

# CEO Report

#51 - February 2019



# CEO Report


## Issue 51




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Council respectfully acknowledges the Yalukut Weelam Clan of the Boon Wurrung. We pay our respect to their Elders, both past and present. We acknowledge and uphold their continuing relationship to this land.


## Guide to reading this report

-  **On track** Latest result has achieved target for measure  
Project is on track across all elements

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-  **At risk** Latest result experienced a minor miss in relation to target measure  
One or more elements of project are at risk

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-  **Off track** There is a significantly large variation from targeted result for measure  
Project is off track for one or more elements

All elements are weighted equally and milestones could be significant or small.

This report uses the best available information. While 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 and is subject to change.

# "A successful summer management program has enabled residents and visitors to enjoy the City Of Port Phillip this year."

## PETER SMITH

CEO City of Port Phillip

Welcome to the February issue of the CEO Report.

This year a successful summer management program rolled out the 'play your part, use the bin' to ensure the summer was safe, clean and fun for everyone by playing our part. We provided extra rubbish bins, litter collections and beach cleans throughout the summer.

Supporting the program, Council endorsed an alcohol ban for the St Kilda foreshore from 1 November 2018 to 31 March 2019.

The Summer Rangers returned, roaming the city and attending events, providing information and helping residents and visitors manage waste in our public spaces.

Crowds were well behaved over the Christmas and new Year period, which meant 20 per cent (or 100 tonnes) less rubbish and litter was collected than the same period last year.



### St Kilda Festival

St Kilda Festival is Australia's largest community festival, a celebration of community spirit, live local music and the beautiful St Kilda foreshore. Hundreds of thousands of people attend the one day of free fun.

In its 39th year, the much loved annual summer celebration brought hundreds of thousands of people to St Kilda. The diverse program was packed with music, dance, free activities for all ages, market stalls, food and drink.

With twelve hours of programming, 50 scheduled performances and over 400,000 people in attendance, the festival was a huge success.

### Creating a child safe Port Phillip

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.

All staff are required to undertake mandatory on line training to help them recognise the signs of abuse and the understand the role every adults has in preventing and reporting any concerns or allegations of abuse.

Council is also ensured a robust recruitment practices that ensure we have the right people with the right qualifications and work permits working with children and young people.

### Lunar New Year at South Melbourne Market

On 18 February market goers celebrated the Lunar New Year with traditional lion dancers as they danced through the market, ringing in the year of the pig. They spread good fortune and happiness to all in attendance.

### Midsumma Pride March in Fitzroy Street

On 3 February thousands lined the streets for the annual Pride March, a day of celebration, excitement and tonnes of glitter. In its 24th year, the event was kicked off by the pre-march procession by Dykes on Bikes followed by thousands of marchers led by Midsumma's Indigenous Pride Float.

### Midsumma Pride March in New citizens

On 26 January 100 new citizens were welcomed from 31 different countries at a ceremony at the St Kilda Town Hall on Australia.

# Transforming the City

The Council Plan 2017-27 sets out four areas where Council will focus its effort to see significant transformation over the next 10 years. Four key strategies were developed in 2018 to address these areas.

## Fishermans Bend

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### What has happened?

- Precinct planning work continued.
- Heritage consultants were appointed and commenced work on stage one.
- Streetscape works continued, with majority of the works in Railway Place completed and pedestrian access restored. Douglas Street works have progressed with the installation of new footpath and kerb. Works also commenced in the Ferrars and Douglas streets intersection.

### What's coming up?

- Precinct and service planning will continue.
  - Planning for community engagement and advocacy.
  - Develop 3D modelling.
- 

## Don't Waste It! - Waste Management Strategy 2018-28

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### Transforming waste management

The Don't Waste It! – Waste Management Strategy 2018-28 was endorsed by Council on 17 October 2018 and outlines 25 actions to commence in 2018/19.

The strategy provides a blueprint for how Council and the community will work together to create a more sustainable future for Port Phillip, ensuring it has a sustained reduction in waste.

### Action progress

Below shows a progress update of the actions due for completion in 2018/19.



### Highlights

- Completed recruitment for new officers to implement strategy program.
- Commenced benchmarking and monitoring program of new waste and recycling strategy.
- Commenced assessment options for pilot trials of food waste recycling program.
- Commenced community consultation regarding the street and beach service review.
- Commenced collaborative waste disposal/treatment contract process with the Metropolitan Waste and Resource Recovery Group.

### Actions not started

Two actions have been identified to commence in May 2019:

- Action 11 - We will seek grant funding to trial insinkers within exiting apartments
  - Action 3 – We will develop and deliver programs to rescue surplus food and create food rescue opportunities.
-

## Act and Adapt - Sustainable Environment Strategy 2018-28

Transforming waste and water management

The Act and Adapt - Sustainable Environment Strategy 2018-28 was endorsed by Council on 20 June 2018 and outlines 29 actions to be delivered in 2018/19.

This strategy was developed to help address waste and water management as well as other sustainable environment challenges.

### Action progress

Below shows a progress update of the actions due for completion in 2018/19.



### Highlights

- Completed construction of raingardens at Foote and Mills streets, Albert Park.
- Commenced three new programs (Enviro Champs, Smart Solutions for Community Services and Smart Solutions for Businesses) as part of the Sustainable City Community Action Plan.
- Received tender submissions for installation of solar panels on the roof of South Melbourne Market and for design of the EcoCentre redevelopment.
- Partnered with DELWP and other councils to launch the Supply Chain Sustainability School pilot to support Council suppliers to assess and improve their sustainability.
- Collaborated with 24 community organisations across the City to deliver an online campaign to encourage the community to live more sustainable during the festive period.
- Refer to page 14 for an update on Albert Park and Alma Park stormwater harvesting schemes.

### Challenges

- The EcoCentre redevelopment project is dependent on partnership funding. Officers will continue to seek further partnership funding for construction. To date we have received \$200,000 from the Victorian Government to progress design.

### Actions not started

All actions to commence in 2018/19 have started.

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

Transforming transport and parking

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.

The strategy was developed to make it easy for people to move around and connect with places in a way that suits them as our City grows.

### Action progress

Below shows a progress update of the actions due for commencement in 2018/19.



### Highlights

- Completed upgraded bike riding infrastructure improvements along Moray Street as part of the network improvements by Rail Projects Victoria.
- Victorian Government announced funding of \$27 million towards the improvements of transport provision for bike riders, pedestrians and drivers.
- Launched the Tour de Cecil community bike riding support program.
- Continued work on the Carlisle Street Tram Stop Upgrade.
- Completed installation of parking sensors in priority precincts and the roll out of the new Pay Stay parking application.

### Actions not started

Several actions are due to commence in quarter three including three items brought forward from 2019/20.

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

The Art and Soul - Creative and Prosperous City Strategy 2018-22 was endorsed by Council on 20 June 2018 and outlines 18 actions to be delivered in 2018/19.

The strategy outlines the cultural change and collaborative actions required across a range of Council services.

### Action progress

Below shows a progress update of the actions due for completion in 2018/19.



### Highlights

- Community consultation on the Special Rate renewal for Acland and Fitzroy streets closed on 22 November with submissions and objections presented to Council on 20 February.
- Held initial meeting of Creative Cluster Advisor Panel in November. The panel recommended bi-monthly meetings and requested presentations and information on current action outcomes.
- Commenced work to explore the possibility of a demonstration project and planning scheme options to support the commission of art on hoardings.
- Held three outdoor markets on Fridays in December on Fitzroy.
- Read more about the Placemaking program on page 14.

### Actions not started

Two actions have been identified to commence in 2018/19 but are yet to commence:

- Action 3 - Engage and collaborate with local industry associations, traders associations, real estate agents, local communities and community organisations to co-create (and co-contribute to) place activation and governance.
- Action 6 - Leverage the opportunity of the balaclava Station tram stop upgrade and the proposed super market an Marlborough Street carpark redevelopments to improve the public realm in Carlisle Street retail precinct.







# Council scorecard

This section summarises the most current results for the outcome indicators and service performance measures in the Council Plan 2017-27.

A detailed breakdown of results is provided on pages 25 - 56.

