



Our Policies

**2008 City of Port Phillip
Council Elections**

INTRODUCTION

unChain is an incorporated community organisation dedicated to harnessing community involvement to make Port Phillip a better place in which to live, work and play. We are a non-political community group intent on delivering good outcomes for Port Phillip. unChain Inc is supporting a candidate in five of the six contested wards in the 2008 elections for the Port Phillip Council. All the unChain candidates are Independent. None are members of a political party.

The unChain candidates are:

Carlisle Ward	David Carter
Catani Ward	Serge Thomann
Junction Ward	Anna Griffiths
Point Ormond Ward	Jane Touzeau
Sandridge Ward	Richard Roberts

Our policies fall into five sections:

1. Governance
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3. The Environment
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5. Responsible Financial Management

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SECTION 1: GOVERNANCE

Port Phillip needs a new structure to provide open, honest and accountable governance. Under the current regime, Local government in the City of Port Phillip has developed a Democracy Deficit Disorder. The 2008 elections provide a democratic opportunity for the community to remedy this.

Democratic principles can only be realized when appropriate political institutions and practices are instituted. It is necessary to identify the obstacles in the current structure in the City of Port Phillip Council, and overcome them.

Good governance is often referred to as the trust and confidence a community has in its Local government, and the extent to which the community is engaged in its governance. This includes:

- Open and transparent government so that people can follow decision making processes and outcomes;
- Consultation so that communities feel (and know) they are being heard; and
- Good information and communication processes so that communities are being kept informed.

unChain Port Phillip believes the record demonstrates that the 2004-2008 Council has failed on all the above aspects of good governance.

How can the structure of local government in Port Phillip be reformed to ensure that the present Democracy Deficit Disorder does not continue in the next term of Council?

The Local Government Act lays down the basic framework for local government. Its provisions cover the purpose of local government, the constitution of Councils, the objectives of Councils, the role of Councils and councillors, their powers, Council Administration, and the role of Chief Executive Officers.

Furthermore there is a Good Governance Guide (2004), which provides general principles of good governance in local government. However this is not a blueprint so local governments and their communities need to build their own structures for good governance.

The Act and the Good Governance Guide provide the foundation for unChain Port Phillip's thirteen point plan for good governance. The 13 point plan aims to improve the way Council operates in order to produce a better democracy, more transparent governance and better decision-making.

The 13 point plan aims to help the elected Councillors do the job they are elected to do - to represent the interests of residents and ratepayers of the municipality.

1.1 Councillors and Candidates

It is imperative that seven excellent Councillors be elected in the November 2008 elections.

unChain Port Phillip is offering five high quality candidates with genuine community links and expertise to be outstanding Councillors in the wards of Point Ormond (Jane Touzeau), Junction (Anna Griffiths), Catani (Serge Thomann), Carlisle (David Carter) and Sandridge (Richard Roberts).

unChain Port Phillip is further recommending electors choose experienced candidates in the other two wards, Albert Park (Judith Klepner) and Emerald (Frank O'Connor).

In order to allow elected councillors to concentrate on policy and strategic matters, Council will consider allocating different areas of activities to each of the Councillors much in the way that at Federal and State level there are portfolios looked after by Ministers.

A portfolio approach encourages Councillors to work together and to think in terms of the improvement of the whole municipality. It also allows Councillors to relate to the bureaucracy better – with each Councillor developing expertise in particular areas, the council collectively is better able to ensure decisions are made in the community's interests rather than the officers'.

Another significant change to encourage Councillors to think in terms of the whole municipality would be to hold some meetings of Council in South Melbourne and Port Melbourne. The respective Town Halls may be appropriate locations, especially for some of the monthly meetings of full Council.

unChain Port Phillip believes that councillors should vigorously champion the interests of residents and ratepayers. In 2008 the state government introduced poorly drafted amendments to the Local Government Act, which would have deterred activists from running for Council and Councillors from representing their communities. unChain Port Phillip initiated public debate on the issue of muzzling councillors which led to the Upper House rejecting the amendments and protecting freedom of speech.

1.2 Principles and Policy

unChain Port Phillip is developing this set of principles and policies on governance in Port Phillip. These principles and policies are intended to help the elected Councillors over the Council's next four year term.

Immediately after the election, the Council should conduct a best practice review of local democracy so that processes and innovative ideas from the community and from municipalities in Australia and overseas are used to assist Port Phillip to become a real leader in local representative democracy.

This could be entitled “Port Phillip Conversations”, a series of Open Forums where invited industry experts and professionals, experienced people from other Councils, and other specialists join interested residents to share ideas and discuss how to make the City of Port Phillip more sustainable and more democratic.

The Port Phillip Conversations will include consideration of the British experience led by the Improvement and Development Agency for Local Government. The Empowerment White Paper, *‘Communities in Control: Real people, real power’* (July 2008), sets out how the untapped talent of communities can be unleashed to ensure everyone has a greater say in improvements to public services, local accountability and opportunities for enterprise. This includes a new ‘duty to promote democracy’ to help Councils promote involvement through clearer information, better trained staff and more visible Councillors in the community and an extended ‘duty to involve’ local people in key decisions.

1.3 Councillors and Council Officers

The role of the elected Councillors in today’s local government has been corporatised. Councillors are to act in a way similar to the directors of public companies: they are to steer not row. The role of Councillors is threefold: to set strategic directions and budgets, to deal with major problems, and to support and supervise the CEO and senior management in implementing Council policy. The main tools for setting the strategic directions for the municipality are the Council’s strategic plans: the Council plan, the strategic resource plan, the municipal strategic statement and the municipal health plan. These long-term plans are converted into action through the annual budget and the annual business plan. It is the responsibility of Councillors, not the CEO and Council officers, to determine these strategic directions.

The Chief Executive Officer is responsible for

- establishing and maintaining an appropriate organisational structure for the Council;
- ensuring that the decisions of the Council are implemented without undue delay;
- the day to day management of the Council’s operations in accordance with the Council Plan; and
- providing timely (and accurate) advice to the Council

However the current City of Port Phillip Council seems to have subordinated itself to the CEO and the senior officers. The primary objective of the Councillors is to endeavour to achieve the best outcomes for the local community having regard to the long term and cumulative effects of decisions. It is the role of Councillors to provide leadership for the good governance of the municipal district and the local community. Councillors should not be mere constitutional ornaments, rubber-stamping draft documents put to them by administration.

The Council has a Memorandum of Understanding that outlines the relationship between the councillors and senior officers. This document has not been made public. unChain Port Phillip Councillors will push for it to be revised and made available to the public.

The Council also has a Community Governance Statement. This does not properly reflect the role of Councillors under the Local Government Act. unChain Port Phillip Councillors will push to have his document revised as well.

Once elected, our new Councillors will immediately review the performance of the CEO and the organisation to ensure that Port Phillip Council is serving its constituency. Public benchmarks for the performance of senior staff, including the CEO during the 2008-12 term will be established.

The Council has a minimum statutory obligation to annually assess the performance of its CEO (and therefore indirectly the performance of other senior officers). unChain Port Phillip Councillors will review this process and ensure appropriate community participation in the review of the performance of its senior Officers.

The existing culture of “control of the community” by senior Council Officers will be challenged and changed. This will involve two basic thrusts: empowering the elected councillors and empowering the community they represent. As the Good Governance guidelines state: “Possibly the most important role CEOs play in promoting good governance is through the culture they are able to create in the organisation. If the CEO embeds in the organisational culture the concept that Councillors are at the apex of the Local Government structure, and that the administration’s operations exist to support good governance, the organisation is more likely to embrace democratic governance principles and practice”.

1.4 Controls on Corruption and Malpractice

unChain Port Phillip Councillors will vigorously lobby the State Government to introduce an Independent Corruption Commission to investigate matters such as corruption in tendering and contracts. This will include lobbying through the Municipal Association of Victoria and the Local Government Association of Victoria. Former Port Phillip officers have lashed out at the council’s handling of tendering abuses, saying staff who raised concerns have been attacked or ignored. Therefore our new team of Councillors will review Council’s current whistle-blowing structure to establish why it has apparently failed, and reform it to establish an effective system of control over corruption and malpractice inside Council.

1.5 Mayor’s Executive Officer

The Mayor, in consultation with all Councillors, will be entitled to recruit an Officer who reports to the Mayor. This would be a full time paid position for the duration of the Mayor’s term of office. The Mayor’s Executive Officer would have the right to attend any of the meetings of the senior executives of the Council, other strategic internal policy meetings, and would assist Councillors to engage with the community on key issues and priorities.

1.6 Council Directions Paper

One of the major responsibilities of the Mayor's Executive Officer would be to draft a Council Directions Paper to guide the Council on its strategic policies and budgets for each Mayoral Year. This would be done in consultation with all Councillors, the officers and community groups and individuals. In particular it would be presented in time to set priorities for the annual budget process.

1.7 Councillors' Community Officers

One problem with Port Phillip Council is that there are only seven councillors with responsibility for an area that prior to amalgamation covered three Councils with thirty three councillors. To assist Councillors in representing their communities, each Councillor would be entitled to appoint a Community Officer volunteer. Council would support each Officer with office space, computer access and a mobile telephone. The Community Officers would be entitled to attend meetings with the Councillors, including any briefings of Councillors by Officers before meetings of Council and its committees. The value of these volunteers would be subject to independent assessment in the mid-term.

1.8 Membership of Council Committees

unChain Port Phillip will examine the City of Port Phillip Council committee structure and in particular find ways to draw upon the expertise that exists within the community. Expert residents in areas such as finance, planning and human services could provide councillors and officers with a valuable, additional input into the decision making of council. It is not uncommon, for example, for the audit committees of municipal councils to include outside experts.

