary schools
- Completion of South Melbourne market Traffic Study
- Partial completion of intersection upgrade of Wellington Street Stage 3 to improve traffic safety, and pedestrian and bike facilities. Secured agreement from VicRoads for the design, with final works to be completed in 2019/20
- The bike corridor delivery program successfully completed the Garden City path upgrade section and commenced concept design for other corridors
- Department of Transport commenced in partnership with Council the planning for the project to deliver better walking, bike riding and public transport outcomes along St Kilda Road
- Completed deep and targeted community engagement and data analysis and commenced market research of residents, businesses, workers and visitors to inform the development of the Parking Policy
- Completion of the South Melbourne Paid Parking Fee Trial and the conversion of this trial to ensure consistent operation of paid parking municipal-wide

Chapter 4 Our performance

- Completed installation of 25 new Car Share bays across the municipality

Chapter 5 Working for our community

- Working with Council
- Our organisational structure
- Our people
- Health and safety

Working with Council

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

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

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

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

Our organisational structure

Several changes were made to the organisational structure during the year to ensure the organisation continues to be well equipped and responsive to the challenges of growth, financial constraints and evolving community priorities.

Organisational structure (as at 30 June 2019)

Office of the CEO

- Peter Smith, Chief Executive Officer
 - Kylie Bennetts – Director Office of the CEO
 - Lauren Bialkower – Manager Communications & Engagement
 - Rachel Russell – Head of Safety and Wellbeing
 - Steven Ross – Manager Organisational Performance
 - Brian Tee – Manager Strategic Partnerships
 - Mark Edmonds, Acting Manager – South Melbourne Market
 - Anita Donnelly, Program Director Placemaking

City Strategy and Sustainable Development

- Lili Rosic, General Manager – City Strategy and Sustainable Development
 - Brett Walters, Manager – Environmental Sustainability
 - George Borg, Manager – City Development

Chapter 5 Working for our community

- Damian Dewar, Manager – Strategy and Design
- Suzane Becker, Manager Transport Choices

Infrastructure and Amenity

- Fiona Blair, General Manager – Infrastructure and Amenity
 - Doug Martin, Acting Manager - Safety and Amenity
 - Peter Jumeau, Acting Manager – Maintenance and Operations
 - Anthony Traill, Manager – Open Space and Recreation Services
 - Lisa Davis, Manager – Divisional Portfolio
 - Lachlan Johnson, Manager – Project Services

Community and Economic Development

- Tony Keenan, General, Manager – Community and Economic Development
 - Pam Newton, Manager – Family, Youth and Children
 - Mary McGorry, Manager – Diversity and Inclusion
 - Fran O'Brien, Manager – Future Communities
 - Dana Pritchard – Acting Manager Cultural and Economic Development
 - Teresa Parsons – Program Manager Service Transformation

Customer and Corporate Services

- Chris Carroll, General Manager – Customer and Corporate Services
 - Dennis O'Keeffe, Chief Financial Officer – Finance
 - Rod Apostol, Manager – Digital and Technology Services
 - Joanne McNeill, Manager – Asset Management & Property
 - Kim Oakman, Manager – People and Culture
 - Tarnya McKenzie, Manager Customer Experience and Transformation

Leading the way

Chief Executive Officer

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

Peter Smith

Chief Executive Officer

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

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

Office of the CEO

The Office of the CEO division seeks to provide greater focus on organisational strategy & performance (including council planning, risk, audit, Occupational Health and Safety & Enterprise Portfolio Management Office operations), strategic partnerships, government relations, communications and engagement and governance. As at 30 June 2019, the Office of the CEO consists of the following departments Communications & Engagement, OHS, Governance, Executive & Councillor Services, Strategic Partnerships, Organisational Performance, South Melbourne Market & Placemaking.

Kylie Bennetts

Director CEO's Office

Kylie Bennetts commenced in January 2018 as the Director CEO's Office. Kylie has worked in local government for over 10 years, holding a range of different portfolios and responsibilities and has also worked in state government predominantly project and policy development in the social services and community sectors. Kylie has particular experience in strategy and policy development, risk management and governance.

Kylie has a Bachelor Degree in Health Science, Prince II project management qualifications and is part-way through a Masters of Business Administration.

