



# CEO Report

Issue 124, Quarter Two, October to December 2025

Wominjeka. Council respectfully acknowledges the Traditional Owners and Custodians of the Kulin Nation. We acknowledge their legacy and spiritual connection to the land and waterways across the City of Port Phillip and pay our heartfelt respect to their Elders, past, present, and emerging.



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Welcome to the Q2 CEO report – an update on our progress towards the Plan for Port Phillip 2025–2035.

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# Message from the CEO

I'm pleased to present the Q2 CEO Report which provides an update on the priorities set by Council for me and the organisation. It also serves as a mid-year update on the Council Plan and Budget for 2025/26 highlighting key achievements on programs and projects in alignment with our organisational priorities.

## Deliver the Council Plan

We have made good progress in delivering the new Council Plan.

- **Overall project portfolio delivery status:** As of 31 December 2025, 80 per cent of projects were on track, 13 per cent at risk, and 7 per cent off track.
- **Capital projects:** Several key capital projects were completed that enhance community amenity and access to open space, including the Sol Green Reserve and St Vincent Gardens playground upgrades, providing modern, inclusive play environments. The upgraded sports grounds at JL Murphy Reserve were officially opened, and the primary construction phase of the Lagoon Reserve Pavilion was also completed.
- **Community Safety:** The Feel Safe. Be Safe. Community Safety Plan 2025–2029 was endorsed by Council on 10 December 2025 with several key actions identified to enhance the safety and resilience of our community.
- **Municipal Emergency Management Plan:** Following endorsement of the plan, focus

has shifted to implementation prioritising summer management activities. Development of a Secondary Impact Assessment process was also completed, strengthening Council's ability to identify and respond to broader community impacts during municipal emergencies.

- **Affordable housing and homelessness support:** Council adopted the Homelessness and Affordable Housing Strategy and implementation plan on 10 December 2025, with priority actions moving into delivery.
- **Supporting a vibrant and prosperous City:** The Nike Melbourne Marathon attracted nearly 25,000 runners, while the 2XU Wellness Run engaged 13,500 participants and raised over \$400,000 for Beyond Blue. The South Melbourne Market experienced record festive trading, with New Year's Eve marking its busiest trading day on record.

## Governance and Advocacy

Council continued to strengthen its governance and advocacy role, progressing initiatives that support community safety, inclusion, and effective decision-making.

- **Governance rules:** Council's updated Governance Rules, endorsed in September 2025 are now fully embedded, with councillors completing the required training. Implementation of Council's

Integrity Framework also continued, including reviewing delegations and authorisations and strengthening governance frameworks.

- **Advocacy:** Council led a joint mayoral statement condemning antisemitism, endorsed by most Victorian councils, reinforcing commitment to a safe, inclusive community. Local advocacy also addressed local safety and transport issues, such as proposing a personal watercraft exclusion zone along Port Phillip foreshore and increased frequency of the 606-bus service.

## Community, Stakeholder, and Customer

Council continued to prioritise customer experience and satisfaction in Q2 through reliable service delivery, strengthened community engagement and targeted communications to keep communities informed.

- **Customer service:** Council responded to 33,890 customer requests and complaints in Q2, averaging over 10,000 per month, with 90.8 per cent completed on time. High-volume service areas – including Waste Services, Parking Services, and Street and Beach – continued to deliver reliable services amid sustained demand.
- **Complaints:** Of the 1,898 complaints received, 1,493 related to waste services

(including missed bins, hard waste, and green waste collections), with 98.5 per cent resolved on time. The Customer Experience team collaborated with service areas to analyse feedback from online forms and Snap Send Solve ratings to improve customer satisfaction ahead of summer demand.

- **Community engagement:** The Community Engagement Policy and Commitment to Community Engagement were formally adopted by Council on 3 December 2025, providing clear guidelines to meet the needs of community and Council. Council's commitment to high-quality engagement was recognised when the Urban Forest Strategy engagement won the Environment category at the Engagement Institute Core Values Awards.
- **Communications:** Targeted campaigns supported summer safety messaging, the 2025–26 Summer Destination Campaign, and the rollout of new dog on- and off-leash signage and waste-bag dispensers. Major community events such as Carols at Gasworks, Chanukah celebrations, New Year's Eve, and trader and sporting events were promoted and supported.