1.9 Advisory Committees

Council has established advisory committees on various matters such as urban history, older persons, multicultural issues, indigenous issues, contemporary art acquisitions, audit, sustainable community issues and community grants assessment. However members of these committees have stated they are less effective than they should have been. The operations of these advisory committees will be reviewed to ensure that this important channel of community input into Council decision-making is most effective.

1.10 Port Phillip Forum

unChain Port Phillip Councillors will push the City of Port Phillip Council to help set up a "Port Phillip Forum". This would build on previous models of community development in the City, such as the St Kilda Community Development Advisory Committee and the Port Phillip Community Forum.

The Port Phillip Forum could be a 'statutory authority' of the Council, with an independent Board and Constituency, a core financial grant from Council and capacity to raise independent funds.

The function of the Port Phillip Forum would be to act as a strong and consistent voice connecting the community with Council or State Government. Membership of the Port Phillip Forum would be open to individuals and groups such as tenant's groups, traders' associations, Community Health Centres etc. An elected committee would manage the Port Phillip Forum. It would have a mission and charter of conduct approved by its members and by Council.

The Port Phillip Forum would be the digital and online hub for current and emerging issues in Port Phillip. In addition to conducting major online consultations, it could hold public meetings, and seek to reach the more isolated communities in Port Phillip. It would facilitate expert comment from within and beyond Port Phillip on key issues. It would be a focus for community volunteers.

1.11 Residents' Group

unChain Port Phillip will discuss with other groups and individuals the merits of establishing a broad residents group for Port Phillip. The aim of the group would be to support Councillors in the next Council term from 2008 to 2012. This could take the form of a coalition of residents' groups.

The group may also choose to participate in State Government decision-making on Council matters such as the number of Councillors for the municipality and the methods of election, planning issues, Council priorities around revenue and funding issues, social justice and economic inclusion issues, and cost shifting between governments.

1.12 Community Participation and Access to Information

unChain Port Phillip will organise an annual community summit, with the Port Phillip Forum playing a major role in the development of this. This will draw together the advisory committees, community groups as well as the grassroots community. The summit will be held at a time to assist in the writing of the Council Directions Paper. Furthermore there will be ward meetings, in person and online, which could be held every three months.

More accessible and open information is a pre-requisite to community empowerment. Despite freedom of information legislation and more 'Plain English' drafting, people feel less well-informed about their local Council today than they did some years ago. Therefore unChain Port Phillip Councillors will ensure improved public access to records of key internal Council meetings and decisions – a new protocol will be developed.

An internal Freedom of Information protocol will be established that goes beyond the current minimum legislative requirements governing the City of Port Phillip. The

Council website will be revised to ensure that there are measures for the community to access information and assess the performance of Council. There will be one integrated website to provide a transparent and comprehensive picture of Council's operations.

Council could adopt a right for local people to force a debate on specific local issues onto the council agenda. This could be a duty on council to respond to petitions, ensuring that those with significant local support are properly considered.

A strong way to empower the community would be to allocate a significant sum each year to each Councillor to spend in his or her ward (say \$500,000). There would be an appropriate set of checks and balances to ensure community participation in the decision-making and financial probity. Projects that reflected the community's priorities rather than Council Officers' would therefore be funded. A similar model has had marked success in Seattle and has been adopted in some Australian municipalities.

Often residents and ratepayers say that when they ring Council it is difficult to find the right area or indeed person who is accountable for having the query answered or the matter fixed.

unChain Port Phillip suggests the appointment of three to four District Officers for each Ward from the current Council bureaucracy (so there should be no extra cost from this initiative) who each have a third (or quarter) of the Ward to look after on a geographic basis and are the point of contact for residents and ratepayers on every issue they have and who are then directly accountable for fixing issues. They would have to report both to their bureaucratic superior and also to the ward Councillor. Woking Council in the UK is an example of this District Officer system in operation.

1.13 Process and Implementation

Responsibility for the review of existing structures and development of the above policies will rest with the Mayor and the Mayor's Executive Officer. The Mayor will establish a group consisting of the Mayor, the Mayor's Executive Officer, officers, outside experts and community representatives to steer this process. This recognises that the Mayor does not have any executive authority. While the Mayor can be responsible for the development of the strategic vision for democratising Port Phillip, its implementation must be done through the Council's traditional decision-making structures. The outcome should be an exemplary Council, one that is truly democratic and effective.

What the City of Port Phillip community requires is inclusion, alongside New Direction and a Fresh Start.

SECTION 2: SOCIAL JUSTICE

The culture of the City of Port Phillip has been built over many decades by its people, and must be respected by our Council. This City contains the full diversity of multi-cultural Australia, and also provides residence to all socio-economic groups. The City has social justice policies, programs and organizations, which are contributed to, and accepted by, the community. New challenges will continue to emerge. These will require sensitive and effective responses. Community building amongst the diverse groups and communities that make up this City is seen as essential for a coherent response to the uncertain future that faces us.

2.1 Child care

unChain Port Phillip observes that access to quality affordable child care is still out of reach for many Port Phillip families. Currently over 1000 children are registered on waiting lists for centres operating in Port Phillip.

The Federal Government has shown some willingness recently to enter into co-operative arrangements with local government authorities to provide more childcare places.

Yet, in the face of very high demand for childcare services, the City of Port Phillip Council's attitude to its provision demonstrates heedlessness to the needs of its residents, particularly young families.

In 2005/2006 the City of Port Phillip elected to decrease rate payer contribution to childcare by 60% as it said it could not carry the burden alone. As a consequence, Council passed that burden to young families - increasing daily fees from \$45 to \$76.50 per day. The additional burden imposed on parents by fee increases of this magnitude is insupportable.

In 2009 the City of Port Phillip plans to withdraw existing funding models from kindergartens and this will potentially increase fees by over \$10.00 per child per day. Some centres believe this fee increase will force the three local community kindergartens to close.

unChain Port Phillip believes that:

- all Australian families are entitled to access high quality, affordable childcare;
- positive, interactive learning and socialisation opportunities offered by childcare can benefit children and the community by assisting a smooth transition to formal education;
- all carers of children should have the opportunity to re-enter or maintain their engagement in the workforce;
- Port Phillip Childcare should be a not-for-profit service;
- there should be an end to the excessive escalation in daily fees;
- people working in the childcare sector should be fairly remunerated; and
- families should have diversity in their choice of childcare alternatives

unChain Port Phillip will:

- ensure Council's continued role in universal access to quality, affordable community care;
- create an active, accurate and transparent childcare waitlist across Council, community and private early learning services and help parents access their service of choice in an expedient and proactive manner;
- create an additional community 200 long-day care places in areas of need;
- ensure kindergarten services are available for 95% of all 3 and 4 year olds;
- establish improved standards of childcare based on the best available evidence from early childhood research;
- encourage more investment in publicly funded community-based and not-for-profit child care facilities, especially in areas of high unmet demand or growth; and
- consult and listen to staff of children's services, management committees and parents before amending childcare and kindergarten access, subsidy funding, and structural policy

2.2 Housing

At a time when costs associated with the purchase of a house are well beyond the level able to be afforded by many residents of Port Phillip, - 60% of residents in Port Phillip are tenants - the Council must take a lead to secure better outcomes, both environmental and economic, for those residents currently renting their accommodation.

The National Rental Affordability Scheme has been established to build up to 50,000 rental properties across Australia in its first four year. This should reduce rental costs for many low and moderate-income households. Legislation to establish the scheme is currently before the Federal Parliament.

There is also a critical need for community housing to meet the needs of low-income groups, people who are unemployed and disadvantaged and disabled members of the community who are seeking accommodation. Port Phillip Councillors have been leaders in providing community housing. However, recently we have seen this priority used to justify some poor decisions in other policy areas (for example, unequivocal support for the Triangle amongst some Councillors was seen as a way of securing more funding for community housing) and we have seen Councillors dismiss genuine community concerns as simply being anti-public housing. Such one-sided views are paving the way for potential backlash to public housing, as a result.

unChain Port Phillip will:

- lead Port Phillip City Council to take a much more pro-active role in creating opportunities for the construction of community housing and to promote the availability of low cost housing generally;
- implement The City of Port Phillip's 2007 Housing Policy, without delay.;

- educate and inform about the role of public housing in our City in order to regain the confidence and support of a wide range of community members for the continuation of this important commitment;
- encourage the growth of housing stock in the City by participating in State and Commonwealth programs promoting affordable housing;
- encourage private developers keen to provide new and affordable housing stock to seek approvals for their proposals without delay;
- use the expertise of Port Phillip Council in the housing sector to support the National Rental Affordability Scheme, helping to work through complex issues such as the ability of the charitable sector to develop projects as joint venturers with large investment funds and
- actively support measures to encourage landlords to make their properties more environmentally sustainable in terms of energy and water use. This initiative sits alongside our environmental action plan, which encourage landlords to provide sustainable energy facilities for tenants resident in Port Phillip – thereby bringing the energy usage of 60% of the City’s population into sustainable modes and substantially reducing current levels of emissions impacting on the overall carbon footprint of the City. Similarly, in terms of water usage, we will encourage landlords to take action to replace inefficient piping and bathroom fittings, which are wasteful of water.

2.3 Kyme Place

Kyme Place deserves a special mention as there is a proposal before Council to build community housing above the public car park off Liardet Street near corner of Bay Street, Port Melbourne. The proposal involves 31 studio apartments with a net loss of five existing car parking spaces on site.