City Strategy and Sustainable Development

The City Strategy and Sustainable Development division seeks to enhance the liveability and sustainability of our places and precincts in an environment of growth and change. This division is responsible for leading the transformational Council Plan themes of transport and parking, environment, waste and water, and has a key role in planning for our City's growth, with an ambitious agenda for statutory planning service reform as we strive for customer service excellence.

Lili Rosic

General Manager

Lili commenced as General Manager of Place, Strategy and Development in August 2018, after acting as General Manager from April 2018.

Lili's key strengths include facilitative leadership, political acumen, and expertise in strategic policy development. Committed to working with her teams to create a culture of inspirational and excellent customer service. Lili is passionate about positive and productive dialogue that involves all key stakeholders to ensure we enhance the City's public spaces, transport options, liveability and resilience to climate change.

She holds an MBA and is a graduate of the Australian Institute of Company Directors.

Infrastructure and Amenity

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

Fiona Blair

General Manager

Fiona has delivered outstanding results in her work across the local government, education and service sectors. She has a long affiliation with our City through a

number of leadership roles at the City of Port Phillip and has extensive experience in a broad range of services.

Fiona is known for her leadership and known to mentor and coach people.

Fiona has a Master of Business Administration and a Bachelor of Applied Science. She is a graduate of the Australian Institute of Company Directors, a qualified executive coach, and completed the Australian New Zealand School of Government Executive Fellows Program 2018 and she was named in the inaugural list of the Top 50 Public Sector Women in Victoria.

Community and Economic Development

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

The Community Development staff are proud leaders of social justice and creative endeavour and strive for highest value and quality for our community today and for future generation. We seek to understand changing community need and population growth in order to support healthy and liveable communities. We boldly enable and promote inclusion, participation connection, and access through the delivery and funding of programs, activities and services.

We lead and coordinate the implementation of Council's Fishermans Bend urban renewal program ensuring Council investment in the area catalyses the creation of healthy and liveable communities.

Tony Keenan

General Manager

Tony commenced as General Manager in October 2018. Tony has extensive leadership experience having held several Chief Executive roles in the community sector. He has broad experience in public policy having served in numerous senior advisory roles for governments. Tony has an Executive Masters - Public Administration from the Australian and New Zealand School of Government and was awarded a Harkness Fellowship in Public Policy which he undertook at University of California, San Francisco.

Customer and Corporate Services

The Customer and Corporate Services Division provides technology, human resource management, asset management, financial, and customer service

leadership and support to the organisation. It also operates Council's customer contact centre.

The Division's priorities including improving customer and employee experience, developing a capable workforce and culture of high performance, getting the most from our investment in technology and assets, and ensuring the financial sustainability of Council.

Chris Carroll

General Manager

Chris Carroll joined the City of Port Phillip in March 2014. Chris is an outstanding leader with a breadth of local government, state government and private sector experience. Chris was previously employed by PricewaterhouseCoopers New Zealand as a Director in its consulting business. Prior to this, Chris worked in a variety of leadership roles for Auckland Council and the former Auckland City Council and played a key role in the implementation of the Auckland local government reforms.

Chris holds a Master of Public Policy and Management and a Master of Business Administration, is a member of the Australian Institute of Company Directors, and has extensive experience in organisational strategy and performance management, property and asset management, change leadership, and business transformation and improvement.

Our people

A multitude of services are delivered in our community by the 997 people employed at the Port Phillip City Council.

Staff profile

Breakdown by banding

Structure	Band 1	Band 2	Band 3	Band 4	Band 5	Band 6	Band 7	Band 8	All other	Total
Classification	FTE	FTE	FTE	FTE	FTE	FTE	FTE	FTE	FTE	FTE
Permanent Full Time – Female	0.00	0.00	16.00	26.00	66.00	47.00	48.00	34.00	23.00	260.00
Permanent Full Time – Male	1.00	28.00	26.00	28.00	29.00	48.86	44.00	39.00	29.00	272.86
Permanent Part Time – Female	1.30	11.56	18.39	20.46	25.34	25.42	21.80	5.90	3.01	133.18
Permanent Part Time – Male	3.90	3.93	5.54	9.88	3.41	2.94	2.40	0.00	0.90	32.90
Casual – Female	0.06	0.06	0.66	0.27	0.15	0.00	0.30	0.09	0.00	1.59
Casual - Male	0.06	0.03	0.15	0.12	0.06	0.09	0.03	0.00	0.00	0.54
TOTAL	6.32	43.58	66.74	84.73	123.96	124.31	116.53	78.99	55.91	701.07