	Outcome indicators	Service measures	Areas for focus
<p>Direction 1 We embrace difference, and people belong</p>	<p>2 on track 1 at risk 0 off track</p>	<p>5 on track 7 at risk 0 off track</p>	<ul style="list-style-type: none"> <li>The outcome indicator at risk relates to residents that agree Port Phillip is welcoming and supportive for everyone (annual survey conducted in February 2018) which remained stable and just below target (93 per cent compared to &gt;95 per cent).</li> <li>Four of the service measures at risk relate to community satisfaction survey results (conducted in February 2018), conducted in (recreational facilities, services contributing to health and wellbeing of the community, supporting older people and people with disabilities and family, youth and children), where a slight decrease was experienced and results dropped below target. Participation in first MCH home visit and participation in MCH service fell slightly below target (95.62 per cent and 62.17 per cent respectively compared to 100 per cent). Compared to the same period in previous years a 10 per cent decrease in children enrolled in the MCH service was experienced this quarter.</li> </ul>
<p>Direction 2 We are connected and it's easy to move around</p>	<p>3 on track 0 at risk 0 off track</p>	<p>6 on track 2 at risk 0 off track</p>	<ul style="list-style-type: none"> <li>Two of the service measures at risk relate to the community satisfaction survey conducted in February 2018 (transport planning policy, safety and design and sealed local roads), where a slight decrease was experienced and results dropped below target.</li> </ul>
<p>Direction 3 We have smart solutions for a sustainable future</p>	<p>5 on track 0 at risk 0 off track</p>	<p>8 on track 5 at risk 0 off track</p>	<ul style="list-style-type: none"> <li>Three service measures at risk relate to the community satisfaction survey conducted in February 2018 (making Port Phillip more environmentally sustainable, street cleaning and waste and recycling), where a slight decrease was experienced and results dropped below target. Two annual measures at risk relate to waste with council waste production (59.6T compared to 50T). Total suspended solids removed from stormwater fell short of target (46.5T compared to 47.3T).</li> </ul>



	Outcome indicators	Service measures	Areas for focus
<p>Direction 4 We are growing and keeping our character</p>	 <p>2 on track 2 at risk 0 off track</p>	 <p>13 on track 3 at risk 0 off track</p>	<ul style="list-style-type: none"> <li>Results from the community satisfaction survey conducted in February 2018 related to residents who feel a sense of security in Port Phillip experienced a decrease and dropped below target. Council planning decisions upheld at VCAT also fell short of our target (65 per cent compared to 70 per cent). We have experienced an increase from quarter one (63 per cent) and when we include mediated and withdrawn outcomes upheld at VCAT the result would be 77 per cent.</li> <li>Community satisfaction results from the survey conducted in February 2018 show resident perception of planning services decreased and results dropped below target (78 per cent compared to 80 per cent). The quarter two result for cost of planning service was above annual target (\$2,700.58 compared to \$2,500.00). The quarter two result for planning applications decided within timeframes fell below target (54 per cent compared to 60 per cent) despite a drop in applications received.</li> </ul>
<p>Direction 5 We thrive by harnessing creativity</p>	 <p>1 on track 3 at risk 0 off track</p>	 <p>5 on track 4 at risk 0 off track</p>	<ul style="list-style-type: none"> <li>Two of the outcome indicators at risk relate to community satisfaction survey results (culture of creativity and opportunity to participate in affordable events or activities), where a slight decrease was experienced and results dropped below target. The third outcome indicator relates to the percentage of people employed in the top five industries of total employment (50 per cent compared to 54 per cent).</li> <li>Two of the service measures at risk relate to community satisfaction survey results (visitor management and good range of business services), where a slight decrease was experienced and results dropped below target. The two remaining measures relate to our libraries library collection usage (4.42 compared to 4.50) and visits to library per capita (5.91 compared to 6.50).</li> </ul>
<p>Direction 6 Our commitment to you</p>	 <p>3 on track 2 at risk 0 off track</p>	 <p>26 on track 9 at risk 0 off track</p>	<ul style="list-style-type: none"> <li>Two of the outcome indicators at risk relate to community satisfaction survey results from the survey conducted in February 2018 (community engagement and overall performance), where a slight decrease was experienced and results dropped below target.</li> <li>Three of the service measures at risk results relate to the community satisfaction survey conducted in February 2018 (advocacy, Council decisions, and website ease of use and navigation), where a slight decrease was experienced and results dropped below target. The asset management and project maturity scores (assessed annually) fell slightly short of target (asset maturity 952 compared to 1000 and project maturity 20.4 compared to 21). Staff turnover remained above target (cumulative result of 6.75 per cent compared to 5.00 per cent). Three material legislative breaches have been recorded all relating to the disclosure of employee details.</li> </ul>

# Project delivery update

The Council Plan 2017-27 commits us to a project portfolio worth more than \$66 million in 2018/19. This section provides a detailed update on the status of each major initiative identified in the plan and the overall project portfolio for each of the six directions as at the end of September.

**T** indicates this project contributes to the delivery of a transformation.

## Direction 1 - We embrace difference, and people belong


Stage	Status	Comments	Original completion	Forecast completion	2018/19 Budget \$'000	2018/19 Forecast \$'000
<b>In Our Backyard strategy implementation</b>						
Deliver	✔	Project is on track. The review of implementation for In Our Backyard was completed in December 2018, with adoption of the IOBY Action Plan 2018/19. Delivery of the first 'pop-up' housing project was completed. A number of other projects within the program are on track for completion, including: <ul style="list-style-type: none"> <li>preliminary short-listing of sites for Council's property pipeline</li> <li>facilitation of the Marlborough Street project being delivered by Housing First</li> <li>preparation of a Housing Needs Framework.</li> </ul>	Jun 2019	Jun 2019	226	226
<b>JL Murphy Reserve Pavilion upgrade</b>						
Deliver	✔	Project is on track. Council has entered a contract to undertake the pavilion redevelopment works. Works on site commenced in January 2019 along with temporary facilities for the clubs to utilise during construction.	May 2020	May 2020	1,368	1,368
<b>North Port Oval upgrade</b>						
Plan	✔	Project is on track. Works were completed in December 2018 with grass laid in January 2019 in preparation for competitive sports use in April 2019.	Jun 2019	Jun 2019	1,950	1,950
<b>Peanut Farm Reserve Sports Pavilion upgrade</b>						
Deliver	✔	Project is on track. The pavilion works and netball courts are 78 per cent complete and on track to be completed in March 2019, with landscaping works to occur after this date. The landscaping concept plan is under development.	Mar 2019	Apr 2019	2,315	2,315
<b>South Melbourne Life Saving Club redevelopment</b>						
Deliver	⚠	The construction program is on track with roof sheeting and guttering in progress. Project budget is at risk due to unplanned costs including the reconstruction of the seawall, the need to re-route the bicycle and pedestrian lane, and the very high quantity of sand that had to be excavated. Officers continue to work on identifying cost savings and efficiencies. The construction program is on track with roof sheeting and guttering in progress.	Oct 2019	Oct 2019	2,582	2,888

### Overall project status



There are 17 projects contributing to the outcomes in this direction. At the end of December no projects were considered off track.

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

Stage	Status	Comments	Original completion	Forecast completion	2018/19 Budget \$'000	2018/19 Forecast \$'000
<b>Integrated Transport Strategy implementation</b> <span style="color: red; font-weight: bold;">T</span>						
Plan		Program is at risk. Refer to page 6 for details on progress.	Jun 2019	Jun 2019	300	300
<b>Kerferd Road safety improvements</b> <span style="color: red; font-weight: bold;">T</span>						
Plan		Project is on hold until the scope and scale of the Victorian Government's funding commitment for the 'Shrine to Sea' is determined.			175	175

### Overall project status







There are 21 projects contributing to the outcomes in this direction. At the end of December no projects were considered off track.

### Completed major initiative projects

#### Integrated Transport Strategy development ✔

Project is completed. Council adopted the ten-year strategy, *Move, Connect, Live*, on 20 September following extensive community feedback.