The design and location have been the subject of debate in the community. Issues concerning appropriate location, site and design have been raised. Such issues include the beneficial ownership of the car park, examination of possible options such as alternative sites, reduction in the number of units so the building is not so large, impact on the access for the neighbouring commercial properties, changing the parking entry/exit arrangements and improving the sustainability elements of the project.

There is a perception that Councillors have failed to listen carefully to genuine concerns of the local community. Possibly fearing opposition as a community backlash against public housing, they have been unwilling to consult and have aimed to push through their preferred vision at all costs. The new Council must provide a genuine opportunity for interested parties to participate in such decision-making. For the long term good of the Council’s housing program, it is essential to have significant public support, which, in turn, requires open and transparent decision making.

The Council has established a special committee on the Kyme Place proposal. That committee has been delegated responsibility to make the planning decision on behalf of Council as Responsible Planning Authority. The Committee comprises two independent experts, two residents and Councillor Judith Klepner. Council's Senior Planning Officer

will write a report and make a recommendation. It is expected that the report will be submitted in late December with a formal committee meeting held subsequently which would also involve an opportunity for public comments on the officer's recommendations.

unChain Port Phillip believes that the new Council should withdraw the committee's authority to make a decision on behalf of the Council. Instead the Committee should make a recommendation to Council with Council being the decision maker. The Committee has limited terms of reference as it can only consider matters relevant under the Planning Act. The new Council should ensure a complete review of the proposal covering the locality, site and design aspects of the project.

UnChain Port Phillip member, Don Gazzard, a Life Fellow of the Royal Australian Institute of Architects has made a submission to this committee, which demonstrates many of the issues to be resolved. The salient points of his submission are:

"In my opinion aspects of the design need amendment for the proposal to be practical.

The architectural design is considered acceptable but the vehicle circulation needs to be reconsidered. The effort to maximise the number of studio apartments and at the same time maximise the number of public parking spaces available has resulted in vehicle circulation which is far too difficult. The lane is simply too narrow to carry service traffic as well as the entry and egress from the public carpark. Vehicles entering the carpark would have to be on the wrong side of the lane to be able to turn into the carpark.

All architectural design is a compromise to achieve an acceptable balance between all the desirable factors involved. The access problem can only be solved by something giving way. My proposed solution is to leave out the apartment on the ground floor so that the entry to the carpark is directly from Liardet Street as at present, keeping it separate from the lane.

This would have the virtue of making this public parking area under the building more visible from Liardet Street. This is considered important as the parking will not be available during the construction period and there could be hesitation at going down a narrow lane to parking which would be almost hidden from Liardet Street.

The number of carspaces will have to be reduced with parallel parking on one side and right angle parking on the other as at present. Because the entry and lift / stair are in the corner next to the lane it might be sensible to put the right angle parking on the lane side rather than as at present. Maintaining the status quo would leave both the parking aisle width and the lane width as they are at present so parking and circulation would both be easier. Retaining the present width for the lane would allow for rubbish removal vehicles, and entry into, and backing out of, the rear yards of the properties fronting Bay Street. The line of

structural columns along the lane should be moved back slightly and the slab cantilever could be increased if necessary to accord with the existing lane.

The loss of one studio apartment and a few cars should therefore rectify the circulation problems, and the building costs would also be lowered slightly. Public concern would be allayed and the parking would be more visible and well used on completion.

Port Phillip Council should be a leader in sustainability issues so I would like to object to the absence of solar arrays to generate electrical power. Despite the initial higher cost it would lead to lower energy use and the additional initial cost would be amortised over time by the savings."

2.4 Community Safety

unChain Port Phillip believes that Port Phillip should offer its residents, workers and visitors, a safe environment. Violence however is frequently reported against residents, sometimes from street encounters, and on other occasions where on licensed premises such as bars or nightclubs. In particular the homeless and street workers are increasingly vulnerable to the changed behaviour in our streets.

unChain Port Phillip notes, and unreservedly supports, the scathing comments delivered by Judge Frank Gucciardo on the role of alcohol abuse in much of the violence which brings offenders to court for sentence. To quote the judge:

"The reliance of young men and women on alcohol binges for entertainment and stimulation has reached insidious proportions, turning so-called entertainment precincts into presidios of violence and ugliness causing fear and apprehension of violence and injury, discouraging and conditioning the community from normal access to such venues, particularly at night."

Discussions between Council officers and community members subsequent to this ruling indicated that Council officers and the local Police, who – sensibly and commendably - often liaise in monitoring venues' compliance with regulatory and legal requirements for serving alcohol, and maintaining good social order on their premises, often encounter issues of boundary definition in these activities. In other words, it is not always immediately clear which authority has jurisdiction to act in particular cases.

This is a matter of serious concern to all unChain Port Phillip candidates. If there are ambiguities in the matter of monitoring regulatory compliance, and that authorities charged with this and related tasks are confronted by dilemmas about jurisdictional boundaries, action needs to be taken to clarify the situation without delay.

unChain Port Phillip unambiguously and unequivocally will press for all available measures at the disposal of the Council to be applied to bring a safer environment to Port Phillip; and where policy ambiguities and boundary definitional issues abound, unChain Port Phillip will press action to ensure that these are resolved.

This approach arises from unChain Port Phillip's determination to be responsive to community demands for greater safety in the Port Phillip environs and reflects its action plan on entertainment precincts. Extensive concerns expressed consistently over recent years by many members of the Port Phillip community, to date have gone unheeded by the current Council.

unChain Port Phillip Councillors will:

- require regular reports providing details of Council officers' monitoring of nightclubs, bars and entertainment venues to ensure that all are fully compliant with all elements of City regulations;
- review Council policies and regulations to ensure that there is comprehensive cover for Council officers to bring licensees or patrons engaged in offensive or antisocial behaviours to account;
- require regular reports of the details of complaints received by the Council's hotline for residents, and of Council officers' responses to these;
- facilitate the development of strategies to use education and behavioural measures to reduce the level of community violence arising from the effects of alcohol abuse, or the abuse of other drugs; and
- after monitoring incidences and reports of violence over the first twelve months in office,
- evaluate the effectiveness of current strategies;
- identify, in the event that the outcome of the evaluation warrants, what other measures might be used to ensure the safety of Port Phillip residents;
- commission desk research on the outcomes of policies and practices in other jurisdictions and overseas which have been applied to mitigate similar problems eg the 'three strikes and you're out' approach as is used in some American cities and
- clarify the intent and likely implementation of recent legislative changes made by the Victorian Parliament pursuant to the State government's *Alcohol Plan* to enable Councils to consider 'amenity' when determining applications for licence approval, and in particular lobby to ensure that Council input be given due weight in the revised processes proposed.

2.5 Corporate Social Responsibility

The global phenomenon of Corporate Social Responsibility (CSR) needs to find vigorous expression in the policies and practices of the City of Port Phillip Council, to align these with the increasingly globalised character of 21st century business.

Essentially, Corporate Social Responsibility aims to produce better corporate business behaviours by expressly articulating policies to guide decisions, and ensure congruency between the diverse policy portfolios of corporations. CSR encourages better corporate performances across a range of key indicators – commercial, environmental, financial and social.

unChain Port Phillip observes with dismay that currently, Port Phillip Council has no specifically articulated policy on CSR; and also, that many of the Council's present processes are not conducive to best practice business behaviours in many important respects. The absence of proper tender practice in 91 contracts is a notable recent example.

unChain Port Phillip also observes contradictions between Council policy positions eg the Alcohol policy which promotes the responsible use of alcohol and actual Council behaviours - for example, the approval of 3,900 patrons in nightclubs and taverns in the Triangle development where, on the evidence available from existing venues in the City, irresponsible and dangerous use of alcohol is likely to be endemic.

CSR will be the focus for the preparation of over-arching policies through which Council will be better able to ensure that directions in all other policy portfolios will be aligned for the best social and corporate purposes. By encouraging the adoption of rigorous principles in the Council's CSR policies, unChain Port Phillip is certain it will improve behaviours in a wide-range of Council business practices.

To formulate such a vision for the City of Port Phillip will require leadership on the part of Councillors and senior managers, and the engagement of the community in discussions leading to the formation of relevant over-arching policies. Once considered and agreed to, CSR will guide Council and its officers in effecting consistency between all other policy portfolios, and give direction to ethical business behaviours - for example, in planning applications and procurement decisions.

CSR policies will deliver better outcomes for our City not only in terms of the commercial and financial bottom lines, but also in terms of social and environmental outcomes too.

Through a process of community education involving seminars and forums, with experts drawn from the Port Phillip community and beyond, over the next term of office unChain Port Phillip Councillors commit themselves to the formation of Corporate Social Responsibility policies as the basis for the development of new guidelines to guide Council officers in their decision-making for the community may be developed consistently across all Council portfolios.

2.6 Diversity

As observed in the preamble to this policy statement, Port Phillip contains the full diversity of multi-cultural Australia, including Aboriginal peoples, the homeless, street workers and residents of all ages and incomes.

unChain Port Phillip will:

- respond positively to initiatives from community members to give expression to this diversity in the forums and discussions that the Council sponsors;

- be supportive of activities, which enrich the lives of members of its diverse communities and continue to protect the most vulnerable amongst us, including those who have retired from the workforce; and
- ensure that Council provides, through its annual budgetary process, resources to enable research on issues relevant to particular groups to proceed, with a view both to ameliorating disadvantage where it exists, and to celebrating culture when opportunity offers.

SECTION 3: THE ENVIRONMENT

The City of Port Phillip has a community, which is amongst the most creative, progressive and passionate in Australia. For our community, environmental and sustainability issues are of great importance.

unChain Port Phillip firmly believes the Port Phillip Council should provide strong leadership on these important issues, both in terms of policy and action.