Note - Temporary staff total of 73.41 FTE not included in table above

Casual FTE is calculated on an estimate of 2 hours per pay cycle

Fixed Term SO employees are considered Permanent for reporting purposes

Staff profile (by division)

Structure	Office of the CEO	Infrastructure and Amenity	Customer and Corporate Services	Community and Economic Development	City Strategy & Sustainable Development	Total
Classification	FTE	FTE	FTE	FTE	FTE	FTE
Permanent Full Time – Female	20.00	43.00	50.00	112.00	35.00	260.00
Permanent Full Time – Male	13.00	143.00	48.00	24.86	44.00	272.86
Permanent Part Time – Female	12.99	8.60	14.37	88.90	8.32	133.18
Permanent Part Time – Male	2.10	5.34	4.22	19.60	1.64	32.90
Casual – Female	0.09	0.33	0.03	1.14	0.00	1.59
Casual - Male	0.03	0.06	0.03	0.36	0.06	0.54
TOTAL	48.21	200.33	116.65	246.86	89.02	701.07

Note - Temporary staff total of 73.41 FTE not included in table above

Casual FTE is calculated on an estimate of 2 hours per pay cycle

Fixed Term SO employees are considered Permanent for reporting purposes

People and Culture Strategy 2019 – 2022

The 2016 – 2019 People and Culture Strategy was reviewed and redeveloped this year to align with the Organisational Strategy and consolidate our people and culture objectives.

Our vision is to be recognised as a leading government organisation that is agile, future ready and trusted by our people to make the best use of their diverse talents and to provide a healthy, inclusive and enabling workplace.

Our People and Culture Strategy 2019 - 2022 contains four themes and associated actions that are key to achieving our aspiration.

Theme 1: Our People

- We are an employer of choice that attracts and retains the right people
- We manage performance well and our people are committed to learning and growth.

Theme 2: Our Culture

- We have an aligned and engaged workforce that lives our values
- We are a diverse, inclusive and socially responsible organisation

Theme 3: Our Leaders and Teams

- We have constructive, adaptive and resilient leadership
- We have well lead, agile, purposeful and effective teams

Theme 4: Our Workplace

- We have safe, healthy and productive workplaces
- We provide the right tools, equipment and support for people to do their jobs.

Initiatives, measures and targets have been developed for each theme. Progress is tracked and reported regularly.

Learn. Develop. Grow.

Investing in our people capability is a priority. Through the Corporate Training Calendar in 2018/19 we offered 137 face to face courses that were attended by 1367 staff members. Compliance topics were a focus this year with additional courses offered in areas such as procurement, tender evaluation, contract management and driver safety awareness.

We also expanded our Learning Management System (MyPath) to include 4 new online eLearning modules for Privacy Awareness, Creating a Child Safe Port Phillip, Project Guidance and Contract Management.

Study assistance is available to staff undertaking accredited courses related to their current work or local government careers. In 2018/19, 14 staff members participated in this program, using 466.77 hours of study leave.

Leadership Development Program

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

- Executive Leadership Team development
- Combined Leadership Team development

- Individual coaching for senior staff
360° feedback for new level four leaders and above, using the Life Styles Inventory™, a questionnaire based tool designed to provide feedback about an individual's thinking and behaviour in a way that promotes constructive change. A total of 16 individual debriefs were conducted by a mix of internal and external LSI Practitioners.
- LGPro professional development programs including the Emerging Leaders Program, the Executive Leadership Program and the Ignite Leadership Program for Outdoor Workers.

People management capabilities

We continue offering a suite of human resource (HR) focused training programs, developed and delivered to our organisation by the People and Culture department and external training providers. The programs cover recruitment, performance management, flexibility, grievances and mental health. In 2018/19, 19 staff members completed the HR Masterclass, 8 completed Courageous Conversations, 22 completed Mental Health Awareness in the Workplace (Self and Others) and 16 completed Dealing with Conflict / Difficult People. Participant feedback reinforces that these programs are appropriately customised to local government and our organisation.

The change management capability of our leaders is further supported by the human resources business partnering model. A team of dedicated HR Business Partners provides coaching, support and advice to leaders in relation to general HR matters and the implementation and management of change initiatives.

Equal Opportunity

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

Our equal employment opportunity policy, Respect for Others, supports our vibrant and diverse work environment, where our people can develop professionally and personally, free from harassment, discrimination and bullying.