## Direction 3 - We have smart solutions for a sustainable future

Stage	Status	Comments	Original completion	Forecast completion	2018/19 Budget \$'000	2018/19 Forecast \$'000
<b>Albert Park Stormwater Harvesting development</b> <span>T</span>						
Deliver		<p>Project schedule is at risk due to a seven week delay incurred by Parks Victoria to engage a project manager. Parks Victoria made this appointment in December, and the following tasks are underway:</p> <ul style="list-style-type: none"> <li>assessment of the social and environmental impact of water harvesting from Albert Park Lake</li> <li>further review of water extraction and drought upon lake water levels.</li> <li>progress potential partnership and governance models.</li> </ul> <p>Officers are progressing investigations to assess onsite locations for buffer storage tanks at each of the reserves.</p>	Jun 2019	Jun 2019	100	100
<b>Alma Park Stormwater Harvesting development</b> <span>T</span>						
Deliver		<p>Project is on track. Construction began in mid January and is expected to be completed by July 2019. Officers have prioritised works within Alma Park oval to ensure that the playing surface is returned and ready for competitive sports use in April 2019. Officers are working closely with key stakeholders (sports clubs, schools and park users) to ensure that any interruptions to park and oval use are kept to a minimum, during construction.</p>	Jun 2019	Jun 2019	2,815	2,815
<b>Sustainable Environment Strategy implementation</b> <span>T</span>						
Deliver		<p>Program is on track. Refer to page 6 for details on progress.</p>	Jun 2019	Jun 2019	280	280
<b>Waste Strategy implementation</b> <span>T</span>						
Plan		<p>Program is on track. Refer to page 5 for details on progress.</p>	Jun 2019	Jun 2019	280	280

### Overall project status



There are 23 projects contributing to the outcomes in this direction. At the end of December no projects were considered off track.

#### Completed major initiative projects

##### Waste strategy development

Project is completed. Council adopted the ten-year strategy, Don't Waste It!, on 17 October.

## Direction 4 - We are growing and keeping our character

Stage	Status	Comments	Original completion	Forecast completion	2018/19 Budget \$'000	2018/19 Forecast \$'000
<b>Ferrars Street Education and Community Precinct - Streetscape Upgrade</b> <span style="color: blue;">T</span>						
Deliver	<span style="color: yellow;">⚠</span>	Project is at risk due to additional costs associated with soil contamination. Officers are assessing options to complete the project within budget. Works in Railway Place were completed and pedestrian access restored. Douglas Street works progressed with installation of new footpath and kerb and works have commenced on Douglas and Ferrars streets intersection.	Dec 2018	Dec 2018	2,434	2,434
<b>Gasworks Arts Park Contamination Management Plan</b>						
Deliver	<span style="color: green;">✔</span>	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.	Jun 2018	Dec 2018	20	20
<b>Public Spaces Strategy development</b>						
Plan	<span style="color: green;">✔</span>	Project is on track. Background research is underway to prepare a directions and opportunities paper that will form the basis for community engagement in early 2019 and development of the strategy.	Jun 2020	Oct 2019	125	125
<b>St Kilda Marina</b>						
Plan	<span style="color: yellow;">⚠</span>	Project is at risk due to additional technical investigations, resourcing requirements and engagement collateral placing pressure on the budget. The budget will be monitored carefully to manage the additional costs. Stage three required additional community panel sessions to resolve challenging issues which caused a delay in the community panel process. The community panel accepted the approach to key site elements.	Jun 2021	Jun 2021	460	460

### Overall project status



There are 28 projects contributing to the outcomes in this direction. At the end of December no projects were considered off track.

### Completed major initiative projects

#### Ferrars Street Education and Community Precinct - Construction of Montague Park (proposed name Kirrip Park) T ✔

Project works were completed and Kirrip Park officially opened on 20 October attended by members of the community, Mayor, Councillors and Hon. Martin Foley, MP.

## Direction 5 - We thrive by harnessing creativity

Stage	Status	Comments	Original completion	Forecast completion	2018/19 Budget \$'000	2019/20 Forecast \$'000
<b>Creative and Prosperous City Strategy implementation</b>						
Plan	✔	<p>Program is on track with planning and implementation of actions underway. Refer to page 8 for more details. Placemaking activities are also on track. Highlights include:</p> <ul style="list-style-type: none"> <li>• completed recruitment of Placemaking Director</li> <li>• completed draft Placemaking Action Plan</li> <li>• held three outdoor markets on Fridays in December in Fitzroy Street</li> <li>• offered Esplanade Market branded products to promote no single use products</li> <li>• conducted forums with residents, property owners and creative industries</li> <li>• conducted place audit survey</li> <li>• installed planters on public seating to mitigate anti-social behaviour in target areas.</li> </ul>	Jun 2019	Jun 2019	640	640

### Overall project status



There are 18 projects contributing to the outcomes in this direction. At the end of December the South Melbourne Town Hall Lifts upgrade was considered off track.

### Completed major initiative projects

**Linden Gallery** ✔  
Project was completed.

### Off track non-major initiative project status

**South Melbourne Town Hall Lifts upgrade** ✘  
Project is off track due to closure of the South Melbourne Town Hall following the collapse of an internal ceiling. Construction of the main western lift was placed on hold until the building was made safe, the lift works have since recommenced and nearing practical completion awaiting inspection by the building surveyor. Issuing of the final certificate for this project may be dependant on the eastern entry ramp construction and installation of the DDA compliant platform lift. The project scope and schedule will be reviewed to reflect the inclusion of the eastern ramp construction and DDA compliant lift installation milestone dates.

**Gasworks theatre seat replacement** ✘  
Project is off track due to delays in schedule to deliver project as a result of programming requirements of the theatre. Officers are working with Gasworks to identify a suitable delivery window.

## Direction 6 - Our commitment to you

Stage	Status	Comments	Original completion	Forecast completion	2018/19 Budget \$'000	2018/19 Forecast \$'000
<b>Customer Experience Program</b>						
Deliver	✔	Program is on track. The request for tender for core technology solutions, including Finance, Procurement, Asset Management, Property and Rates, and Customer systems and a layer that connects these to each other was released to market and closed on 25 January. The program governance model was prepared and implemented in January 2019.	Jun 2021	Jun 2021	8,180	8,180

### Overall project status



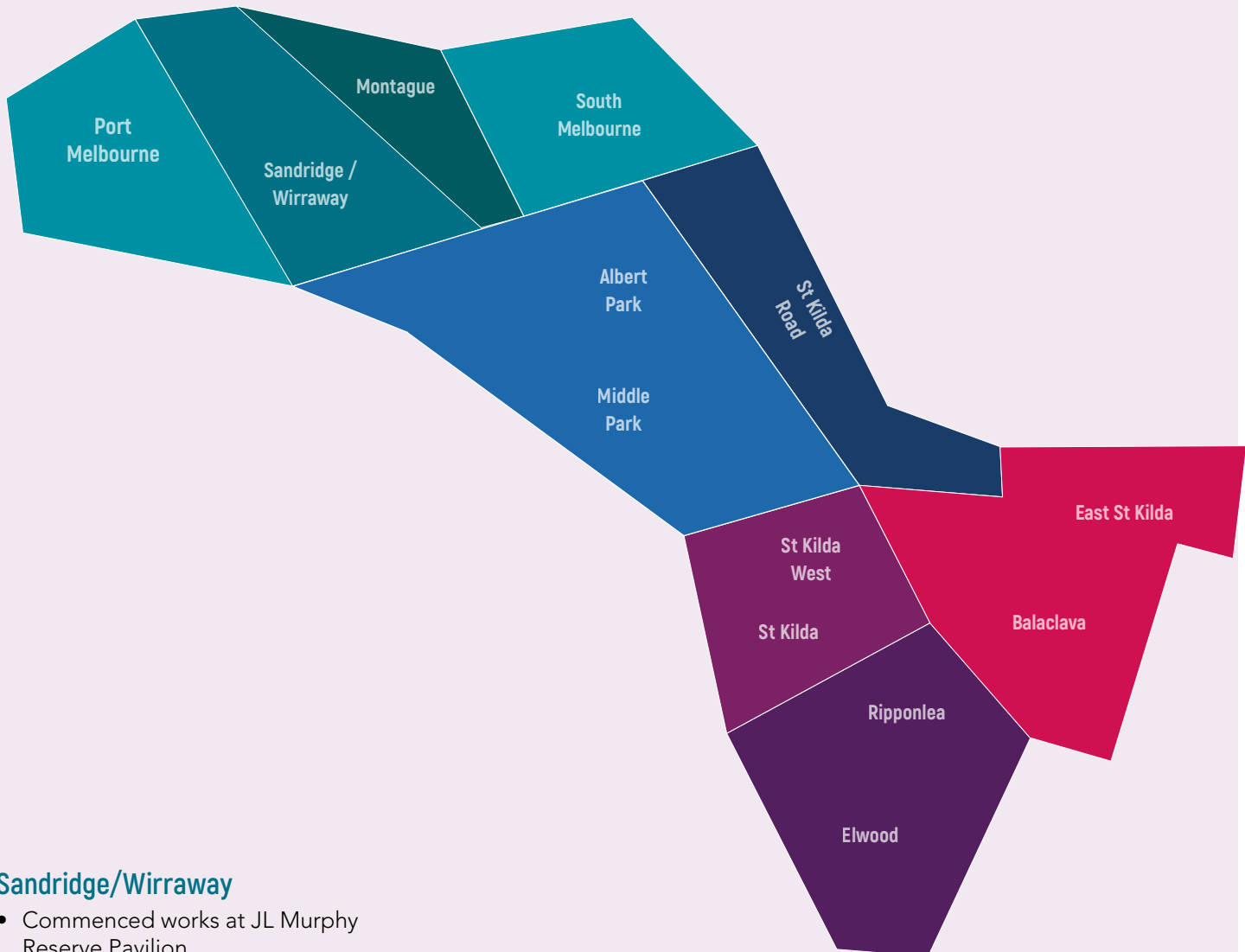
There are 15 projects contributing to the outcomes in this direction. At the end of December the Building safety and accessibility program was considered off track.