Whilst some policy initiatives of the current Council warrant commendation, there is much scope for enhanced policy vision. Further and importantly, there is a pressing need for Council to ACT not just talk.

It is easy to make ambitious policy claims, but effective implementation is another thing entirely. unChain Port Phillip's practically skilled and politically non-aligned candidates have the ability to make things happen. Our Action Plan has been created accordingly.

3.1 Climate Change

To fulfil the City of Port Phillip's climate change commitments much more must be done. These commitments, which are supported by unChain Port Phillip, are to:

- achieve zero net greenhouse gas emissions and a 70% reduction in potable water use from council operations by 2020 and
- help residents and businesses reduce their per capita green house gas emissions by 50% from 2006 levels and water use by 50% from 2001 levels by 2020

Disappointingly, the current Council has ignored these commitments in many of its recent major projects. For example:

New Council offices: It is a matter of shame that recently the Council has, at a cost of approximately \$20 million, built an architecturally uninspiring office extension to the St Kilda Town Hall with complete disregard for sustainability. Not only does the outcome conflict with Council policy but the community has been saddled with an inefficient building, which will be costly to run and significantly contribute to the Council's carbon footprint.

Council's failure to include sustainability objectives in design has resulted in the building failing to meet accepted green building standards (Green Star & NABERS Energy ratings) despite these standards being routinely met by most major office developments including many built or proposed in Port Phillip.

By contrast, around the same time the City of Melbourne showed environmental leadership and vision by building the innovative CH2 Building for its staff, with exactly the same use as the Port Phillip Council's office extension in Carlisle Street. The Swanston Street building set a new standard in green building and was awarded a 6 star Green Star rating, a first for Australia. The CH2 building is expected to use only 13% of

the energy used in the original Council house, and CO₂ emissions are expected to be 60% less than that scored by a top rating 5 star building. Other Councils including Hume and Darebin have also completed new Green municipal offices.

St Kilda Triangle: Despite the enormous commercial scale of the proposed triangle development, the fact it is being carried out on Council controlled crown land and the extremely prominent nature of the development, the Council failed to insist upon an integrated approach to sustainability to ensure that greenhouse emissions from the development would be minimised. Instead, the development includes only some token features such as a green wall, which, in any case, is unsuited to the seaside location.

When challenged about the lack of cutting edge sustainability standards, current Councillors claimed that such standards were not required in 2005 when the project went to tender. We do not accept this flawed rationale for a major project with a completion date sometime in 2011 or later. unChain Port Phillip will ensure our City leads on sustainable development not follows.

unChain Pt Phillip will ensure that:

- the Council leads by example;
- future projects are built to the highest and latest environmental standards;
- all current Council facilities and projects are audited to determine whether environmental performance can be cost effectively improved;
- street and outdoor lighting is converted to low emission lighting and
- a rational Carbon Management Plan is developed for Council facilities so the 2020 zero emissions target can be met at least cost by:
 - reducing energy consumption as a priority;
 - implementing energy efficiency actions without delay;
 - monitoring and regularly reporting outcomes to the community; and
 - purchasing Greenpower and other accredited Carbon Credits to meet stated emissions benchmarks

3.2 Town Planning

The Council must do considerably more if it is to achieve its environmental commitments to the community. It should make use of its planning powers and the tools available under planning legislation to promote sustainable design and the integration of renewable energy systems into the design of new buildings.

unChain Port Phillip will push for the implementation of a range of planning incentives to encourage new and modified buildings to adopt sustainable design principles. Incentives to be considered include reduced planning permit fees, rate rebates and expedited planning approval timeframes for green buildings.

Conversely, consideration will be given to providing disincentives such as increased permit fees for development applications that substantially ignore Council's sustainable design targets.

Under unChain Port Phillip's stewardship the Council will use a "carrot and stick" approach to achieve real results and to position Port Phillip as Australia's Greenest municipality.

3.3 Council Vehicle emissions.

unChain Port Phillip will review Council's vehicle fleet for opportunities to reduce Greenhouse emissions. This will include a review of:

- Work practices;
- Council vehicle purchasing policies;
- Car pooling opportunities for staff and contractors; and
- Car and bicycle share schemes.
- Contractors will be required to adopt the same measures for their vehicles as those applying to the Council operated fleet.

3.4 Bulk purchasing

unChain Port Phillip will work to establish an effective bulk Green purchasing program to allow residents to have access at reduced cost to green systems such as solar hot water and electricity systems, water tanks and grey water recycling systems.

3.5 EcoCentre

unChain Port Phillip fully supports the work of the EcoCentre and its staff and will ensure that its funding is retained or if possible increased.

3.6 Waste and recycling

Much can be done to improve the rates of recycling by residents and businesses. Initiatives may include the improvement of collection procedures including establishing effective electronic waste recycling; and auditing and advice to high waste generators such as businesses and apartment blocks.

3.7 Parks and gardens

Being the most densely populated municipally in Victoria, our parks and gardens are immensely important. The physical, emotional and visual benefits they provide to residents and visitors alike has been seriously underrated and misunderstood by the current Council.

Parks have been neglected and precious and ever diminishing open space sold off or leased for commercial use.

UnChain Pt Phillip will elevate the priority within Council of maintaining and improving our parks and gardens and will not allow our open space to be lost to development and commercial activity.

Examples of Council neglect, abuse and mismanagement abound including:

Albert Park – Skate park and urban plaza: the Council has ruthlessly pursued the construction of a massive concrete skate park in the wrong place – in Albert Park fronting Fitzroy St, at the gateway to St Kilda. The proposed structure, in parkland, comprises over 1000 sq m of concrete and is designed not as a local skate park but one intended to attract users from across Melbourne. The Council continues to pursue this despite the Supreme Court rejecting the planning permit issued by the Council (to itself!) and considerable opposition from over 300 residents and the St Kilda Park Primary School, the St Kilda Sports Club, the Parks Community Association, UnChain St Kilda, EarthCare St Kilda, the Port Phillip EcoCentre, Save Albert Park, The St Kilda Historical society, Cricket Victoria, the Fitzroy Street Traders Association, the Australian Institute of Management and many local businesses.

The Council's mismanagement of this project has disadvantaged skaters (who are still waiting for a skate park), ignored the wishes of the community and wasted hundreds of thousands of dollars of ratepayers' money in legal battles.

unChain Port Phillip supports the construction of a skate park in an appropriate location such as the foreshore and will ensure that this corner of Albert Park is protected, revegetated and made available as parkland for use by the community and school.

O'Donnell Gardens – Summer Market: The Thursday night summer craft and clothing market returns to the lawns of O'Donnell Gardens. In 2005 our current Councillors signed off on the officers' recommendation to support, what is essentially, a retail activity on public parkland, accepting that "minor damage to lawn . . . should not impede an event considered to have other greater social economic and cultural benefits".

Our Councillors failed to recommend alternative sites, such as the numerous open-air concrete car parks in the vicinity, that would have satisfied the 'greater economic and cultural (?) benefits' of a market without damaging lawns, already ravaged by drought.

UnChain Port Phillip maintains that it is the duty of Councillors to approach such and future proposals, in the first instance, as the guardians of our City's parklands and open spaces, and to argue against retail activity as an appropriate use of these parklands.

The Grand Prix: The Formula One Grand Prix is currently held in Albert Park. Our parks and gardens are vital and, in principle, our largest park is not the appropriate site for the Grand Prix. Given the support for the Grand Prix by the State Government, the powers of the local Council are limited. Nevertheless it is important to identify concerns of the local community and work to resolve them. The Grand Prix has a significant immediate impact on local residents, schools and traders. There is disruption for some months to park users, especially with respect to community sporting facilities. There is also a significant financial cost to the Victorian taxpayer. unChain Port Phillip will advocate for a commercial rent to be paid by the Grand Prix Corporation, for improved remediation measures for the Park and its sporting facilities, for subsidies to clubs and park users and for measures to protect local businesses. Overall unChain Port Phillip

will strive to ensure that the requirements of the Grand Prix do not swamp the legitimate interests of other users of this precious open space.

3.8 Tree planting

unChain Port Phillip Councillors will prioritise tree planting and street landscaping after years of neglect.

unChain Port Phillip will investigate the viability of a scheme which allows residents, on a twice yearly basis, to receive at no cost or at a heavily reduced cost, a range of native trees and shrubs for planting in their homes or in community facilities

A priority list of areas in each ward which require landscaping will be immediately compiled and relevant programs put into effect. This is likely to include landscaping and tree planting to beautify St Kilda Rd each side of , and including, St Kilda Junction.

3.9 Heritage

unChain Port Phillip is conscious of the importance of protecting our heritage for future generations to enjoy as much as we and others before us have done. This includes buildings such as the Palais or our heritage churches and gardens such as the St Kilda Botanical Gardens and Catani Gardens.

3.10 Beaches

Our beaches form part of the heart of Port Phillip and provide a recreation and leisure destination for large numbers of residents and visitors. Maintaining our beaches is a major task, which needs improvement. It also involves a cost burden, which falls excessively on local ratepayers.

unChain Port Phillip will seek to improve beach cleaning efforts and will ensure that events like the 2007 New Years Eve celebrations on St Kilda's beach are better managed and cleaned up promptly with costs borne by those profiting from the event not ratepayers.

The health of our beaches is influenced significantly by some factors beyond the immediate control of Council (eg the water quality of the Bay, the promotion of Pt Phillip as a leisure area for all Melburnians etc.)The muted opposition and often compliance of the current Council to State Government policies and actions that are adverse to the interests of local residents and ratepayers has led to the City of Port Philip being taken for granted by the State Government.