## Finance, Assets, and Value for Money

Maintaining financial discipline remains a priority for the remainder of the financial year.

- **Risk rating:** Council continues to maintain a low-risk rating based on the Victorian Auditor General's Office financial sustainability indicators.
- **Efficiency savings:** In Q2, the organisation delivered further efficiency savings, bringing total full-year savings to \$1.76 million. Of this \$1.4 million, is ongoing and will be embedded in Budget 2026/17, exceeding the \$1.3 million target.

Detailed financial data is provided in the Q2 Financial Report, which was presented at the Council meeting on 18 February.

## Culture and Capability

Council continued to strengthen its culture and capability in Q2 through a focus on workforce safety, gender equality, and technology improvements that support productivity and performance.

- **Workforce safety:** We continued to strengthen our capable and high-performing workforce with the delivery of key actions under our Safety Plan including a gap analysis for compliance with new Psychological Health Regulations.

- **Gender equality:** Council submitted its Workplace Gender Audit on 1 December 2025 in accordance with the Gender Equality Act 2020. Work has commenced on the Progress Report and the next Gender Equality Action Plan due by 1 May 2026.
- **Technology and productivity:** Under Council's ICT Strategy and Clever Port Phillip Action Plan, technology improvements in Q2 saved an estimated 12.6 months of staff time through system upgrades, improved asset management, and enhanced data integration, reducing duplication and manual effort.

As we reach the mid-point of the financial year, these results demonstrate momentum across Council's priorities and position the organisation well to continue delivering for our community through the remainder of 2025/26.



**Chris Carroll**

CEO, City of Port Phillip



Strategic direction 1

# A healthy and connected community



We're improving beach access through our Accessible Beaches Program.

# Major initiatives 2025/26

Council delivers multiple projects that contribute to **a healthy and connected community**. Following are the major initiatives (priority projects) we are starting, continuing or completing in 2025/26.

Major Initiative	Stage	Status	Update	Completion Date	Forecast \$'000	Budget \$'000
<b>Accessibility Action Plan (AAP)</b> Review and develop a new Accessibility Action Plan.	Delivery		Review of the current Accessibility Action Plan is complete, and a proposed draft AAP developed. Councillors considered the draft and the proposed public exhibition approach at a December 2025 briefing. Officers have planned Q3 community engagement, with the draft to be released for consultation at the February 2026 Council meeting. Public consultation will also support recruitment for the Disability Advisory Committee.	Jun 2026	Operating Budget	
<b>Affordable housing and homelessness</b> Development of a new 10-year homelessness and affordable housing strategy	Delivery		Council adopted the new Homelessness and Affordable Housing Strategy on 10 December 2025, along with the associated implementation plan, following community engagement of the draft strategy in October 2025. Priority actions for the first year have been identified and focus has shifted to delivery of the implementation plan and priority actions.	Jun 2035	1,600	1,600
<b>Children's Facilities Upgrade Program</b> Redevelop six Council and community-managed childcare centres across the municipality to improve condition and functionality.	Discovery & Concept/ Planning & Design		<ul style="list-style-type: none"> <li>Clarendon Street &amp; Elwood: On Track: On Track - Building Permits have been lodged and awaiting MBS review</li> <li>The Avenue: On Track - Construction contract awarded</li> <li>Lilian Cannam: On Track - Preparation of 'tender' and 'for construction' drawings</li> <li>North St Kilda: On Track - Town Planning application has been lodged</li> <li>Eildon Road: At Risk - Construction contract awarded, awaiting provision of Building Permit. Significant progress made towards decanting service to North St Kilda. Decanting is now expected to occur in Q3.</li> </ul>	Nov 2031	2,860	3,014