Our values of working together, courage and integrity, creative and strategic thinking, personal growth and performance, and accountability support a culture of respect for each other in all aspects of employment, training and service.

This year, 95 participants attended 9 equal opportunity education sessions.

A further 174 staff members completed eLearning modules on either Anti-Bullying and Harassment or Equal Opportunity for Managers and Supervisors since July 2018.

Community focus

We encourage and support employees to contribute to the community outside the realm of their roles.

Initiatives included:

- Give as You Earn donations to charity of choice via payroll deduction
- raising approximately \$2,500 for the Cancer Council and men's health by participating in the Biggest Morning Tea and Movember
- blood donation drives with over 90 individual staff donations made
- 50 toiletries packs for the 2019 St Kilda Mums 'One Mother to Another' campaign
- Contributing around 80 Secret Santa Gifts and raising over \$1,600 for children and families supported by Council's Family, Youth & Children Department.

Employee Assistance Program

Our Employee Assistance Program helps staff to meet the challenges and demands of their personal and work lives. This professional and confidential service provides employees and their immediate families with short term support for a variety of work-related and personal issues. During the year, 90 people used 198 hours of the service, to support their ongoing health and wellbeing.

Chapter 6 – Statutory Statements

Freedom of Information Act

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

Requests for access to Council documents under the *Freedom of Information Act 1982* must be in writing and must provide sufficient information to identify the particular document(s) being sought. In 2017/2018 the application fee for a request was \$28.40.

More information, including a request form, is available on our website at [City of Port Phillip - Freedom of Information](#)

Principal Officer: Peter Smith, CEO

Details of Freedom of Information (FOI) requests 2017/2018

Total number of FOI requests received	48
Total number of valid requests (incl. 9 requests received in the previous financial year still under consideration)	40
Number of requests where access was granted in full	2
Number of requests where access was granted in part	27
Number of requests where access was denied in full	2
Number of requests where no documentation was found	3
Number of requests not proceeded with	8
Number of valid requests still under consideration at 30 June 2018	6
Number of appeals lodged with the FOI Commissioner	1
Total application fees collected	\$937.20
Total application fees waived	\$198.90

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.

More information on Protected Disclosures, including procedures for making a disclosure under the Act, is available on our [website](#).

There were no disclosures notified to the Independent Broad-based Anti-corruption Commission under section 21(2) of the Act during the 2017/18 financial year.

Privacy and Data Protection Act

The City of Port Phillip is committed to full compliance with our obligations under the *Privacy and Data Protection Act 2014*.

Our Information Privacy Policy (including Guidelines and Procedures) is available at Council offices and on our [website](#).

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

Contracts

During the year Council had one instance whereby it engaged a contractor with the cumulative value in excess of \$150,000 including GST without first conducting a competitive tendering process. Between September 2015 and January 2017, Council's planning department utilised the services of a contractor whose contract with Council had expired. During this time, expenditure exceeded \$150,000, which is above the threshold set out in section 186 of the *Local Government Act 1989* for requiring a competitive process. Council terminated the contract in January 2017. An investigation has determined that this is an isolated case, however to mitigate the risk of similar breaches occurring in the future Council is updating its procurement policy and staff training and has introduced a monthly report that ensures the executive team has oversight of any instances of expenditure approaching expenditure limits.

Domestic Animal Management Plan

Under the Domestic Animals Act 1994, Council is required to have a four-year Domestic Animal Management Plan. In 2017 Council undertook development and public consultation on a new Domestic Animal Management Plan 2017-2021, endorsed by Council on the 15 November 2017. In 2018-2019 the following activities were undertaken to promote and ensure responsible pet ownership and pet welfare:

- A comprehensive survey of our residents and visitors in relation to our dog off-leash restrictions was completed in December 2018. The survey was completed for Council's Animal Management to complete Action 18 of the Domestic Animal Management Plan 2017-21 (DAMP) Action 18 required we review and manage the provision of dog off-leash along the foreshore and in Fisherman's Place to protect and balance the needs of the whole community. A report tabling the survey went to an ordinary Council meeting on 17 April 2019 where Councillors voted to keep all restrictions without change.
- All signage along the foreshore updated as part of Council's Foreshore Unit's larger project to update all foreshore signage.
- Increased pro-active patrols on our foreshore throughout summer to enforce off-leash and prohibited area restrictions.
- Implemented three regular weekly proactive patrols on our streets and reserves to ensure compliance with off-leash and waste requirements in accordance with the Domestic Animals Act 1994 and Order.
- Implemented electronic notification of annual registration fees (email with sms approved to be implemented next financial year).
- Animal Management Officer's completed training with the Lost Dogs Home and RSPCA.
- Community consultation of residents surrounding TT Buckingham Reserve, Port Melbourne completed in relation to proposed changes has part of Council's Open Spaces and Reserves Unit's upgrade of the Park.
- Purchased 10 new cat trapping cages to satisfy Action 14 of the DAMP.
- Carried out an internal assessment of the possibilities of creating a new interactive 'app' for dog uses. It was determined that the level of information provided on Council's webpage was suitable and easily accessible.
- New pet registration forms have been upgraded in accordance with Action 31 of the DAMP