As the only non-politically aligned group contesting this election, unChain Port Phillip will independently and vigorously represent the interests of residents and other

ratepayers when dealing with the State Government in relation to these and other issues.

unChain Port Phillip supports full and open access to our beaches and will overturn Council's decision to charge fees to personal trainers and fitness instructors who use our beaches.

3.11 Water – our life blood

Despite the obvious and serious issues confronting us all in relation to water use, the current Council has failed to update the Water Management Local Action Plan released in January 2005 which relates to water supply to Council and community facilities. unChain Port Phillip will ensure that a clear sustainable water management strategy is developed which takes into account current predictions of the impact of climate change which includes:

- analysing water consumption from existing facilities;
- identifying opportunities for water conservation, stormwater harvesting and localised waste water treatment as an alternative to mains water supply; and
- prioritising water supply to ovals and other community facilities that give the greatest community benefit.
- explore an incentive or rebate scheme to encourage owners' corporations to convert flats and units to individual water meters, as a way of motivating occupiers (whether owners or tenants) to take responsibility for reducing their water consumption.

3.12 Transport – pursuit of alternatives

Improving alternative transportation options for residents will be an unChain Port Phillip priority.

Public Transport: work with the transport service providers and the State Government to improve the frequency of services to Port Phillip particularly during peak hour and also peak entertainment times. We would ensure that a development the size of the Triangle would not be approved without a firm commitment to provide additional trams and buses to the area.

Bike scheme: proactively work with neighbouring municipalities including the City of Melbourne and industry to investigate the viability of a shared bike scheme similar to that operating in Paris and other European cities.

Bike Paths: work with the State Government to improve bike lanes within the municipality including the linkages for the proposed changes to Fitzroy St bike lanes.

Bike racks: require the provision of bike racks in all new commercial developments and apartment buildings and will investigate the shortfalls in secure bike racks at transport hubs in the municipality.

Car sharing: create and promote a web portal for residents to facilitate car sharing and car-pooling.

Walking: improve infrastructure support for this least environmentally intrusive and most healthy form of transport. We will work to improve the pedestrian experience and develop strategies to get more people walking. Essential to this are footpath repairs and improved road crossings, including pram ramps, better lighting and cleaner streets, easier access to trams, buses and trains, safer and cleaner shelters and better placed street furniture.

SECTION 4: SENSITIVE DEVELOPMENT

unChain Port Phillip will deliver a healthy, community-driven local government. Our action plans are underpinned by the interplay of preserving what is good, protecting what is vulnerable, and progressing what will lead to a sustainable and beneficial future for the citizens of Port Phillip.

Greater communication and trust is needed between the community and the staff and Councillors of the City of Port Phillip.

While recognising the constraints of Victorian planning policies and laws, the aim of unChain Port Phillip is to preserve, protect and progress the physical environment of the City, whether built or open space.

Unaligned to any political party, our new team of Councillors will provide a fresh start, a new direction and strong leadership for sensitive development of our City. This section covers the following matters:

- Entertainment precincts and alcohol problems
- Effective Planning Controls and Processes
- The St Kilda Triangle
- Albert Park Skate Park
- South Melbourne Town Hall
- Future developments
- The St Kilda Harbour
- Carlisle Street
- St Kilda Junction
- Reviews
- South Melbourne Market
- The Esplanade Sunday Market
- St Kilda Festival Sunday
- Parking

4.1 Entertainment Precincts and Alcohol Problems

Entertainment is an important part of the heritage of Port Phillip and a significant component of its economic base. Nevertheless it is important to consider the council policy towards nightclubs and alcohol. The current council seems content to see Port Phillip become a 'party-zone'.

It is clearly difficult to control the problems created by nightclub precincts. Why would the Port Phillip Council want to reproduce the disaster of King Street, Chapel Street and now Queen Street? We're already seeing issues of alcohol-fuelled violence in St Kilda and in South Melbourne. Do we want nightclub-party zones encroaching further into our communities?

People are clearly concerned about alcohol-fuelled violence and anti-social behaviour in the 'entertainment precincts' flourishing in the CBD and inner Melbourne locations. Control measures such as the 2 am lockout have had limited, if any, success. There is substantial expert evidence that creation of a new nightclub precinct at the Triangle site and approval of proposed nightclubs in Carlisle Street will produce major social problems. Let us quickly look at some of this.

Concerned about Melbourne's binge drinking violence, the architect of our modernised drinking laws, Professor Nieuwenhuysen, said 'the rise of nightclubs on such scale and in such close proximity and concentration is the antithesis of my (Review) ... (which) included an explicit condemnation of the beer barns ... binge drinking is heavily associated with the large nightclubs in the city ... authorities must carefully study and consider the wisdom of allowing such large scale premises to operate ... (there is also) strong anecdotal evidence that the large all-night establishments are a mecca for the distribution, sale and consumption of illegal drugs'.

The most accessible research in Victoria on the problems of nightclub precincts can be found in the 2006 report of the Drugs and Prevention Committee of the Victorian Parliament. The Inquiry found that 'A high density of licensed venues concentrated in one area can lead to problems other than simply the agreeable nature of the district. Assaults, violence and other forms of crime are not insignificant factors'. The Alcohol and other Drugs Council of Australia (ADCA), the Australian Drug Foundation, the National Drug Research Institute and VicHealth all support a reduction in the density of liquor outlets.

Not all licensed premises create the same level of problems. Professor Nieuwenhuysen says 'the pity for Melbourne is that the success of European-style premises in the past 20 year is being tainted, indeed drowned, by a minority's bedevilling, tragic violence and mayhem'. Research has established that the consumption of alcohol in restaurants and social clubs doesn't generate as many alcohol-related problems as the consumption of alcohol in pubs, hotels, nightclubs and bars. The Inquiry into Strategies to Reduce Harmful Alcohol Consumption concluded that 'a street that has a high density of licensed cafes and restaurants, such as Brunswick Street in Melbourne, may produce less alcohol-related harm (particularly violence) than a street with three or four nightclubs or hotels'.

unChain Port Phillip believes that council must vigorously use its powers to protect local residents. For example, residents in the vicinity of the Barkly Hotel can testify about the dramatic impact on their lives in living in a new party zone and the inadequate protection they have received from Council. Residents in the vicinity of the St Kilda Festival Sunday 'street party' are similarly exposed to hundreds of thousands of drinkers at their doorstep, emboldened to party until they drop by the 'party central' tag and alcohol sponsorship of the Festival. Local businesses could also be impacted as can be seen by the decision of Crown Casino to expel nightclubs from its entertainment complex, and Chadstone to do likewise from its shopping mall. We face a threat that controls on clubs in the city and Chapel Street will see them increasingly re-locate into Port Phillip. The whole of our municipality must not be allowed to degenerate into a

party-zone with its accompanying massive social problems. Two immediate issues for the Council are the proposed nightclubs at the St Kilda Triangle and in Carlisle Street. The St Kilda Foreshore Urban Design Framework promised an entertainment and cultural precinct at the St Kilda Triangle. unChain St Kilda opposes the excessive focus on alcohol in the Babcock and Brown Citta's Triangle Plan. The approved Development plan in August 2008 has four nightclubs with a capacity of 3000 patrons and the tavern of 900 patrons amongst a further 5,300 seat licensed restaurant and bar complex. unChain Port Phillip believes that the nightclub precinct is grossly excessive. This iconic site and this local community deserve better.

In Carlisle Street there is a proposal for a large nightclub in the old Red Rooster building and most residents and traders are rightly concerned.

The Council must respond to community concerns that Port Phillip is threatened to turn into one giant 'party zone'. It must use its planning powers, its advocacy powers and its enforcement powers to protect its ratepayers and residents. The Council must work more closely with the Victoria Police and the Liquor Licensing Commission to reduce alcohol problems. In particular, the Council should look to employ someone with valuable experience, say a former police officer, expert in this area to control licensed premises and to reduce alcohol-related crimes in Port Phillip. This is a strategy that has been successful in other municipalities. This community needs inclusion, a new direction and a fresh start to controlling alcohol-related problems.

4.2 Effective Planning Controls and Processes

A common experience of residents across our municipality is that planning policies are being pushed to the limit to approve developments very much in conflict with their neighbourhood's character. They quote examples of Council officer recommendation to approve breaches of height limits and/or complete demolition of heritage buildings or features to give developers what they want, on the spurious grounds of 'for the sake of the quality of the design'. These recommendations are often simply rubber stamped by Councillors without consideration to the havoc it will wreak on its neighbours or a proper scrutiny of how planning laws are interpreted.

Many residents in our City have increasing dismay that our planning rules can permit such poor, inappropriate decisions to the detriment of our diverse urban fabric and history. They come away with increasing mistrust and amplified feelings of helplessness.

The important point that was highlighted in the Triangle saga was the way planning guidelines could be manipulated by officers to fit the desired outcome. Of most concern was that officers could so easily dismiss the promises made by Councillors to the community in the Urban Development Framework as merely 'aspirational'.

unChain Port Phillip will:

- undertake a thorough review of all the current planning policies and their interpretations;

- commit to apply Melbourne 2030 sensitively and to not use it as an excuse to support rampant destruction of our suburbs character and strip our streets of residential amenity;
- provide an open discussion for all citizens on what is a desirable level of development
- challenge the Developer-Council-VCAT nexus by being a strong advocate for community consensus about the sort of new development that is acceptable;
- ensure that in a scenario where Council is both the proponent and the planning authority, Councillors who sit on the tender selection committee are excluded from voting on the approval or otherwise of the development plan;
- ensure new developments in the City do not adversely impact local business and residents;
- improve the planning knowledge of Councillors to help them make informed decisions by commissioning independent planning advice and expert views, especially on major projects; and
- instigate better accountability mechanism to monitor the decisions and recommendations of officers.