### Off track non-major initiative project status

#### Building safety and accessibility program ❌

Program is off track due to delays in engagement of security and work place strategy consultants to provide input to the Front Counter Security Design project. The design development has now commenced with concept designs for each Town Hall received for review by the working group. Building safety corrective actions is currently on track. All contractors and consultants have been engaged for the Essential Safety Measure works. Documentation will be prepared to engage a contractor to carry out the Electrical Switchboard works. All other projects within the program are on track to be delivered.

## What's happened in our local neighbourhoods?



### Sandridge/Wirraway

- Commenced works at JL Murphy Reserve Pavilion.

### Montague

- Continued works on streetscape works at Douglas and Ferrars streets intersection

### South Melbourne

- Continued works at South Melbourne Community Centre to improve accessibility and use of the space.
- Continued works upgrading South Melbourne Town Hall.
- Evaluated tender responses for solar PV panels and safe roof safety equipment at South Melbourne Market.

### Port Melbourne

- Completed works at North Port Oval.

### St Kilda Road

- Continued to work closely with partners to deliver on the Metro Tunnel project.

### Albert Park/ Middle Park

- Continued construction to redevelop the South Melbourne Life Saving Club building and public amenities.
- Worked with the Victorian Government to develop a draft Park Plan in accordance with the Gasworks Arts Park Contamination Management Action Plan.
- Released tender for consultants to undertake work on Albert Park Stormwater Harvesting Scheme.

### St Kilda / St Kilda West

- Council continued to work with partners to plan the Victorian Pride Centre.
- Continued construction of the pavilion at Peanut Farm Reserve.
- Continued work on O'Donnell Gardens wall.
- Completed works on Linden Gallery.

### Elwood / Ripponlea

- Held the first Elster Creek Community Reference Group and finalised the catchment wide policy review.

### Balaclava / St Kilda East

- Worked with HousingFirst to satisfy the conditions of transfer of land including lodgement of development application.



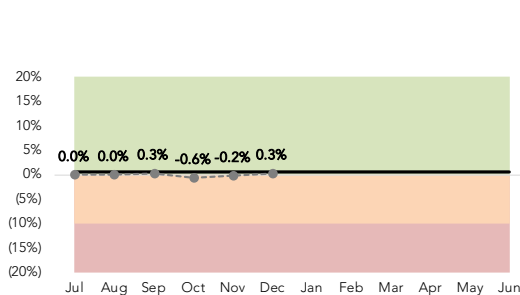
# Financial performance

Council's decision-making is reflected by the principles of sound financial management, to ensure our financial position is sustainable. We assess our financial performance using the Victorian Auditor General Office (VAGO) financial sustainability indicators.

- As highlighted by the six VAGO financial indicators below, the full year forecast as at December indicates an overall low risk financial sustainability rating for Council.
- Council expects to achieve a cumulative cash surplus of \$0.6 million for 2018/19.

## Financial sustainability indicators

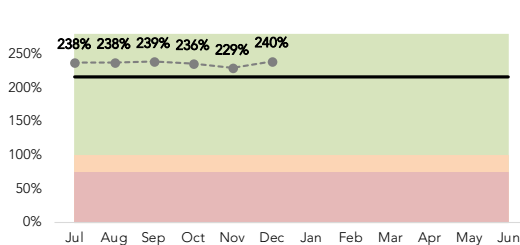
### 1.1 Net Result % (Net Surplus over Total Income)



Target: Greater than 0%      Year-end forecast: (0.3%)      Status: ✔

Comments: This financial indicator assesses Council's ability to generate sufficient funds for asset renewals. A small surplus is budgeted for 2018/19 which includes non-recurrent Customer Experience Program expenditure. Council is expected to deliver an operating surplus of \$0.77 million, 0.3% of total income. This is mainly due to successful negotiation settlement of an open space land assessment which resulted in addition \$1.8m of open space contributions.

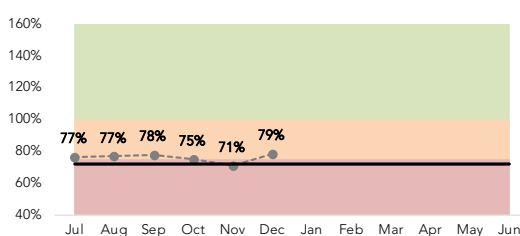
### 1.2 Working Capital % (Current Assets over Current Liabilities)



Target: Greater than 100%      Year-end forecast: 240%      Status: ✔

Comments: This financial indicator assesses Council's ability to pay short term liabilities as they fall due. The Budget 2018/19 had a working capital ratio of 216%. The actual financial position for 2017/18 compared favourably to the forecast position for 2017/18 when the 2018/19 budget was prepared. This will continue for the rest of the 2018/19 which is reflected in the current full year forecast as at December of 240%. Council has no issues in paying suppliers and employees when payments fall due.

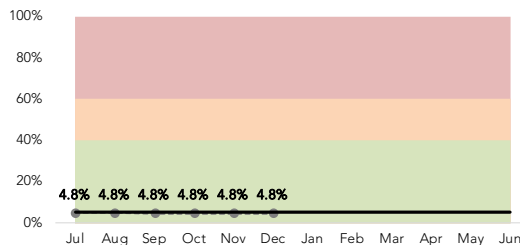
### 1.3 Internal Financing % (Net Operational Cashflows compared to Net Cash Capital Outlay)



Target: Greater than 100%      Year-end forecast: 79%      Status: ⚠

Comments: This financial indicator assesses Council's ability to generate sufficient cash from operations to fund new assets. The Budget 2018/19 includes the Customer Experience program expenditure, non-recurrent operating expenditure to improve systems and processes for external and internal customers in a cloud-based platform which could not be classified as capital expenditure. The full year forecast as at December shows Council is on track to achieve budget.

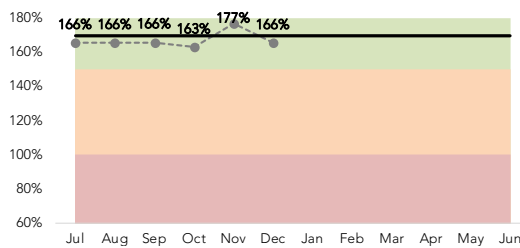
**1.4 Indebtedness % (Own Sourced Revenue compared to Non Current Liabilities)**



Target: Less than 40%      Year-end forecast: 4.8%      Status: ✔

Comments: This financial indicator assesses Council’s ability to repay its non-current debt from its own source revenue. This indicator shows a low risk for Council as the ratio of 4.8% for Budget 2018/19 is significantly lower than the 40% target. The full year forecast as at December shows Council is on track to achieve budget.