- Review of Barking Dog process and protocols carried out with the creation of a new public document called 'dealing with barking dogs' in accordance with Action 32.2 of the DAMP.

Our focus in 2019/20 next year will be:

- Create a report for Council on the proposed amendment to dog off-leash requirements for TT Buckingham Reserve, Port Melbourne following the public consultation period last financial year.
- Continue our focus on pro-active patrols throughout the year at our foreshore, reserves and other public areas.
- New 'dealing with barking dogs' booklet to be loaded onto Council's Webpage and made available to residents.
- Implement approved SMS electronic notification during the registration period to improve awareness and overall registration numbers.
- Work to improve online registration in accordance with Action 31 of the DAMP.
- Arrange regular meetings to increase our partnership with LDH to work on enhancing services to help owners reunite with their pets, promote adoption of animals and reduce euthanasia rates across Council in accordance with Actions 29, 30 and 40 of the DAMP.
- In accordance with Actions 11 and 22 of the DAMP, increase the Summer Amenity Programs focus on off-leash foreshore areas including the installation of signs on the sand.

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 2018/19 Council did a number of activities that align with the *Carers Recognition Act 2012*.

A selection of our activities are outlined below:

- The Commonwealth Home Support Program delivered 918 respite hours for recipients aged 65 years and over or 50 years and over for people from Aboriginal and Torres Strait Islander (ATSI) background. This enabled their carers to have respite from their caring role.
- The Home and Community Care program delivered 4703 respite hours for recipients under the age of 65 years or under 50 years for recipients of ATSI background. This enabled their carers to have respite from their caring role.

- The Social Inclusion service ran a Carers Outings Group for people caring for loved ones. Ten sessions were conducted benefiting five carers and delivering 50 hours of respite. The program provided an opportunity for carers to share information and meet with other people in carer roles.
- The Social Inclusion service also provided a weekly social support program, 'Tuesday Activity Group', for recipients with dementia. The program delivered respite hours for nine carers resulting in 894 hours of respite.
- The Joint Councils Access for All Abilities (JCAAA) service provided 7,899 hours of respite care for carers of people with disability. Activities included arts, sport, recreation and school holiday programs.
- MetroAccess offered tailored individual support and advice for Carers to navigate Council information and the Disability sector around topics including allied health practitioners who provide services to Deaf people, sourcing equipment, advocacy with housing and concessions with environmental sustainability programs.
- MetroAccess continue to maintain a relationship with a local Carer run support group "Inner South Family and Friends" who meet monthly with Carers of people with mental illness.
- In May the Cities of Port Phillip and Glen Eira MetroAccess Officer's put on a free movie time-out experience for 40 Carers.
- The City of Port Phillip NDIS (National Disability Insurance Scheme) Prepare Project Officer organised six NDIS information sessions of which carers participated. In addition, a specific NDIS information session was organised with the Brotherhood of St Laurence for the Inner South Family and Friends network.

Disability Act

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

The City of Port Phillip Access Plan 2013-2018 aims to ensure our City embraces difference and people belong.

Sixty-Five initiatives have been progressed since the introduction of the plan. Highlights for 2017-18 include:

Employment and training

- A new Workplace Adjustment Policy has been established and is being incorporated into the induction kit of all new employees.

- YouMeUs – Achieving Inclusion training is now included in the new Learning Management System for Council staff and has been completed by all customer service staff.