This fresh approach to planning combined with firm leadership will guide the resolution of existing issues, on the St Kilda Triangle, South Melbourne Town Hall and Albert Park Skate Park.

4.3 The St Kilda Triangle

In August 2008 the Council gave final approval to the Babcock Brown-Citta Plan for the St Kilda Triangle. The Council ignored the voice of more than 8000 people who wrote submissions or signed petitions opposing the proposal.

In 2002 the Foreshore Urban Development Plan had promised us a cultural and entertainment precinct. Instead Council approved a 99-year lease for:

- a massive beachside shopping mall with close to 47,300 sq of metres Gross Lettable Area (an industry measure consistently defined to include all commercial leases). This is bigger than mid range regional centres such as Altona Gate (28,652 sqm), Brimbak Central (39,505 sqm) and Westfield Geelong (35,866 sqm) and just a little smaller than Forest Hill Chase (62,881sqm);
- a cluster of four nightclubs with capacity of 3000 patrons, a tavern with 900 capacity and other alcohol dependent venues (as part of the 43,700 sqm);
- Loss of the panoramic views of the St Kilda foreshore from the Upper Esplanade footpaths and road; and
- A development that compromises the significant heritage architecture of the Palais theatre.

The position of unChain Port Phillip is that the Triangle should be developed primarily for cultural, entertainment, recreational and open space uses as promised in the UDF. This is not the appropriate site for a massive commercial project. At most the UDF envisaged a mix of uses including some retailing that is complementary to the core entertainment and cultural outcomes. This is a wasted opportunity for one of the most

important sites in Melbourne. The Triangle should have been a centre of real significance in the creative life of Melbourne, a place of seaside fun for young and old, and an outstanding model of sustainable development.

We commissioned a report from Professor Roz Hansen on whether the Development Plan complies with the UDF (available at www.unchainstkilda.org). Hansen Partnership is a leading planning consultancy, with a particular expertise in St Kilda. Professor Hansen herself was the project manager for the St Kilda Foreshore and Environs Strategy, the Port Phillip Review of Height and Development Controls, and a member of the consultant team who undertook the 20th Century Architectural Study for St Kilda. Professor Hansen's conclusion about the shopping mall is damning. She states: *'In our opinion there has been a 'manipulation' of policy intent by some parties, including the developer for the Triangle site, to justify the substantial retail floorspace component and yet there is very little, if any policy support, especially at the local level, to justify 25,000 sq.m of retail on this strategically significant site. Based on our assessment of the relevant planning policies contained in the Port Phillip Planning Scheme we are of the opinion that there is no substantive support in the existing planning policy framework for an activity centre for retail uses of this scale and nature on the St Kilda Triangle Site.'*

Professor Hansen's conclusion about the nightclub precinct is equally damning. The UDF did not envisage a nightclub precinct. She says *'the intent of the planning scheme as it relates to the Triangle site is not to over provide for licensed premises. The site should be a family friendly place with a mix of uses which are complementary to the site's foreshore, beach locale and enjoyment of culture and entertainment without the social problems associated with drunkenness'*.

A Select Committee of Parliament investigated the Triangle process and has recommended reconsideration of the project to better meet community expectations. It found that the St Kilda Triangle development process establishes a dangerous precedent for the development of public land in any suburb or regional town in Victoria in a number of ways because of the combination of: the social and heritage significance of the site; the unique process involving the passing of the *St Kilda Triangle Act*, which confers virtually all responsibility for the site from the State Government to the Port Phillip Council; the multiple, conflicting roles of the Council as proponent, planning authority and committee of management; the lack of transparency in the tender process; the removal of third party appeal rights; and the commercialisation of public land.

The Committee also recommended that the Victorian Ombudsman investigate the probity of the St Kilda Triangle development processes that were followed by the State Government and the Port Phillip Council.

The Committee also recommended that the State Government allocate sufficient public funds to restore and refurbish the heritage Palais Theatre, to decontaminate the site, and to ensure that any development on the St. Kilda Triangle site is primarily for cultural, entertainment, recreation and public open space as promised to the community. unChain Port Phillip supports these recommendations but unfortunately the Council and the government appear to have ignored them.

In these circumstances, what is to be done? UnChain St Kilda Inc has launched legal proceedings to quash the approved Development Plan for the Triangle. This will be heard by the Victorian Civil and Administrative Tribunal in February 2009. The grounds of the challenge are that:

- There was a denial of natural justice;
- There was a failure to comply with the requirements of the Planning Scheme; and
- The Council acted unreasonably in approving the Development Plan

What will unChain Port Phillip candidates do once elected? First unChain Port Phillip Councilors will take a close look at the Development Agreement and immediately release ALL non commercial-in-confidence clauses for public scrutiny. The rest depends on the outcome of the legal challenge and the impact of the financial crisis on the viability of the Babcock Brown-Citta proposal.

There are three broad possibilities for the future. First that the legal challenge fails and the developer wants to proceed with the Approved Development Plan. Second that the legal challenge succeeds but the developer has contractual rights under the Development Agreement to submit a revised Development Plan. The third possibility is that the developer is forced to abandon the project and the Council has a clean slate to start afresh. One thing is clear, Council cannot simply ignore any legal rights of Babcock-Brown-Citta, exposing the community to millions of dollars in damages.

If the legal challenge to the current development plan fails, and Babcock-Brown-Citta wants to proceed with the project, we will make every effort to work with it within the terms of the development agreement and other legal requirements. The situation where the current Councilors will not even make public the legal Agreement they signed with the Triangle developer on our behalf makes it difficult to answer the question in more detail without knowing what they have secretly committed us to. We can only commit, in this situation, to negotiating with the developers to try to secure the best possible outcome for the community and to ensure that each subsequent planning permit is scrutinised thoroughly and the full planning constraints imposed to meet community interests, not stretched to fit exponential growth and further commercial gains.

The second possibility is that the legal challenge is successful in quashing the Development Plan but the developer has contractual rights under the Development Agreement to submit a revised Plan. As long as Babcock Brown-Citta has the right to develop the land, we will offer to work with it on a new plan, with transparent processes and total public involvement, to deliver a truly visionary and innovative proposal that is socially and economically inclusive, environmentally sustainable into the future, sensitively designed to respect the site, its heritage and history and based on a long-term business model firmly grounded in culture, the arts, and popular and diverse entertainment. The starting point will be the St Kilda Foreshore Urban Development Framework with its promise of a cultural and entertainment precinct and preservation of important views. We will not allow a trade off where the panoramic views or the Palais are compromised. We will ensure the intent of the guidelines is met. We will also vigorously lobby the State government to provide funding for the

restoration of the Palais (with funding possibly coming from the sale of development rights for St Kilda Junction).

The third possibility is that the developer is forced by the legal challenge or financial conditions to abandon the Triangle project. The Council could then start afresh, but with a new approach and process. The starting point again would be the St Kilda Foreshore Urban Development Framework. We are often asked what we would propose on the Triangle site. However, it is not up to us; but up to the community. The vision prepared by unChain St Kilda (<http://www.unchainstkilda.org/vision.html>) is put forward as an example for public consideration.

A problem with the Triangle is that the self-funding model did not work to deliver a development of the scale and cultural uses expected by the community. We will approach the State Government to fund the Palais (as mentioned above) and/or we will pursue the option of a private theatre operator refurbishing the Palais Theatre in exchange for a 99 years lease for the theatre. This would relieve pressures to commercialise the remainder of the Triangle. This would allow a more modest development in accordance with the promises in the Urban Design Framework for a cultural and entertainment precinct and preservation of important views.

The process should involve an architectural competition to deliver the vision of the UDF, with all entries displayed for public input. The community will be invited to help choose the winning design. This could be done by a referendum – at little cost if it were sent out with the Rates notices. This design would then be the subject of the tender, calling for developers to deliver the community's winning vision.

4.4 Albert Park Skate Park

This is another issue where the current Council has turned a blind eye and a deaf ear to the wishes of local residents, businesses and the community and has compromised its stewardship of our public parkland.

There were 368 objectors to the proposed site during the Council planning process, and 250 objectors have joined as parties to an appeal at VCAT. Objectors include the St Kilda Park Primary School, St Kilda Sports Club, Parks Community Association, Save Albert Park, Port Phillip EcoCentre, St Kilda EarthCare, St Kilda Cricket Club, St Kilda Historical Society, Fitzroy Street Traders Association, Australian Institute of Management, residents and businesses. Objectors have already taken the issue to the Supreme Court where Port Phillip Council was found to have failed to follow a fair and proper process.

Objectors have argued that the Albert Park site is much too close to the St Kilda Park Primary School. The school has collected considerable evidence that introducing a skate park so close to the school is contrary to the safe and nurturing environment they seek to provide for their students. The mainly adolescent males who frequent skate parks are considerably older than primary school children, and are not considered a good influence at that age. It is not considered desirable the skate park should be so close to the school and its younger pupils.

Council has wasted ratepayers' money fighting objectors in the Supreme Court, where it lost and now must pay costs, and is set to waste more money by pushing for an early re-hearing at VCAT, before the election.

unChain Port Phillip will stand firmly behind its Environmental Action Plan to work 'to elevate the priority within Council of maintaining and improving our parks and gardens and will not allow our open space to be lost to development and commercial activity'. The objective of the Environmental Action Plan is to draw a line on further alienation of public parks so as not to squander the inheritance left by our forebears for every passing fad. Our City cannot afford to continue to lose a bit of park here or a bit of park there.

unChain Port Phillip will support moving the proposed St Kilda Skate Park and Urban Plaza from Albert Park Reserve Fitzroy Street to a more appropriate site. We will consult with key stakeholders to seek an alternative venue closer to the foreshore, as envisaged in the St Kilda Foreshore Urban Design Framework. Many prominent beach promenades host a skate park. The home of skating, Venice Beach, has a skate park, there's a successful skate park at Bondi Beach in Sydney, and a new skate park is currently under construction at the Geelong waterfront.