Major Initiative	Stage	Status	Update	Completion Date	Forecast \$'000	Budget \$'000
<b>Children's Services Policy</b> Renew the Children's Services	Project Initiation		A resource has now been allocated to the project, and a governance group established. A project workplan is currently being developed.	Oct 2026	45	45
<b>Community Infrastructure Plan</b> Develop a municipal-wide Community Infrastructure Plan.	Project Delivery		The first stage of community engagement to inform the plan development officially commenced on 6 October 2025. A range of methods were used to gather input from community members and stakeholders, ensuring diverse voices are heard. This exploratory phase of engagement is now complete and the consultant SGS Economics and Planning will be preparing the draft Community Infrastructure Plan. The draft will be presented to Councillors in Q3 for consideration ahead of further community engagement.	Jun 2026	60	60
<b>Enhance community cohesion</b> Encourage greater levels of community connection and cohesion to uplift Council programs and support community-led approaches that reduce loneliness and isolation, increase social connection and combat discrimination, racism and antisemitism	Delivery		Council endorsed a budget of \$250K per year for five years to enhance social cohesion in the City of Port Phillip. To date specific budget allocations have focussed on supporting Southport Day Links to enhance the bus service including increased scheduling and contributed to an uplift in volunteerism in South Melbourne, Port Melbourne and Albert Park through enhanced volunteer coordination at Southport Community Centre. Officers will make additional budget allocation recommendations with the development of the Multicultural Strategy which will be presented to Councillors in March 2026.	Jun 2026	250	250

Major Initiative	Stage	Status	Update	Completion Date	Forecast \$'000	Budget \$'000
<b>St Kilda Adventure Playground Upgrade</b> A multi-year project to plan and deliver upgrade works to St Kilda Adventure Playground.	Planning & Design		The project remains well positioned, with key activities progressing and several important milestones now underway. While the landscape tender release occurred later than planned, it was successfully released on 9 December and will close on 30 January 26. Tender evaluation and shortlisting are scheduled for completion by mid-March. Preparation of the major works contract for the high-cost play equipment is nearing completion, with the order to be placed in late January 26. All lower cost play equipment items have been ordered, with deposits paid where required, ensuring early procurement of long lead components. A change request will be submitted to re-baseline milestones and ensure the program reflects the updated sequencing.	Jun 2027	1,160	1,438

**Legend**      ● On Track/Complete      ◆ At Risk      ■ Off Track

# Affordable housing and homelessness

## Spotlight

The new 10-year Homelessness and Affordable Housing Strategy was endorsed at the Council meeting on 10 December 2025. Over the next decade, the City of Port Phillip will work toward achieving functional zero homelessness (where homelessness is rare, brief, and non-recurring). Where those most in need have access to safe, appropriate housing and the right supports to build stability and independence including wraparound supports such as mental health, alcohol and other drug (AOD) services, financial counselling, legal services, and peer/community-led models

We have already started and currently have moved 10 individuals who have been experiencing long-term chronic rough sleeping into long-term permanent supportive housing at Madden House. Here tenants have support workers and a peer worker on site to support them to maintain their tenancy and engage fully in the community.

# Aging and accessibility

## Positive Aging Policy

The Positive Ageing Policy continues to be implemented effectively across Council, supported by a range of initiatives delivered throughout the City. During the first two weeks of October, Port Phillip delivered the annual Seniors Festival in collaboration with over 25 partner local community groups and organisations. Additional funding and community codesign resulted in the largest Seniors Festival Program in more than 20 years. The Community Connector Program continues to provide valuable support to seniors and their families as they navigate the aged care system. Council libraries also deliver targeted programs for older residents, including technology and cyber-safety support to help reduce the risk of scams and digital harm.

For International Day of People with Disability (IDPWD), Council focused on neurodiversity and mental health. As part of this, Arte, a therapy dog, attended a calm and quiet story time session, providing children with a supportive environment to explore concepts such as anxiety. To mark the day, St Kilda Town Hall was illuminated in the official IDPWD colours of blue, orange and white, signalling the day's importance to the broader community. This was complemented by internal communications highlighting the significance of IDPWD and directing staff to further information.

## 2025 Senior Festival

The Seniors Festival was a vibrant celebration of community, featuring 55 community events, including 20 supported through the Seniors Festival Events Grants Program. Council played a key role by delivering 10 events and collaborating on 6 partnership initiatives with U3APP. To ensure accessibility, 1,500 printed programs were distributed across Council Assist Centres, libraries, community centres, and other venues throughout Port Phillip, with postal delivery available on request. The festival attracted an estimated total attendance of 1,800, highlighting its success in engaging and connecting older residents.

## Community building and inclusion

In Quarter 2, we completed eight Gender Impact Assessments, meeting obligations under the Victorian Gender Equality Act 2020. The Accessibility Action Plan remains on track, with remaining workforce actions progressed during Carers Week.

Seniors Festival events at the Victorian Pride Centre and the ongoing Queer Social Club strengthened inclusion for LGBTIQ+ communities. Multicultural Strategy engagement reached 330+ residents through targeted activities and co-design, with strong participation across multifaith and multicultural networks.