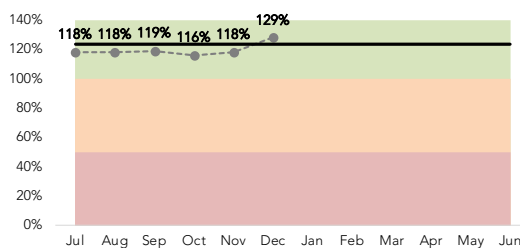
**1.5 Capital Replacement % (Total cash capital outlay / Depreciation)**



Target: Greater than 150%      Year-end forecast: 166%      Status: ✔

Comments: This financial indicator assesses whether Council’s spend overall in renewing, growing and improving its asset base is sufficient. The Budget 2018/19 ratio of 170% included our planned strategic land acquisition. The full year forecast as at December shows a ratio of 166%, which is a relative high ratio. A 11% decrease since November mainly due to the \$3 million deferral for the Sustainability Hub Land Acquisition project to 2019/20.

**1.6 Infrastructure Renewal Gap % (Renewal & Upgrade Capital Expenditure compared to Depreciation)**



Target: Greater than 100%      Year-end forecast: 129%      Status: ✔

Comments: This financial indicator assesses if Council’s spend on its asset base is keeping up with the rate of asset depletion. The Budget 2018/19 ratio of 124% indicates sufficient provision in the capital program for asset renewal and upgrade. The full year forecast as at December shows a ratio of 128% mainly due to the South Melbourne Life-saving club redevelopment spend ahead of budget.

**Key**

— Budget 2017/18      —●— Year end forecast

## Comprehensive Income Statement Converted to Cash - December 2018

We use the Comprehensive Income Statement Converted to Cash to ensure prudent financial management by maintaining a cumulative cash surplus. The current forecast for 2018/19 is a cumulative cash surplus of \$0.62m which compares marginally unfavourable against the budgeted cash surplus of \$0.68m.

	Year to date		YTD Variance		Full Year		Variance		Notes
	Actual	Forecast	Actual to Forecast		Forecast	Budget	Forecast to Budget		
	(\$'000)	(\$'000)	(\$'000)	%	(\$'000)	(\$'000)	(\$'000)	%	
<b>Income</b>									
Rates and Charges	63,158	63,082	76	0%	125,195	124,899	296	0%	
Statutory Fees and Fines	12,078	12,109	(31)	(0%)	23,896	23,896	0	0%	
User Fees	19,614	19,492	122	1%	37,069	38,254	(1,185)	(3%)	
Grants - Operating	6,142	6,020	123	2%	10,205	9,233	972	11%	
Grants - Capital	1,261	1,282	(20)	(2%)	4,124	3,573	551	15%	
Contributions - Monetary	4,275	4,258	17	0%	9,571	7,124	2,447	34%	
Contributions - Non Monetary	0	0	0	0%	0	0	0	0%	
Other Income	6,927	6,852	75	1%	14,056	14,477	(421)	(3%)	
<b>Total Income</b>	<b>113,455</b>	<b>113,093</b>	<b>362</b>	<b>0%</b>	<b>224,116</b>	<b>221,456</b>	<b>2,661</b>	<b>1%</b>	1
<b>Expenses</b>									
Employee Costs	45,660	45,759	99	0%	93,751	95,582	1,831	2%	
Materials and Services	29,493	31,389	1,897	6%	78,435	75,047	(3,388)	(5%)	
Professional Services	4,670	3,668	(1,002)	(27%)	9,398	7,989	(1,409)	(18%)	
Bad and Doubtful Debts	1,770	1,704	(66)	(4%)	3,464	3,464	0	0%	
Depreciation	12,669	12,669	(0)	(0%)	25,338	25,338	0	0%	
Borrowing Costs	190	225	35	15%	420	450	30	7%	
Other Expenses	4,394	4,045	(349)	(9%)	8,209	8,214	5	0%	
Net (Profit) or Loss on Disposal of Assets	(105)	(57)	47	(82%)	4,335	4,335	0	0%	
JV Equity Accounting	0	0	0	0%	0	0	0	0%	
<b>Total Expenses</b>	<b>98,742</b>	<b>99,403</b>	<b>661</b>	<b>1%</b>	<b>223,349</b>	<b>220,419</b>	<b>(2,930)</b>	<b>(1%)</b>	2
<b>Operating Surplus / (Deficit)</b>	<b>14,713</b>	<b>13,690</b>	<b>1,023</b>	<b>7%</b>	<b>767</b>	<b>1,037</b>	<b>(270)</b>	<b>(26%)</b>	
<b>Income Statement Converted to Cash</b>									
<b>Adjustments for non-cash operating items:</b>									
• Add back depreciation	12,669	12,669	0	0%	25,338	25,338	0	0%	
• Add back written-down value of infrastructure assets disposals	0	0	0	0%	4,950	4,950	0	0%	
• Add back written-down value of fleet asset disposals	88	250	(162)	(65%)	500	500	0	0%	
• Add back balance sheet work in progress reallocated to operating	0	0	0	0%	1,200	1,200	0	0%	
• Add back Joint Venture Equity Accounting	0	0	0	0%	0	0	0	0%	
• Less Contributed Assets	0	0	0	0%	0	0	0	0%	
	<b>12,757</b>	<b>12,919</b>	<b>(162)</b>	<b>(1%)</b>	<b>31,988</b>	<b>31,988</b>	<b>0</b>	<b>0%</b>	
<b>Adjustments for investing items:</b>									
• Less capital expenditure - Infrastructure	(15,026)	(15,616)	590	(4%)	(38,707)	(39,706)	998	(3%)	
• Less capital expenditure - IT, Plant and Equipment	(939)	(1,039)	101	(10%)	(3,244)	(3,244)	0	0%	
	<b>(15,965)</b>	<b>(16,656)</b>	<b>691</b>	<b>(4%)</b>	<b>(41,951)</b>	<b>(42,950)</b>	<b>998</b>	<b>(2%)</b>	3
<b>Adjustments for financing items:</b>									
• Add New Borrowings	0	0	0	0%	0	0	0	0%	
• Less Loan Repayments	(197)	(335)	138	(41%)	(670)	(670)	0	0%	
	<b>(197)</b>	<b>(335)</b>	<b>138</b>	<b>(41%)</b>	<b>(670)</b>	<b>(670)</b>	<b>0</b>	<b>0%</b>	
<b>Adjustments for reserve movements:</b>									
• Discretionary Reserve Drawdown/ (Replenish)	9,399	9,399	0	0%	8,128	7,775	353	5%	
• Statutory Reserve Drawdown/ (Replenish)	0	0	0	0%	(237)	1,109	(1,346)	(121%)	
	<b>9,399</b>	<b>9,399</b>	<b>0</b>	<b>0%</b>	<b>7,892</b>	<b>8,884</b>	<b>(992)</b>	<b>(11%)</b>	4
<b>Current Year Surplus/(Deficit)</b>	<b>20,707</b>	<b>19,017</b>	<b>1,690</b>	<b>9%</b>	<b>(1,974)</b>	<b>(1,711)</b>	<b>(264)</b>	<b>15%</b>	
Opening balance carry forward surplus	2,595	2,595	0	0%	2,595	2,389	206	9%	
<b>Accumulated Cash Surplus</b>	<b>23,302</b>	<b>21,612</b>	<b>1,690</b>	<b>8%</b>	<b>621</b>	<b>678</b>	<b>(58)</b>	<b>(8%)</b>	

## Notes to the Comprehensive Income Statement Converted to Cash

The following adjustments have been identified and are reflected in the Comprehensive Income Statement Converted to Cash (see previous page).

### Note 1: Operating income forecast increased by \$2.68 million:

- ➕ \$1.83m      Successfully negotiation settlement resulted in additional open space contributions which will put in council's open space reserves.
- ➕ \$0.30m      Unbudgeted Commonwealth grants to be used for public space safety works at the Luna Park/Palais site.
- ➕ \$0.20m      Unbudgeted State funding to support the Marlborough Affordable Housing project. This will be fully offset by additional expenditure associated with the project.
- ➕ \$0.20m      Unbudgeted State funding for the seawall as part of the South Melbourne Lifesaving Club redevelopment. A significant amount of planned works for 2019/20 has been brought forward to 2018/19.
- ➖ (\$0.70m )      Utilisation of paid parking at Fishermans Bend not achieving the level as budgeted. Officers are reviewing the parking strategy.