4.5 South Melbourne Town Hall

The South Melbourne Town Hall is a prime community asset. Built in 1880, it is on the Victorian Heritage Register. After the amalgamation of the three councils in 1994, a 21-year rent-free lease was granted to the Australian National Academy of Music a national centre for performance excellence for classical musicians. South Melbourne Town Hall is one of very few Town Halls in Victoria owned by its Community on Freehold and the lease initiated a continuing controversy about the exclusion of the community from their Town Hall. There was a Town Hall reference panel but it was frustrated by its lack of effectiveness. The situation may now have fundamentally changed because the National Academy of Music has had their Federal funding withdrawn which probably means they must vacate the Town Hall. The new Council will have to make a fresh start on the South Melbourne Town Hall, one that serves the needs of the local South Melbourne community and the wider society. A starting point will be to re-invigorate the Town Hall Reference Panel.

4.6 The St Kilda Harbour

The St Kilda harbour is a unique asset with potential for improvements to serve the local and wider community. The harbour has been associated with marine and recreational activities since the construction of the first pier in the 1850s. Parks Victoria, the Department of Sustainability and Environment and the City of Port Phillip have prepared a concept plan for redevelopment of the St Kilda Harbour precinct. unChain St Kilda has made a submission to Parks Victoria on the proposal (see www.unchainstkilda.org).

There are many admirable features in the Harbour proposal. In the past 40 years, numerous schemes have been proposed for the development of the St Kilda harbour by various authorities. None were implemented because of unresolved technical and environmental questions, doubts about financial viability and concerns that there were significant amenity issues for the general public. The current proposal appears significantly superior to these earlier schemes. Potentially there could be a win-win solution with significant net benefits for the public, the environment and the boating community.

While we congratulate Parks Victoria on its initiative in the design of this proposal, we think it needs to make an unequivocal case that a marina any bigger than the current one is in the public interest. Without strong demand being demonstrated for the public aspects of this proposal, unChain St Kilda would be opposed to a PPP development of such a large marina and boat repair facility for private gain. We are also concerned about the reduction in the number of swing boat moorings. A major concern is the destruction of the present uninterrupted views. The proposal includes a 8000 sq m. hardstand – extending perhaps 140 metres into the existing harbour. This represents a massive visual intrusion that will interrupt and spoil the visual sweep of the beach towards Port Melbourne. This proposed boat repair and storage yard is undesirable from an urban design point of view and could be relocated to the St Kilda marina. The current proposal has too many unanswered questions and unresolved issues. Nevertheless there is potential to resolve these issues and to put forward to state government a proposal that has broad community support. We note that the current proposal has had substantial input from the Port Phillip Council and the RMYS with some input from Earthcare St Kilda. It is time to bring in additional stakeholders. It is suggested that Parks Victoria could establish a working group to consider submissions and develop a preferred option and some alternatives from which the government and the community could choose.

4.7 Carlisle Street

The sensitive redevelopment of Carlisle Street will be one of the most important items on the agenda of the next Council. Carlisle Street is identified as a 'major activity centre' in the State Government's Melbourne 2030 Strategy which means it is expected to accommodate a broader mix of activities (shops, services, community facilities and housing) and maximise the use of public transport.

Council has prepared a draft Activity Centre Structure Plan, a draft Urban Design Framework and a draft Neighborhood Character Statements. Some of the key proposals are:

- renewal of the Coles and Safeway Supermarket and Car Park Sites - incorporating upgraded supermarket facilities, additional retail shops, basement car parking and new housing opportunities;
- Balaclava Walk (Station) Project - proposing a new public space and combined transport interchange on Carlisle Street, improved visibility and safety of the station entry, extension of active retail / commercial edges along Balaclava Walk, and the redevelopment of the 'station' car park for Community Housing.;

- St Kilda Children's and Family 'Hub' Project - renewal of existing facilities to provide integrated care, education and health services to children and their families.
- Civic Hub Project - Renewal and improved integration of the St Kilda Town Hall, St Kilda Library and associated Public Plaza;
- Development of a 'Strategic Business Plan' for the Carlisle Street Retail Strip - to assist in managing an optimal 'retail mix', and to support 'independent' traders and specialty retailing;
- Creation of a 'Shared Zone' in Camden Street - where traffic speed is reduced, pedestrian movement is given priority and new planting contributes to the 'greening' of the centre; and
- On-ground Pedestrian Improvement Projects - to make the centre safer and more comfortable for walking. These include a new pedestrian crossing opposite the station, raised platform tram stops, pedestrian 'way finding' signage, 'threshold treatments' along Carlisle Street which give pedestrians priority over cars, and reduced speed limits.

In the detailed planning for Carlisle Street it is critical that Council genuinely consults the wider community. The process must not be captured by a handful of Councillors, senior officers and investment bankers as happened with the St Kilda Triangle.

4.8 St Kilda Junction

There is nothing wrong with a shopping mall – in the appropriate site. The St Kilda Triangle is not the appropriate site for a massive commercial project, but the St Kilda Junction could be. We could take a lesson from Sydney, which built Bondi's commercial hub at Bondi Junction, not at Bondi Beach.

A fundamental redevelopment of the Junction could enable transport planners to solve the problems of Melbourne's worst road intersections. Furthermore redevelopment of the Junction will contribute to the evolution of Port Phillip as a creative, flourishing community.

If there is a need for a massive shopping mall (and this will need thorough investigation), unChain Port Phillip would support a State Government analysis of the desirability of significant commercial development above and below the St Kilda Junction, in keeping with the Melbourne 2030 vision for intensifying commercial and residential developments around transport hubs. Five tram routes, two bus routes and two major highways cross the Junction.

We envisage this area could easily accommodate a shopping complex with a high-rise residential, office or hotel tower. The final outcome would be guided by extensive community consultation and input.

We will work with the community to develop a concrete plan to beautify the Junction and to turn it into a people focussed precinct.

Regardless of any development proposals or beautifications plans, unChain Port Phillip will work immediately with local and state traffic planners to seek solutions to the current traffic and safety issues around the Junction.

4.9 The South Melbourne Market

The South Melbourne Market is one of Melbourne's most popular markets. It hosts a huge range of stalls including fruit & vegetables, meat, fish, delicatessens, cafes, clothing, footwear and giftwear. It has operated since 1867. Nearly 1.9 million shoppers visit the market each year. The market is operationally self-funding but it requires significant capital expenditures to maintain and improve its services.

There is a current Council program to transform the market from a 'local' destination to a more vibrant and modern market to attract new shoppers. unChain Port Phillip believes this must be done carefully and sensitively. unChain Port Phillip supports the Draft Strategic Business Plan's vision to position the Market as Melbourne's most authentic community market. The South Melbourne Market should continue to provide a range of services and products that enables socio-economically disadvantaged groups to shop at the Market. It should retain a heritage ambience and encourage 'old fashioned values' where shoppers feel they are recognized as people and not simply as a source of profit. Development of the market should enhance the community's sense of belonging: a sense of the market being a local meeting place for eating and shopping, a place that is big enough to offer a diverse range of products and services but small enough to remain friendly. Future development of the Market must also demonstrate responsible environmental practices, especially in recycling, waste controls and energy conservation.

Two important issues have emerged in recent months. One was the increased costs for stall holders: we must ensure that the 'improvements' to the market do not affect its role as a community market. The market must not become an up-market, expensive plaza. The second issue is that Council must take care that developments around the market do not adversely impact on its viability.

4.10 The Esplanade Sunday Market

If the Triangle does proceed it will threaten the Sunday market on the Upper Esplanade as it is proposed to extend the underground shopping levels out under the footpath and part of the roadway. unChain Port Phillip would like to see this something-for-every-one, low-key tourist attraction retained; it's part of the real St Kilda. It's ironic that the current Council proposes to build a mega shopping mall that no one wants, but are not at all interested in the fate of this small popular market.

4.11 St Kilda Festival

Many younger people and some traders like the St Kilda Festival Sunday event. Many other people have suggested to us that the St Kilda Festival should be discontinued. They claim the Festival causes major inconvenience for local residents with noise, crowds and streets blocked to traffic and alcohol-fuelled problems. Many traders dislike the disruption to their businesses. The Festival Sunday imposes a considerable cost to ratepayers and the council. There are direct costs in the provision of bands and entertainment, extra police and the costs of cleaning up. More significantly there are indirect costs as many council officers do little else in the months leading up to the Festival. Perhaps our rates could be better spent?

St Kilda doesn't need to be promoted and the Council should be more concerned about the amenity of local residents than visitors. St Kilda foreshore already offers visitors a range of recreational opportunities and passive enjoyment of the beach, parks and water, as well as the plethora of cafes in close proximity.

We would be very interested to hear what residents think about this issue.

If elected, unChain Port Phillip will immediately establish a residents and traders forum to seek their advice, ideas and suggestions on how to improve, or change, the set up of this year's Festival Sunday to mitigate some of the immediate problems.

In the longer terms, unChain Port Phillip will review the benefits and costs of the Festival Sunday, in its current form, review the full program of events and seek ideas for alternatives, including removing all alcohol sponsorship.

unChain Port Phillip will open debate on alternatives to the community, including proposals to rotate the Festival Sunday between St Kilda, Port Melbourne and South Melbourne foreshores or to create a number of smaller festivals across the municipality.