Information, communication and engagement

- Council Meetings and Planning Committee Meetings are now being livestreamed. This enables residents to view the Council Meetings online and not have to come into a Town Hall to observe meetings.
- Assistance Animals Stickers and YouMeUs leaflets have been mailed with the footpath trading stickers to 800 local traders.
- Intramaps the new online mapping system features a disability access specific layer which includes accessible parking, toilets, beach showers etc.
- Council's website is now mobile device friendly which enables better access for people with disability.
- Preparation for the transition to NDIS which rolled out in the Bayside Peninsula Area in April 2018 was undertaken. This included hosting several community information sessions, supporting residents to access the scheme, and engaging with key organisations and local service providers.

Policy and planning

- Council participated in the Australian Network on Disability, Access and Inclusion Index to better understand, assess, benchmark and improve disability confidence across the organisation. The recommendations will also be considered in the development of a new plan in 2019.

Economic Development

- City Permits staff performed more than 300 site inspections, engaging with business owners, and alerting them to key accessibility issues. The importance of clear, un-obstructed building lines and straight-paths of travel for people with blindness and low vision was highlighted.

Culture and community

- An Auslan interpreter was engaged for the opening night show of the Live N Local free music festival.
- Council continues to partner and support Bandmates Victoria, a program that matches people with disability and/or mental health issues and volunteers to see live music events together.

Infrastructure

- Public bathroom upgrades at Point Ormond and Marina Reserve have included both ambulant and accessible bathrooms.
- A community consultation at South Melbourne Market was conducted with nine people with various disabilities with a 'walk-through' and workshop to gain

insight on access and inclusion issues at the Market from a lived experience perspective. The consultation informed the South Melbourne Market project team on how to improve accessibility at the Market.

Sports, recreation and open spaces

- Beach wheelchairs and matting are now available at both St Kilda and Port Melbourne Life Saving Clubs enabling people with disabilities to access the water during weekends over the summer patrol months. The Launch of the Accessible Beaches took place at St Kilda Life Saving Club on 9 December as part of 2017 International Day for People with Disabilities.
- Accessible Fitness Stations have been installed at Alma Park West, Cook Reserve, Kings Way Reserve, Middle Park Foreshore, Moran Reserve and Peanut Farm Reserve.

More information on Access Plan 2013 - 2018 is available on our [website](#).

Food Act Ministerial direction

In accordance with Section 7E of the Food Act 1984, a council is required to publish a summary of any Ministerial directions received during the financial year in its annual report. No such Ministerial directions were received by Council during the financial year.

Road Management Act Ministerial

Direction In accordance with Section 22 of the Road Management Act 2004, a council must publish a copy or summary of any Ministerial direction in its annual report. No such Ministerial directions were received by Council during the financial year.

Planning and Environment Act

In accordance with Section 46GM and 46QD of the Planning and Environment Act 1987, a council that is a collecting or development agency, must prepare and give a report to the Minister for Planning on infrastructure development contributions including levies and works in kind. The report must be published in a council's annual report.

For the 2018/19 year the following information about infrastructure and development contributions is disclosed.

Development Contributions Plans (DCP) Report

Table 1 – Total DCP levies received in 2018/19

DCP Name (Year approved)	Levies received for 2016/17 financial year (\$)
C13 Port Melbourne DCP (1999)	\$0.00
Total	\$0.00

Table 2 – Any DCP land, works, services or facilities accepted as works-in-kind in 2018/19

DCP name and year approved	Project ID	Project description	Item purpose	Project value (\$)
C13 Port Melbourne DCP 1999	Nil	Nil	Nil	\$0.00
Total			0	

Table 3 – Total DCP contributions received and expended to date (for DCPs approved after 1 June 2016)

DCP Name (Year approved)	Total levies received (\$)	Total DCP levies expended (\$)	Total WIK accepted (\$)	Total DCP contributions received (Levies and WIK)(\$)
Nil				
Total	0	0	0	0

Table 4 – Land, works, services or facilities delivered in 2018/19 from DCP levies collected

Project description	Project ID	DCP Name (Year approved)	Total DCP Fund expended (\$)	WIK accepted (\$)	Council's contribution (\$)	Other contributions (\$)	Total project expenditure (\$)	Percentage of project delivered
Street tree program	PJ177763	C13 Port Melbourne DCP 1999	\$130,267.00	\$0.00	\$0.00	\$0.00	\$130,267.00	100%
Total			0	0	0	0	0	

Council has an obligation to comply with requirements of competitive neutrality policy when it is operating a significant business. Competitive neutrality policy requires us to implement competitively neutral measures to mitigate any net advantage over our private competitors arising from government ownership or demonstrate that restricting competition is in the public interest.