Following the Bondi terrorist attack, Council rapidly shared support resources and issued a Statement of Solidarity. Councillors completed First People cultural awareness training, and Carers Week activities-built workforce understanding of the Carer Recognition Act. Key campaigns included IDPWD, the 16 Days of Activism, and flag-raising for Transgender Day of Remembrance and World AIDS Day.



Mayor Alex Makin accepting the message stick from Hume Interfaith network members and Port Phillip Multifaith network members.

## Families and young people

### Family Services

The end of the year sees an increased need for food and material aid coinciding with the festive period and school holidays. This year Family Services distributed 15 food hampers and 18 boxes of toys provided by charities Mother's Supporting Families in Need and Our Village. A free Gift Drive event was held for parents to browse gifts that they could wrap for their children. Parents were welcomed to stay for morning tea to chat with Council's Family Support Workers and learn about school holiday events happening at the Adventure Playgrounds with the Middle Years team. Families unable to attend could make requests for gifts, which were wrapped and delivered. The event was a great success with planning underway for a bigger and better event in 2026.

### Middle Years and Youth Services

Since launching the Thrive – Youth Pathways Program in early 2025, Youth Services has delivered six accredited trainings to 76 young people aged 16 to 25, building their skills and confidence to enter the workforce. Funded through the Victorian Government's Engage! Grant, the program provides qualifications in First Aid/CPR, White Card, Barista, Food Handling and RSA, with a two-day Youth Mental Health First Aid course scheduled for January 2026. The program continues to grow, creating clear pathways to employment and empowering young people to gain real world experience during a challenging cost of living period. Partnership development has commenced so work experience, flexible placements and entry level job opportunities for participants can be offered in 2026.



White card training

# Health

In Quarter 2 2025, our team commenced the annual renewal process for the 1,317 food and public health premises operating across the municipality, with all businesses required to renew their registration by 1 January 2026. Over the year, officers completed the full inspection program for all food premises under the Food Act 1984, undertaking around 2,500 routine and follow-up inspections. All major and critical issues identified were rectified within required timeframes, ensuring every premises remains suitable for 2026 registration. The team also finalised annual inspections of accommodation premises—including rooming houses, backpackers, hotels and motels—as well as all registered beauty therapy, tattooing and public swimming pool facilities, in accordance with the Public Health and Wellbeing Act 2008.

# Maternal and child health

## Every Child, Our Future: Children’s Service Policy

As part of our Children’s Service Policy, we delivered the following in Quarter 2 of 2025:

- Three First Aid and CPR sessions were held in partnership with St John Ambulance, providing parents and caregivers with essential life-saving skills.
- The Maternal and Child Health Outreach Nurse, working in partnership with a Lead Family Worker, attended the Breakfast Club program on Fridays at Park Towers where health advice and support was offered to residents in this community setting.

## Food for Beginners Program

Expansion of the Food for Beginners program has significantly improved accessibility and engagement with families.

Previously sessions were held at South Melbourne Market but with a capacity of only 10 participants often families missed out. The move to the much larger Multipurpose Room at Middle Park Community Centre has enabled the program to be much more inclusive.

The November session was a great success, attracting 30 participants, and the December session was also fully booked. Families provided positive feedback, praising the program’s content and the opportunity to attend.