### Note 2: Operating expenditure forecast increased by \$2.88 million:

- ➖ (\$0.60m)      Redundancy payment as required under the Enterprise Bargaining Agreement for organisational realignment and new operating model for food services. These are offset by organisational vacancies during the financial year.
- ➖ (\$0.20m)      Unbudgeted State funding to support the Marlborough Affordable Housing project provided to Housing First via Council.
- ➖ (\$0.10m)      Temporary use of Security Guard to mitigate OHS risk at St Kilda Town Hall required until improvements in physical workplace, training and procedures are in place.
- ➕ \$0.44m      Organisational vacancies to date have been realised as savings.
- ➕ \$0.42m      Road Reinstatement Program budget savings expected due to utilisation of existing resources to progress the program.

### Note 3: Capital expenditure forecast decreased by \$1.00 million:

- ➖ (\$2.70m)      The South Melbourne Lifesaving Club redevelopment project is progressing ahead of budget. Expenditure planned for 2019/20 will be brought forward to 2018/19. Temporary drawdown on reserves is required and will be replenished in 2019/20.
- ➖ (\$0.30m)      Unbudgeted Commonwealth grants to be used for public space safety works at the Luna Park/Palais site.
- ➕ \$3.00m      Allocated budget for Sustainability Hub Land Acquisition deferred to 2019/20 to align with current expected timelines.

**Note 4: Net replenish of reserves increased by \$0.99 million**

- » \$2.50m The South Melbourne Lifesaving Club redevelopment project is progressing ahead of budget. Expenditure planned for 2019/20 will be brought forward to 2018/19. Temporary drawdown on reserves is required and will be replenished in 2019/20.
- » \$0.24m Drawdown on Children Centres Infrastructure reserve for works to address non-compliant perimeter fences in various sites.
- » (\$3.00m) Allocated budget for Sustainability Hub land acquisition deferred to 2019/20 to align with current expected timelines. A drawdown on reserves is not required in 2018/19.
- » (\$1.83m) Successfully negotiation settlement resulted in additional open space contributions which will put in council's open space reserves.
- » (\$0.16m) Unbudgeted Commonwealth grants to be used for public space safety works at the Luna Park/Palais site. Partial funding to be spent in 2019/20.

## Changes to the portfolio

The City of Port Phillip enterprise portfolio comprises 120 of programs and projects with a total budget of over \$66 million.

The table below outlines significant changes to the project portfolio during October to 29 January 2019.

Project	Change
Beacon Cove Piles Project	Project completed with \$280,000 saving.
Bubup Nairn St Kilda Library Accommodation	Council approved project plan with additional funding of \$242,000 to cover higher than expected project cost. Fit out of the St Kilda Library back office will no longer included as part of project scope.
Carlo Catani Wall Structural Rectification	Additional funding of \$188,000 approved to cover construction, increased contaminated soil disposal, and re-turfing and landscaping costs. Schedule has been extended by three months to February 2019 due to delays in obtaining permits.
Energy Performance Contracting	Project funding and scope has been revised following completion of delivery plan and procurement process. A saving of \$146,000 was identified and project delivery scope to include the development of Standard Work Specifications for the efficiency improvements.
Domain Precinct Urban Realm Development	Project scope has been revised to include Park Street Bike Link, Shrine to Sea draft report. Schedule has been extended by 12 months to June 2019 due to delays with community engagement.
Blackspot Safety Improvements 2018/19	Project was cancelled due to external funding not secured for 2018/19 financial year. Blackspot safety improvements were contingent on external funding.
Domain Precinct - Park Street Bike Link	Project scope has been revised to include stage 2 - separated bike lane between Kings Way and Moray Street. Project has been fast-tracked with \$150,000 funding allocated to 2019/20 approved to be utilised in 2018/19. Schedule has been revised to align with the Domain Precinct strategic consultation process and Department of Transport Park Street Tram Link timeline. Project is planning to complete in September 2020.
Balaclava Precinct Program Carlisle St Tram Stop Upgrade	Schedule has been extended by 5 months to January 2019 due to additional time required to complete relocation works.
Fishermans Bend Parking Controls Implementation	Schedule has been extended by 3 months to March 2020 to allow for parking occupancy surveys to be undertaken.
JL Murphy Reserve Pavilion Upgrade	Project budget has been reduced by \$460,000 which was part of the provision for construction contingency. Schedule has been revised following successful tender. Project delivery completion has been extended to April 2020. Project scope has been revised to include a hearing loop, additional art-work/anti-graffiti, and additional landscaping to allow integration with new playground.
Middle Park Beach Renourishment Program 2018/19	This new initiative is to provide regular re-nourishment of the artificially-made Middle Park Beach in accordance with the State Government funding deed. Project to commence in 2018/19 with \$50,000 budget allocation. Project scheduled to complete in November 2020.
Parks and Playground Renewal and Upgrade Program 2018/19	Project budget has reduced by \$248,000 following completion of the project delivery plan.
Public Space Lighting Renewal and Upgrade Program 2018-19	Project scope has been revised to exclude planning and design work in 2018/19. The budget for planning and design \$100,000 has been reallocated to lighting and renewal upgrade.
St Kilda Library Redevelopment Strategy	Council approved project delivery plan with total budget of \$550,000 and be completed in July 2019. Project planned to undertake options, feasibility and risk assessment for the potential redevelopment of St Kilda Library and a preliminary development concept in 2018/19.

# Organisational scorecard

We monitor our performance under **Direction 6 - Our commitment to you** to ensure Council is a financially sustainable, high performing, well-governed organisation that puts the community first.

The below table outlines the latest results for our organisational scorecard. Results with an \* are annual measures where results are from 2017/18 year end, all other measures are July results.

## Improving customer experience and technology, and being more innovative

	Latest Result	
Community satisfaction with Council's performance greater than 65*	63	⚠️
80% community requests responded to on time	95%	✅
80% calls answered within 30 seconds	82%	✅

## Improving community engagement, advocacy, transparency and governance

	Latest Result	
90% risk and audit actions completed on time	97%	✅
90% councillor attendance at Council meetings	92%	✅
90% Council decisions made in public	90%	✅
0 material legislative breaches	3	⚠️
Average community satisfaction rating for community consultation, advocacy and decision making above 60*	56	⚠️

## Inspiring leadership, a capable workforce and a culture of high performance and safety

	Latest Result	
100% performance plans complete	99%	⚠️
Total recordable injury frequency rate	19.89	✅
Unplanned Leave (days/EFT) below 0.9	1.24	⚠️
Staff turnover below 0.8%	0.48%	✅

## Ensuring sustainable financial and asset management, and effective project delivery

	Latest Result	
Financial sustainability rating of low*	Low	✅
Operating savings	\$21k \$152k to be banked	✅
80% of priority project delivery is on track	95%	✅

## Legislative update

### Legislative changes

No legislative changes that may affect the City of Port Phillip were received in December 2018.

### Material legislative breaches

Year to date there has been a total of four legislative breaches. Three breaches of privacy occurred in August 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. The other breach related to a pay slip being mailed to the wrong employee.



# COUNCIL PLAN 2017-2017

## MID-YEAR UPDATE

### 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 %	No data	>95 %
No updated data is available, the next annual survey of residents will be conducted in February 2019.					
Social housing as a percentage of housing stock	7.2 %	7.1 %	No data	No data	7.2 %
Results for the proportion of social housing compared with overall housing stock are not available.					
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
<b>1.1 A safe and active community with strong social connections</b>			
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.			
<b>1.2 An increase in affordable housing</b>			
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.	

## Mid-year 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

## 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	-

**Explanation** - No updated data is available, data will be published in the annual report.

### 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 %	No data	>94 %

**Explanation** - No updated data is available, the next annual survey of residents will be conducted in February 2019.

## 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 %
No data available, data will be published in the annual report.					
Resident satisfaction with services that support families, youth and children	97 %	94 %	93 %	No data	>95 %
No updated data is available, the next annual survey of residents will be conducted in February 2019.					