Child safe standards

As a child safe organisation that has zero tolerance for child abuse, we continue to review and implement policies and procedure to prevent, respond and report allegations of child abuse.

Council has implemented robust screening, supervision and training protocols for new and existing staff.

These includes:

- all staff working with or around children have valid Working with Children Checks
- vetting procedures including identity checks, thorough referee checks and work history checks
- mandatory online training to help all staff recognise the signs of abuse and the understand the role every adult has in preventing and reporting any concerns or allegations of abuse.

Best value report

We are committed to continuously improving our services and providing value for money to our residents. This commitment is in compliance with the Local Government Act 1989.

In 2019/20, we continued to carry out a multifaceted approach to deliver best value to our community.

We continued to invest in our staff's capability in continuous improvement through the facilitation of a Community of Practice, providing targeted workshops and training to a continuous improvement network of over 45 staff.

The Community of Practice provides support and coaching to employees to ensure the delivery of measurable benefits to our community, by applying improvement skills, techniques and knowledge to a wide range of projects across the organisation.

By improving services we provide to the community, we have delivered seven projects that combined, will reduce the time the community waits for our services by over 5,400 days, or over one hour, for every Port Phillip resident.

These savings are attributed to reducing the time taken to initiate aged and disability services, and Maternal Child Health key age and stage appointment bookings, and improving customer response time to requests for local laws investigations.

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

Savings were achieved through the continuous improvement

At the same, time we created internal efficiencies that will result in over 15,926 hours of staff time savings by streamlining some of the following internal processes: food services, building surveyor lodgements, overhanging vegetation, record automation. This freed up time was redirected to more value-adding tasks.

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

Examples of the projects delivered include:

- children serves booking automation
- digital plans for planning compliance
- removal of manual and paper based time sheeting
- digital services management and response

- body worn cameras for isolated workers.

The Local Government Act 1989 details six Best Value principles:

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

Governance and management checklist

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

Governance and management items	Assessment
<p>Community engagement policy</p> <p>Outlines Council's commitment to engaging with the community on matters of public interest</p>	<p>No Policy</p> <p>Our commitment to community engagement is outlined in the Council Plan 2017-27. Our Community Engagement Framework provides an overarching internal road map towards building organisational capability and capacity to support community engagement, and is supported by an internal engagement toolkit to guide officers in community engagement planning and delivery.</p>
<p>Community engagement guidelines</p> <p>Assists staff to determine when and how to engage with the community</p>	<p>Guidelines (online toolkit) ✓</p> <p>Date of operation of current guidelines: 20 March 2012</p>
<p>Strategic Resource Plan</p> <p>Plan under Section 126 of the Act outlining the financial and non-financial resources required for at least the next four financial years</p>	<p>Adopted in accordance with Section 126 of the Act ✓</p> <p>Date of adoption: 19 June 2019 as part of the Integrated Council Plan 2017-27</p>
<p>Annual Budget</p> <p>Plan under Section 130 of the Act setting out the services to be provided and initiatives to be undertaken over the next 12 months, and the funding and other resources required</p>	<p>Adopted in accordance with Section 130 of the Act ✓</p> <p>Date of adoption: 19 June 2019 as part of the Integrated Council Plan 2017-27</p>
<p>Asset Management plans</p> <p>Sets out the asset maintenance and renewal needs for key infrastructure asset classes for at least the next 10 years</p>	<p>Plans ✓</p> <p>Date of operation: 26 June 2017</p>
<p>Rating Strategy</p> <p>Sets out the rating structure of Council to levy rates and charges</p>	<p>Strategy ✓</p> <p>Date of adoption: 20 June 2018</p>