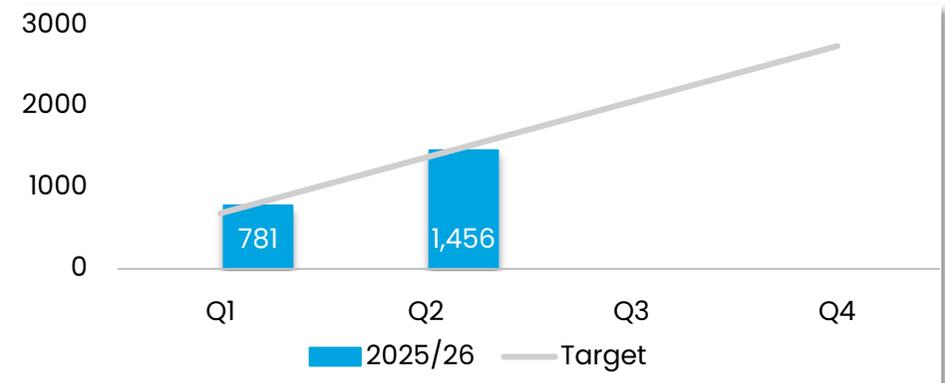
# Service performance measures

Percentage of diversity, equity and inclusion (DEI) actions on track



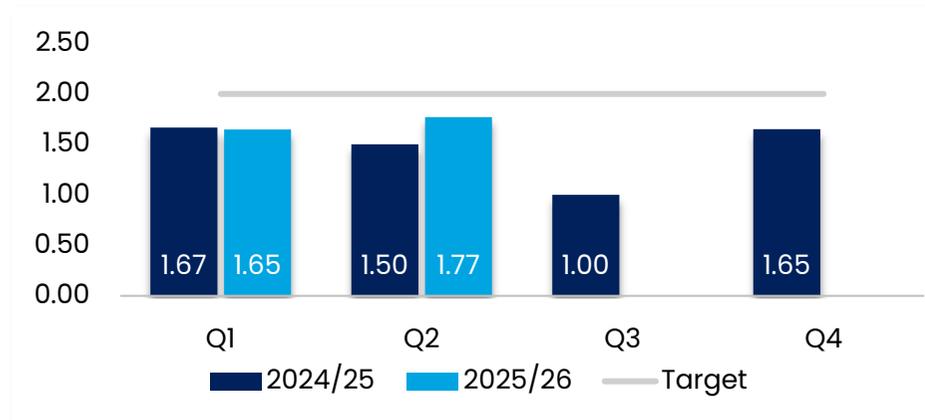
In Q2 2025, 90 per cent of actions across DEI action plans are on track. This surpasses our target for this period of 80 per cent on track

Number of Integrated Family Service (IFS) hours delivered in line with funding requirements



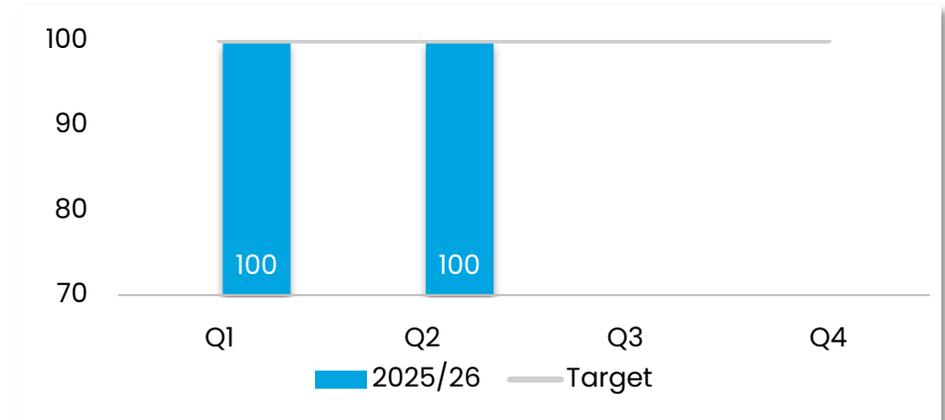
In Q2 2025, 675 hours of IFS hours were delivered in line with funding requirements. This is slightly below our target for this period of 684.5 hours due to vacant positions which have now been filled, however our year-to-date hours is now 1,456 which is exceeding our year-to-date target of 1,369 hours.

Time taken to action food complaints (days)



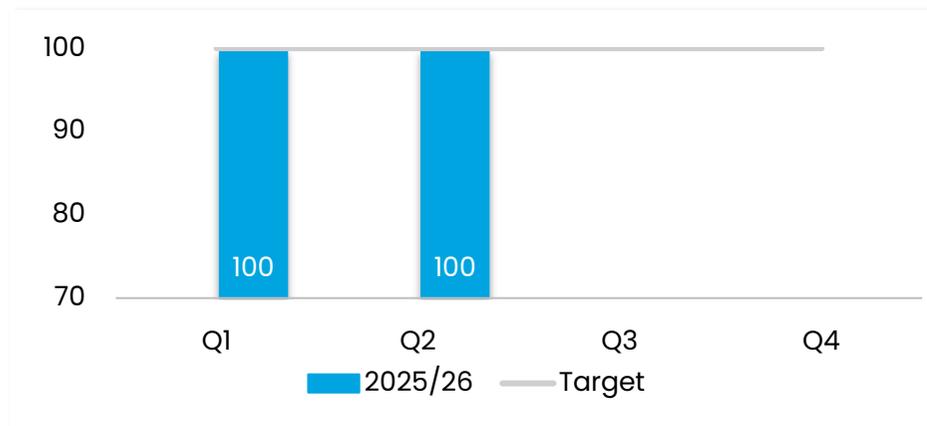
In Q2 2025, the response time to action food complaints is 1.77 days which meets our target of actioning complaints within 2 days.