4.12 Parking

The whole parking situation in Port Phillip needs to be reviewed. The Council income from parking fees and fines is approximately \$22 million dollars each year. Some of this is for parking permits but most is from parking fines. This revenue underpins the Council budget and is one of the few methods the city has to charge non-residents for their use of the public assets that we ratepayers must maintain (beaches, restaurant strips etc).

The purpose of having parking permits is to allow people without off street parking to park in front of their houses or flats. Some of these spaces are mainly used at nights and weekends and are mostly empty during the day. If we are elected we propose to review all the parking rules with a view that where parking availability and usage patterns permit, all Port Phillip residents should be permitted to park in permit zones freely on week days between 10am and 4pm.

The review should also include the form of "special permits" which seem to be issued to construction workers on developments. When workers park around the development there is almost no parking left in the vicinity for residents. Traders also lose business

because customers can't get access. Construction often means roads blocked by concrete mixers, cranes etc, with no warning given to residents or traders. The review will therefore include requirement for notice to be given to parties affected by temporary road closures and special parking permits.

Conclusion: Inclusion and Participation

unChain Port Phillip is committed to achieving more open, honest and accountable running of the Council. The mistakes made in the St Kilda Triangle must not be repeated in future major developments. The culture of secrecy and belittling community concerns must not continue. In the next term of Council, these lessons must be learned for a successful development of the Carlisle St activity centre, the St Kilda harbour, the St Kilda Junction and effective controls on alcohol-fuelled problems.

SECTION 5: RESPONSIBLE FINANCIAL MANAGEMENT

The City of Port Phillip has over 90,000 residents, who expect Council to deliver a high level of basic services such as roads, cleaning, child care centres, services for the elderly, animal management, family, children and youth services, libraries, cultural development, waste management etc.

A fundamental proposition is that Council administration has an obligation to ensure that resources allocated to meet these varying needs are managed in a responsible and accountable manner.

The Port Phillip Council has failed to do this.

In 2007/8 an independent survey, initiated by the council itself, revealed that there was a 17% *drop* in the members of the municipality who thought they got value for money from their rates. Only 62% felt that Council was providing value for money.

A Department of Planning and Community Development survey indicated an even bigger problem. Only 50% of the community are satisfied that the council engages them in decision making on key local issues. Small wonder given that Council has been wasting our rates and general revenues on a bloated bureaucracy, misplaced priorities and non-compliant tenders.

It is worth reviewing these current failings to better understand the urgency of changes that are needed. The ratepayers and residents of Port Phillip need a new direction in the financial management of the municipality.

5.1 The Bureaucracy

In 2008 the City of Port Phillip received rates revenue of \$71 million, in a total revenue of \$130.4 million (excluding extraordinary, one off items). Whilst total revenue increased by around \$4.8 million on the previous year, it is interesting to note that total expenses increased by \$8 million in the same period, almost half of which is due to increases in employee benefits and external contracts.

Rate revenue from residential, commercial and industrial properties increased by 5.3% in 2008, which was significantly above increases in the Consumer Price Index. Employee expenses increased by 7.7%, significantly greater than the council's rate revenue increases and significantly greater than inflation. There are 500 staff or around one full time Council officer for every two hundred of us ordinary folk. There has been an explosion in senior appointments: in 2008 the number of senior officers increased from 19 to 31. This indicates that the Council has allowed a bloated bureaucracy to determine spending.

How our money is spent is essentially decided by the officers and rubber-stamped by the Councillors.

The culture of the Council officers is not one of serving the community, it's one that they know what is best for us, and they have been largely successful in persuading the current Councillors to endorse their actions. The responsibility for setting the tone of the administration and creating a culture that serves the community rests with the CEO. The City of Port Phillip and the community need and desire a public spirited Chief Executive Officer (CEO) who acts with integrity. We make no secret of the fact that we blame the current CEO for the current culture of the organization.

Residents report that when they ring the City of Port Phillip about an issue they get the "run around" whether to get a park tree trimmed or on major issues about running backpacker hotels or a traffic safety problem. It is difficult to access the system and find someone accountable for the matter. This may be exacerbated by the outsourcing of Council services, if these are not managed properly.

5.2 Priorities

Numerous examples can be cited of waste, mismanagement and misplaced priorities. Some are:

- Spending over \$20 million (and over budget) on its new offices in St Kilda
- Wasting hundreds of thousands of dollars in attempting to push through a skate park in an inappropriate part of Albert Park
- Mismanagement of the South Melbourne Town Hall
- Slashing the recurrent funding for child care
- Selling children's playgrounds and attempting to sell the Mary Kehoe Community Centre

The worst examples of financial mismanagement come from an examination of the council's tendering processes.

5.3 Tender process

There have been many recent instances of bad decisions and poor management within the Council bureaucracy. Consultants being hired and their engagement extended without following the requirements of the Local Government Act is disturbing. That current Councillors have attempted to whitewash these mishaps and have supported the current CEO whose job is to manage the bureaucracy and its financial affairs properly and efficiently shows contempt of the Local Government Act and the community at large.

In the Shahbaz affair, the Council employed a self-proclaimed 'white witch' to provide organisational change, a new performance management system and a new business planning and reporting system. This resulted in organizational disruption, claims of illegality, staff unrest, an inquiry by the State Government and costs to Council of \$1.2 million - \$600,000 for the contractor, \$200,000 in legal fees, \$400,000 for a one day paid leave to apologise to staff.

It was subsequently revealed that an officer handling contracts and tenders was alleged to be acting corruptly. He had two part-time employment contracts: one with the Council and the other one with a developer. From his Council base he was letting contracts to his this other party in breach of Local Government requirements.

Furthermore a report to Council in September revealed that over the past two years, millions of dollars worth of Council contracts were awarded in breach of the Local Government Act.

The Ombudsman is now investigating some of these matters. This action on the part of the Ombudsman is unique in the history of this State. The Councillors have hidden behind the Ombudsman's enquiry and refused to say what they knew and when they knew it in relation to these matters. By shielding themselves behind the enquiry process, Councillors, together with the CEO, have warded off claims that their oversight of management issues may have been deficient.

unChain Port Phillip commits to turn around this rot to achieve responsible, accountable, financial management for the benefit of the municipality

5.4 Action Plan

unChain Port Phillip commits to:

- a target of rate revenue increases no greater than CPI;
- an immediate review of Council's internal structures and processes and service culture of the organization;
- overseeing a new direction in the administration, with rigorous controls to ensure council revenues are spent in the interests of residents and ratepayers, not the council's officers;
- ensuring all policy and activity are measurable in terms of outcomes, productivity and fiscal responsibility;
- ensuring budgets are comprehensible, competently prepared, and open to scrutiny;
- monitoring of all programs to ensure maximum benefit to the community;
- increasing scrutiny to ensure Local Government Act requirements in regard to City of Port Phillip tendering processes are followed every time;
- observing the law regarding council tendering - after the elections we will immediately examine tender administration arrangements pending a fuller review after the Ombudsman's Report is handed down;
- ensuring the Audit Committee is adequately resourced to provide ongoing scrutiny and
- ensuring contracts and consultancies will be prudently sought, issued and monitored.

Two important methods of achieving these commitments are appointment of Council District Officers and a Cabinet and Portfolio Approach to government.

5.5 Cabinet and Portfolio Approach to Governance

UnChain Port Phillip will immediately implement a new way of working with the bureaucracy to ensure a more informed decision-making process and improved Councillor accountability.

A new Council will consider allocating different areas of Council activities to each of the elected Councillors on the model of Federal and State Ministerial portfolios.

Some advantages are that:

- the particular expertise of each Councillor can be best harnessed;
- it encourages Councillors to work together and think in terms of the improvement of the whole municipality and
- it allows Councillors to relate to the bureaucracy better – with each Councillor developing expertise in particular areas, the council collectively is better able to ensure decisions are made in the community's interests.

5.6 Council District Officers

A more open exchange and a genuine focus on community input based on a District Officer model adopted in Woking Council in the UK.

unChain Port Phillip suggests the appointment of three to four District Officers (DOs) for each Ward (from the current Council bureaucracy, so there should be no extra cost for this initiative) who each have a third (or quarter) of the Ward to look after on a geographic basis. They are the points of contact for residents and ratepayers on their issues and are directly accountable for resolution. These DOs would report to their bureaucratic superior and also to the Ward Councillor.

This initiative would have many other benefits and importantly will help to flatten the bureaucratic structure of the Council.

District Officers would be:

- the “interface” between the citizens’ problems and the bureaucracy. They could be located at the Port Melbourne Town Hall to serve Sandridge, at South Melbourne Town Hall for Emerald Hill and Albert Park, and at St Kilda Town Hall for Catani, Carlisle and Point Ormond.
- required to be pro-active, that is not just “sit around” and respond to calls; but actively “patrol” their district with a view to predicting possible problems and ensuring they do not become actual problems and
- available to assist elected Councillors to balance the requirements of representation and governance.

5.7 Community Satisfaction Survey

Our commitment to significant improvement will be measured by a newly instigated Community Satisfaction Survey, which will replace ad hoc surveys currently in place and provide a measure of performance over time.

unChain Port Phillip commits to achieve:

- 80% community satisfaction with the value ratepayers receive for their rates, up from the current 62%.
- 80% satisfaction with council's engagement of the community in decision making on key local issues, up from the current 50%.

The ratepayers and residents of Port Phillip need a new direction in the financial management of the municipality. unChain Port Phillip will provide it.