<p>Risk Policy</p> <p>Outlines Council’s commitment and approach to minimising the risks to Council’s operations</p>	<p>Policy ✓</p> <p>Date of operation of current policy: 7 June 2017</p>
<p>Fraud Policy</p> <p>Outlines Council’s commitment and approach to minimising the risk of fraud</p>	<p>Policy ✓</p> <p>Date of operation of current policy: 28 June 2018</p>
<p>Municipal Emergency Management Plan</p> <p>Plan under Section 20 of the Emergency Management Act 1986 for emergency prevention, response and recovery</p>	<p>Prepared and maintained in accordance with Section 20 of the Emergency Management Act 1986 ✓</p> <p>Date of preparation: 24 May 2019</p>
<p>Procurement Policy</p> <p>Policy under Section 186A of the Local Government Act 1989 outlining the matters, practices and procedures that will apply to purchases of all goods, services and works</p>	<p>Prepared and approved in accordance with section 186A of the Local Government Act 1989 ✓</p> <p>Date of adoption: 21 June 2019</p>
<p>Business Continuity Plan</p> <p>Sets out the actions that will be taken to ensure that key services continue to operate in the event of a disaster</p>	<p>Plan ✓</p> <p>Date of operation of current plan: 15 July 2019</p>
<p>Disaster Recovery Plan</p> <p>Sets out the actions that will be undertaken to recover and restore business capability in the event of a disaster</p>	<p>Plan ✓</p> <p>Date of operation of current plan: 11 May 2018</p>
<p>Risk Management Framework</p> <p>Outlines Council’s approach to managing risks to Council’s operations</p>	<p>Framework ✓</p> <p>Date of operation of current framework: 9 July 2018</p>
<p>Audit Committee</p> <p>Advisory committee of Council under Section 139 of the Act whose role is to oversee the integrity of Council’s financial reporting, processes to manage risks to Council’s operations and compliance with applicable legal, ethical, and regulatory requirements</p>	<p>Established in accordance with Section 139 of the Act ✓</p> <p>Date of establishment: 19 December 1995</p> <p>The Charter is reviewed each year. The date of the most recent review is 18 July 2018</p>

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:

12 August 2015

✓

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:

19 June 2019

✓

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

Reports

Date reports presented: 7 November 2018, 20 February 2019, 1 May 2019, 7 August 2019,

✓

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: 7 November 2018, 20 February 2019, 1 May 2019, 4 September 2019,

✓

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: 18 March 2019, 15 April 2019, 13 May 2019, 10 June 2019, 15 July 2019, 12 August 2019

✓

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: 20 February 2019, 7 August 2019

✓

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: 17 October 2018

✓

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: 15 February 2017

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: 6 September 2017

Council delegations to staff: 6 September 2017

CEO delegations to staff: 18 January 2019

Meeting procedures

Local law governing the conduct of meetings of Council and special committees

Meeting procedures local law made in accordance with Section 91(1) of the Act

✓

Date local law made: 14 December 2009

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

Councillor Dick Gross

Mayor

Date:

St Kilda

Peter Smith

Chief Executive Officer

Date:

St Kilda

Public documents

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

Documents available for public inspection

- Details of overseas or interstate travel (with the exception of interstate travel by land for less than three days) undertaken in an official capacity by councillors or any Council officers in the previous 12 months, including the names of the councillors or Council officers and the date, destination, purpose and total cost of the overseas or interstate travel.
- Agendas for, and minutes of, Ordinary and Special Council meetings held in the previous 12 months, except if the minutes relate to parts of meetings that have been closed to members of the public under Section 89 of the *Local Government Act 1989*.
- Minutes of meetings of Special Committees established under Section 86 of the *Local Government Act 1989* and held in the previous 12 months, except if the minutes relate to parts of meetings that have been closed to members of the public under Section 89 of the Act
 - Statutory Planning Committee
 - Inner Melbourne Action Plan (IMAP) Committee
 - South Melbourne Market Management Committee
 - Council Neighbourhood Programs Committee
- A register of delegations kept under sections 87(1) and 98(4) of the *Local Government Act 1989*, including the date on which the last review, under sections 86(6) and 98(6) of the Act, took place.
- A register containing details of all leases involving land that were entered into by Council as lessor, and including the lessee, the terms and the value of the lease.
- A register that shows the names of all people appointed by Council to be authorised officers under 224(1A) of the *Local Government Act 1989*.
- A list of donations and grants made by Council in the previous 12 months, including the names of persons who, or bodies which, have received a donation or grant and the amount of each donation or grant.

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

Contact details

For more information, please contact us via:

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

Phone: 03 9209 6777

Facsimile: 03 9536 2722

SMS: 0432 005 405

If you are deaf or have a hearing or speech impairment, you can phone us through the National Relay Service (NRS):

- TTY users dial 133677, then ask for 03 9209 6777

- Speak & Listen users can phone 1300 555 727 then ask for 03 9209 6777

For more information visit: www.relayservice.gov.au

You can also visit our website www.portphillip.vic.gov.au

Postal address:

City of Port Phillip, Private Bag 3, PO St Kilda, Vic 3182

Large print version:

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