Required food safety assessments undertaken



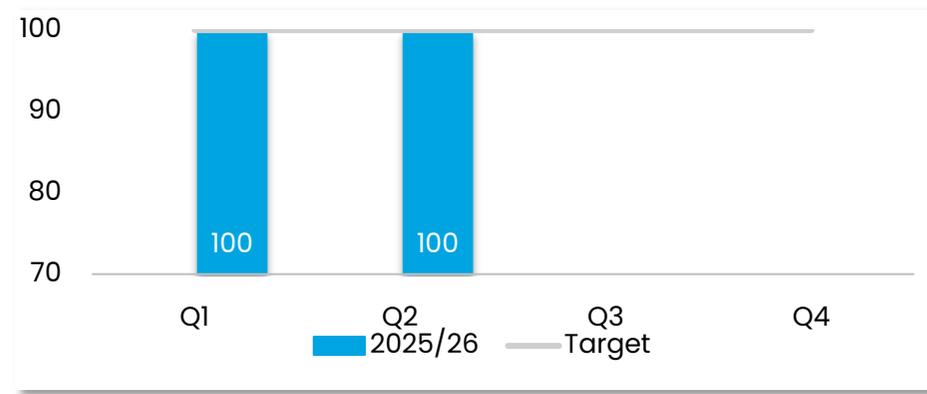
In Q2 2025, all food premises with a Food Safety Program have had an assessment within the registration period.

### Critical and major food safety non-compliance outcome notifications



In Q2 2025, all major and critical notifications identified for the calendar year have been followed up.

### Percentage of food samples obtained per required number of food samples (LGPRF)



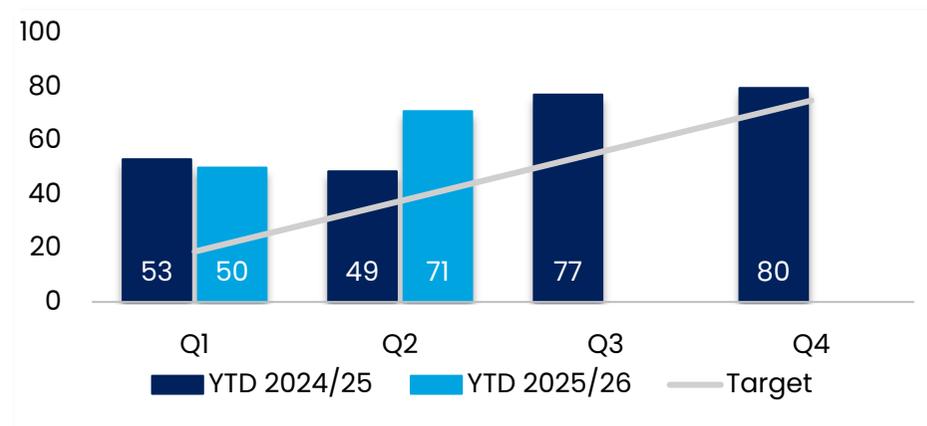
The Food Act 1984 specifies through government gazette the number of food samples required to be taken within a calendar year. In Q2 2025, all food samples required for the year have been obtained.