### Participation

Participation in first MCH home visits*	103.89 %	103.25 %	100.54 %	95.62%	100 %
Participation in the MCH service*	84.22 %	82.89 %	84.80 %	62.17%	>85 %
Participation in the MCH service by Aboriginal children*	87.23 %	84.84 %	94.74 %	77.78%	>85 %
This is the cumulative result, participation is expected to improve in line with previous year results as the year progresses.					

### Service standard

Infant enrolments in the MCH service*	99.78 %	100.00 %	96.83 %	100.60%	100 %
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### Service cost

Cost of MCH service per hour*	\$73.37	\$71.80	\$76.50	\$51.02	<\$82.00
The cost of our MCH service decreased, primarily due to a significant decrease in hours worked by our MCH nurses.					

\* 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 %	No data	67 %
No updated data is available, the next annual survey of residents will be conducted in February 2019.					

## 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	No data	>75
No updated data is available, the next annual survey of residents will be conducted in February 2019.					
Participation per capita in sport and recreation across formal and informal activities	Establish baseline	19 %	19 %	No data	1 % increase on baseline
No updated data is available, data will be published in the annual report.					

# COUNCIL PLAN 2017-2017

## MID-YEAR UPDATE

### 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 %	No data	58 %
No updated data is available, the next annual survey of residents will be conducted in February 2019.					
Number of fatal and serious traffic collisions involving all road users	97	78	60	No data	<127
No updated data is available, data will be published in the annual report.					
Number of schools participating in Ride2School Day and Walk to School Month	10	11	12	10	12
Ten schools within Port Phillip participated in Walk to School Month in October with 3,492 students participating.					

## 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.





## Mid-year 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 %	No data	>90 %
Resident satisfaction with parking management	79 %	81 %	79 %	No data	80 %
Resident satisfaction with resident parking permits	74%	80 %	83 %	No data	75 %
No updated data is available, the next annual survey of residents will be conducted in February 2019.					
<b>Satisfaction</b>					
Sealed local road requests per 100 km of sealed local roads*	52	65	69	57	70
We experienced a decrease in the number of requests received relating to roads.					
Satisfaction with sealed local roads*	70	70	67	No data	>70
No updated data is available, the next annual survey of residents will be conducted in February 2019.					
<b>Service cost</b>					
Cost of sealed local road reconstruction (per m <sup>2</sup> )*	\$156.51	\$190.87	\$152.85	\$0.00	<\$160.00
No roads have been reconstructed to date.					
Cost of sealed local road resealing (per m <sup>2</sup> )*	\$43.03	\$49.90	\$55.26	59.45	<\$50.00
The cost of sealed local roads resealed failed to meet target due to significant decrease in the proportion of roads resealed.					
<b>Condition</b>					
Sealed local roads below the intervention level*	97 %	97 %	97 %	97 %	97 %
Sealed local roads below intervention level remains stable.					

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

## COUNCIL PLAN 2017-2017

### MID-YEAR UPDATE

## 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	No data	71 % reduction
No updated data is available, data will be published in the annual report.					
Council's potable water use (ML)	258	238	226	No data	155
No updated data is available, data will be published in the annual report.					
Municipality-wide greenhouse gas emissions (tonnes)	No data	No data	1,704,000	No data	
No updated data is available.					
Kerbside collection waste diverted from landfill*	34 %	33 %	32 %	41%	>35 %

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

## Four year priority progress

Priority	Not started	In progress	Completed
<b>3.1 A greener, cooler and more liveable City</b>			
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.			
<b>3.2 A City with lower carbon emissions</b>			
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.			
<b>3.3 A City that is adapting to climate change</b>			
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.	

## Mid-year achievements

- Through the implementation of our Sustainable City Community Action Plan successfully diverted 25,134kg of food waste from landfill and avoided over 10.38 tonnes of CO<sub>2</sub>-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

## 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 %	No data	>90 %
No updated data is available, the next annual survey of residents will be conducted in February 2019.					
Street cleaning audit compliance	95 %	94 %	94 %	96 %	>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	No data	1,055
No updated data is available, data will be published in the annual report.					
Resident satisfaction with making Port Phillip more environmentally sustainable	91 %	91 %	86 %	No data	>90 %
No updated data is available, the next annual survey of residents will be conducted in February 2019.					
Megalitres of water use from alternative sources	1.68	10.51	14.15	7.13	15
Total suspended solids removed from stormwater (tonnes)	38.9	44.1	46.5	No data	47.3
No updated data is available, data will be published in the annual report.					
Investments in fossil free institutions	49 %	86 %	77 %	73 %	60-80 %
Investment in fossil free institutions dropped slightly from last year, but remained within the target range.					

## 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	No data	50T
No updated data is available, data will be published in the annual report.					
Resident satisfaction with waste and recycling collections	92 %	93 %	89 %	No data	90 %
No updated data is available, the next annual survey of residents will be conducted in February 2019.					
<b>Satisfaction</b>					
Kerbside bin collection requests per 1,000 households*	33.57	29.29	27.84	27.84	<35
Kerbside bin collection requests remain stable compared to 2016/17.					
<b>Service standard</b>					
Kerbside collection bins missed per 10,000 bin lifts*	2.67	1.73	3.91	2.49	<2.5
<b>Service cost</b>					
Cost of kerbside garbage bin collection service per bin*	\$63.68	\$69.65	\$68.97	\$47.34	<\$80.00
Cost of kerbside recyclables collection*					
	\$33.93	\$36.07	\$39.57	\$42.61	<\$36.00
Cost of kerbside recyclables has continued to increase at a consistent rate to previous years.					
<b>Waste diversion</b>					
Kerbside collection waste diverted from landfill*	34.11 %	32.94 %	31.71 %	40.54%	35.00 %

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

## COUNCIL PLAN 2017-2017

### MID-YEAR UPDATE

## 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 %	No data	>87 %
No updated data is available, the next annual survey of residents will be conducted in February 2019.					
Residents who are proud of, connected to and enjoy living in their neighbourhood	96 %	97 %	96 %	No data	>95 %
No updated data is available, the next annual survey of residents will be conducted in February 2019.					
Residents who agree the local area is vibrant, accessible and engaging	96 %	97 %	95 %	No data	>95 %
No updated data is available, the next annual survey of residents will be conducted in February 2019.					
Planning decisions upheld at VCAT*	71 %	70 %	61 %	No data	>70 %
Updated data to come					











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



## Four year priority progress

Priority	Not started	In progress	Completed
<b>4.1 Liveability in a high density City</b>			
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 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.	

## Mid-year 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 %	No data	>80 %
No updated data is available, the next annual survey of residents will be conducted in February 2019.					
<b>Timeliness</b>					
Time taken to decide planning applications*	75	78	77	71	<75
Time taken to decide planning applications decreased compared to previous years.					
<b>Service standard</b>					
Planning applications decided within required timeframes*	58 %	60 %	61 %	54%	>60 %
Applications decided within required timeframes decreased compared to previous years.					
<b>Service cost</b>					
Cost of statutory planning service per planning application*	\$2,104.35	\$2,554.87	\$2,764.04	\$2,700.58	<\$2,200.00
Cost of statutory planning services increased above target due to the increase in permanent specialist planning positions and senior planners dedicated to dealing with the Fishermans Bend Urban Renewal Area to expedite Ministerial referrals. We also received fewer applications compared to previous years.					

\* 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
<b>Timeliness</b>					
Time taken to action food complaints*	1.76 days	1.67 days	1.58 days	<b>1.74 days</b>	<2 days
Time taken to action food complaints remain stable.					
<b>Service standard</b>					
Percentage of required food safety assessments undertaken*	100 %	100 %	100 %	<b>100%</b>	100 %
All food safety assessments were undertaken as required.					
<b>Service cost</b>					
Cost of food safety service per premises*	\$547.92	\$521.41	\$551.11	<b>\$482.68</b>	<\$640
A decrease has been experienced year to date, and has achieved target.					
<b>Health and safety</b>					
All critical and major non-compliance notifications about food premises followed up on the due date*	99 %	99 %	100 %	<b>100%</b>	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
<b>Timeliness</b>					
Time taken to action animal complaints*	1 day	1 day	1 day	1 day	<2 days
On average, we action animal complaints within one day.					
<b>Service standard</b>					
Percentage of animals reclaimed*	59 %	48 %	48 %	65%	>55 %
A significant increase have been experienced this year with a significant drop in the number of animals collected (96 down from 154 for the same period last year.					
<b>Service cost</b>					
Cost of animal management service*	\$75.10	\$61.36	\$69.52	\$49.89	<\$76.00
A significant decrease in costs has been experienced his year.					
<b>Health and safety</b>					
Successful animal management prosecutions*	5	2	6	2	<10
Two prosecutions were successful year to date.					