### Infant enrolments in maternal and child health services



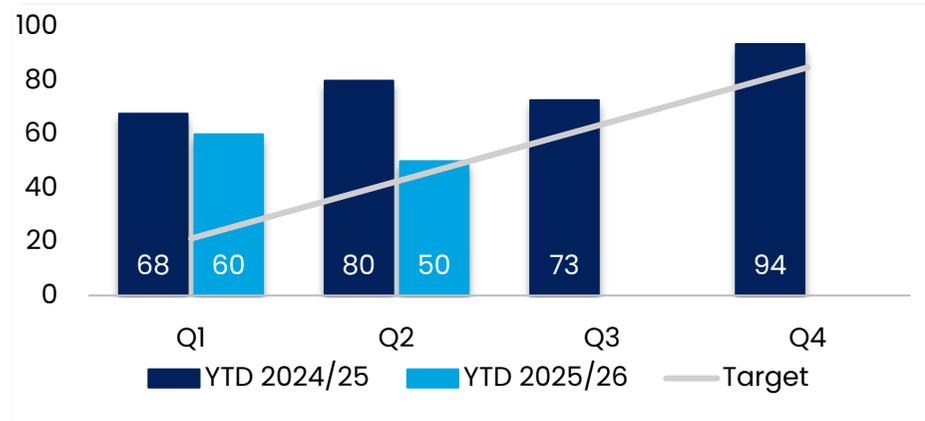
In Q2 2025, 101 per cent of infants are enrolled from receipt of birth have received a home visit. This figure exceeds 100 per cent due to visits made to infants who transferred from another local government area without a birth notice, and to those whose birth notice was received in the previous period, but the visit occurred this quarter.

### Participation in maternal and child health services



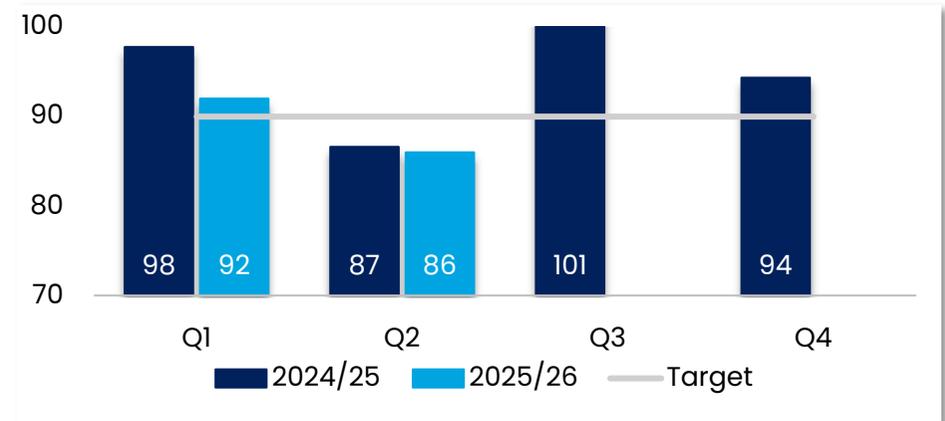
In Q2 2025, 71 per cent of children enrolled in the MCH service received a visit. We are on track to meet our annual target of more than 75 per cent participation. Not all enrolled children were due to be seen in Q2.

### Participation in maternal and child health services by Aboriginal children



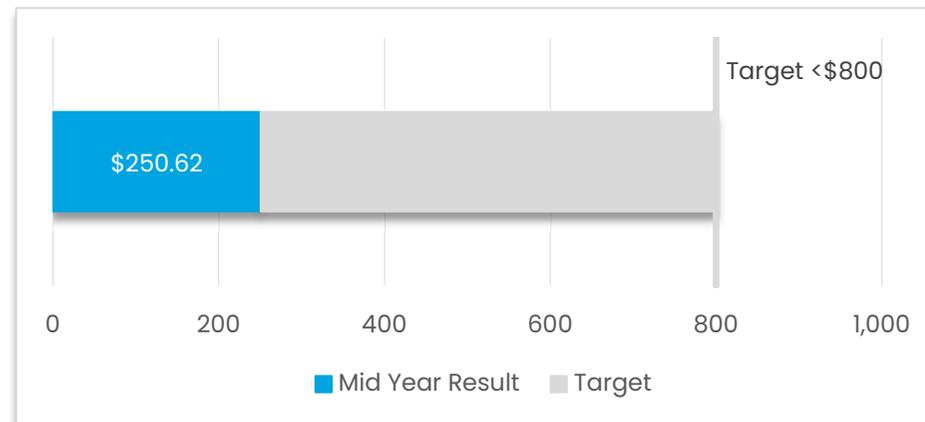
In Q2 2025, 50 per cent of aboriginal children enrolled in the MCH service received a visit. Not all enrolled children were due to be seen in Q2.