## 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 %	No data	>90 %
No updated data is available, the next annual survey of residents will be conducted in February 2019.					
Resident satisfaction with beach cleaning	92 %	95 %	93 %	No data	>90 %
No updated data is available, the next annual survey of residents will be conducted in February 2019.					
Contract delivered to standard for parks and open space	95 %	99 %	99 %	No data	95 %
Public space community requests resolved on time	86 %	88 %	87 %	83 %	85 %
A high proportion of public space community requests continue to be resolved on time.					

## COUNCIL PLAN 2017-2017

### MID-YEAR UPDATE

## 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 2017/18
People employed in the top five industries as a proportion of total employment in the municipality	-	50 %	50 %	No data	>54 %
No updated data is available, data will be published in the annual report.					
Visitors to the City of Port Phillip	3.4 million	3.5 million	3.7 million	No data	3.6 million
No updated data is available, data 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 %	No data	>95 %
No updated data is available, the next annual survey of residents will be conducted in February 2019.					
Residents who agree Port Phillip has a culture of creativity	90 %	94 %	90 %	No data	>95 %
No updated data is available, the next annual survey of residents will be conducted in February 2019.					

## Four year priority progress

Priority	Not started	In progress	Complete
<b>5.1 A City of dynamic and distinctive retail precincts</b>			
Adopt a place based precinct management approach to coordinate development, activation and advocacy.			
Pursue improvements to the Carlisle Street retail precinct, including planning for redevelopment of the supermarket precinct to enhance the retail offer and surrounding street spaces.			
Develop a strategic plan for the St Kilda precinct, including a strategy to revitalise Fitzroy Street.			
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.			
<b>5.2 A prosperous City that connects and grows business</b>			
Develop a creative and prosperous city strategy that features all elements of our City's economy.			
Facilitate networking events, and training and development programs for local businesses.			
Deliver a Business Awards program to recognise and promote exemplary local businesses.			
Ongoing support for local industry associations, including visitor and volunteer groups like the Port Melbourne Waterfront Welcomers.			
Work with inner Melbourne councils on strategies to protect, promote and grow inner Melbourne's creative and knowledge economy, and boost local employment.			
<b>5.3 A City where arts, culture and creative expression are part of everyday life</b>			
Invest in our key arts and culture venues, including continuing to fund the operation of Gasworks Arts Park and Linden Gallery.			
Implement the Events Strategy through event attraction and communications.			
Support early stage entrepreneurs in the creative industries by reinventing a library space and working with partners to identify and unlock creative spaces.			
Deliver improvements to library branches and the library collection, including planning for redeveloping the St Kilda Library.			
Improve and expand the City collection by acquiring artworks.			
Deliver and facilitate a program of festivals that celebrate local culture and talent.			
Provide grants, funding and spaces for arts and cultural organisations and service providers, to ensure access for everyone to relevant services and programs.			

## Mid-year 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

## 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 %	No data	90 %
No updated data is available, the next annual survey of residents will be conducted in February 2019.					

### 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 %	No data	90 %
No updated data is available, the next annual survey of residents will be conducted in February 2019.					
Resident satisfaction with visitor management	92 %	94 %	86 %	No data	>90 %
No updated data is available, the next annual survey of residents will be conducted in February 2019.					

### 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.



## 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	5.9	6.5
Year to date, we have experienced a slight drop in visits to our libraries, continuing to fail to meet target. We have received nearly 20,000 less visits compared to the same period last year.					

### Utilisation

Number of times a library resource is borrowed*	4.81	4.47	4.41	4.42	5.00
The proportion of library resources borrowed remained stable compared to the previous year, despite the result being below target.					

### Resource standard

Proportion of library resources less than five years old*	46.65 %	50.73 %	50.57 %	50.71%	48 %
Over 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	\$6.85	<\$7.00
The cost of library service increased slightly; however, it still met target.					

### Participation

Active library members in the municipality*	19.40 %	19.12 %	20.39 %	13.83%	20 %
This result is the cumulative result and is progressing in accordance with 2017/18 and is anticipated to meet target at year end.					

\* 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 %	No data	90 %
No updated data is available, the next annual survey of residents will be conducted in February 2019.					

# COUNCIL PLAN 2017-2017

## MID-YEAR UPDATE

### 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	No data	>60
No updated data is available, the next annual survey of residents will be conducted in February 2019.					
Proportion of residents who have participated in community engagement activities	No data	No data	5 %	No data	Baseline to be established
No updated data is available, the next annual survey of residents will be conducted in February 2019.					
Satisfaction with the overall performance of Council (index)	64	67	63	No data	>65
No updated data is available, the next annual survey of residents will be conducted in February 2019.					
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 %

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

## Four year priority progress

Priority	Not started	In progress	Complete
<b>6.1 A financially sustainable, high performing, well-governed organisation that puts the community first</b>			
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.			

## Mid-year achievements

- Engaged Customer Experience Program business partner

## Services that contribute to this direction

### Asset management

Ensure effective management of our assets and property.

#### Service measures

Measure	2015/16	2016/17	2017/18	2018/19	Target 2018/19
Asset management maturity	650	815	952	No data	>1,000
No updated data is available, data will be published in the annual report.					
Asset renewal as a percentage of depreciation*	72 %	92 %	58 %	78%	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 %	No data	>74 %
No updated data is available, data will be published in the annual report.					
Staff alignment score	59 %	57 %	60 %	No data	>59 %
No updated data is available, data will be published in the annual report.					
Staff turnover*	10.4 %	10.1%	11.5 %	6.8%	10 %

\* 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 %	<b>2.64 %</b>	2.40 %
Return on financial investments remains stable and was slightly above target.					
Percentage of significant priority projects on track	68 %	93 %	61 %	<b>100%</b>	80 %
Project management maturity score					
	18.1	19.3	20.4	<b>No data</b>	>21
No updated data is available, data will be published in the annual report.					
Rate collection rate	98 %	98 %	98 %	<b>37%</b>	98 %
This result meets our targets for this time of year. Rates were due in full on 15 February 2019.					

\* 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	3	0
To date, we have had three legislative breaches. Three breaches of privacy occurred in August 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. The other breach related to a pay slip being mailed to the wrong employee.					
Audit actions completed on time	93 %	92 %	86 %	97 %	>90 %
A high proportion of audit actions have been completed on time, year to date, meeting target.					
Community satisfaction with advocacy (index)	59	57	56	No data	60
Data from our annual survey of residents in February shows satisfaction with advocacy remains stable compared to the previous year.					
<b>Transparency</b>					
Council decisions made at meetings closed to the public*	7.31 %	7.43 %	7.93 %	7.14%	<10 %
The proportion of Council decisions made at meetings closed to the public remains stable compared to previous years.					
<b>Satisfaction</b>					
Community satisfaction with Council decisions*	59	57	57	No data	60
No updated data is available, the next annual survey of residents will be conducted in February 2019.					
<b>Attendance</b>					
Councillor attendance at Council meetings*	91.93 %	96.06 %	93.42 %	92.4%	>90 %
Councillor attendance dropped slightly compared to previous years; however, it remained above target and a very high result.					
<b>Service cost</b>					
Cost of governance service per Councillor*	\$59,459.75	\$57,963.22	\$57,336.67	\$65,866.40	<\$60,000.00
Cost of governance service per Councillor includes Councillor allowances, training and development, travel, and phone and equipment costs, and failed to meet our target of less than \$60,000.00.					

\* 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	15,000	5,000
Community satisfaction with customer service (index)	71	72	72	No data	>70
No updated data is available, the next annual survey of residents will be conducted in February 2019.					
Calls answered within 30 seconds	78 %	83 %	82 %	82 %	>80 %
Officers continue to answer calls within 30 seconds at a high rate.					
Requests resolved within agreed timeframes	89 %	91 %	94 %	94 %	>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 %	No data	90 %
No updated data is available, the next annual survey of residents will be conducted in February 2019.					