### Participation in 4-week Key Age and Stage visit



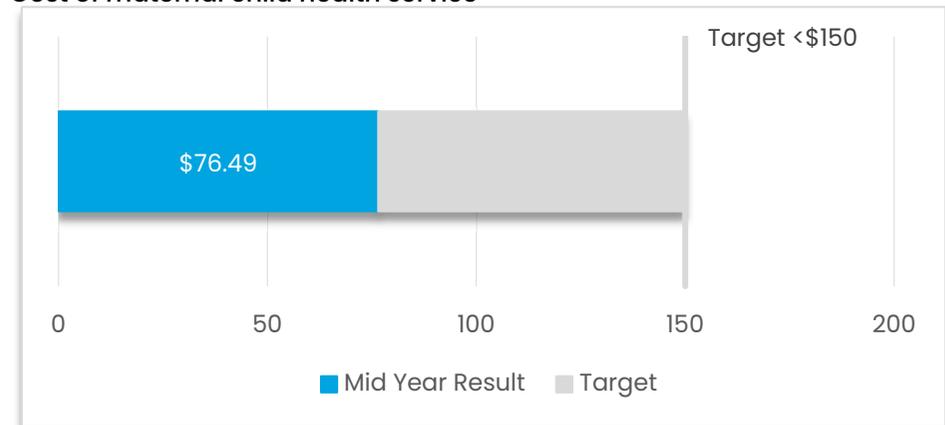
In Q2 2025, there was an 86 per cent participation rate in the 4-week Key Age and Stage (KAS) visit. Most infants enrolled from birth notifications received have completed their 4-week KAS visit. This percentage is reduced slightly because some families move to another municipality after the birth, meaning those infants never enrol in the service. Additionally, not all enrolled children were due for their 4-week visit in Q2.

### Cost of food safety service per food premise



As of 31 December 2025, the cost of our food safety service per premise is \$250.62 which is on track to fall below our annual target of \$800.

### Cost of maternal child health service



As of 31 December 2025, the cost of MCH service is \$76.49 which is on track to meet our annual target of \$150.



Strategic direction 2

# An environmentally sustainable and resilient City



Nature strips are important green spaces which enhance our streets with trees, rainwater absorption, and added biodiversity.

# Major initiatives 2025/26

Council delivers multiple projects that contribute to **an environmentally sustainable and resilient community**. Following are the major initiatives (priority projects) we are starting, continuing or completing in 2025/26.

Major Initiative	Stage	Status	Update	Completion Date	Forecast \$'000	Budget \$'000
<b>Greening Port Phillip</b> Implement the Urban Forest Strategy by delivering urban forest projects across the municipality, increasing canopy cover, greening and biodiversity while reducing the urban heat island effect.	Discovery & Concept/ Planning & Design		The program is at risk due to project delays. Two urban forest precinct plans have been drafted, with community engagement to begin in late February 2026. Procurement for the remaining six precinct plans is complete, and work has commenced. Community engagement has occurred for Alexandra Street, with feasibility and preliminary assessments underway for other street tree planting projects. Over 600 trees have been ordered in advance for the April 2026 planting season.	Ongoing	1,563	1,563
<b>HVAC, Air and Energy</b> Deliver the HVAC Air and Energy Improvement Program to reduce energy consumption and greenhouse gas emissions of Council assets.	Project Initiation / Planning & Design/ Delivery		The HVAC replacement at Port Melbourne Town Hall is complete and in the defect liability period. Electrical sub-meters at St Kilda Library and the South Melbourne Operations Centre are installed, with final connection to Council's communications module delayed due to resourcing but expected early Q3. The remaining FY2025/26 project – Gas Cooktop Replacement – has been resourced to begin delivery in January.	Jun 2029	493	509
<b>Integrated Waste Management Strategy</b> Renew our Integrated Waste Management Strategy to reduce the amount of waste we create, reuse and recycle as much as possible, and treat what is left in the most sustainable way to ensure alignment with the state's circular economy strategy and service standards.	Complete		Key actions in the City of Port Phillip's Waste Management Strategy have been delivered, including FOGO and separated glass recycling, introduction of a separate waste charge, completion of the 2022–2025 strategy review, and adoption of the Don't Waste It! Waste and Recycling Strategy 2025–2028. The new strategy was endorsed on 19 November 2025 following community engagement earlier in the year. These actions establish a strong foundation for ongoing service delivery and future waste-reduction initiatives.	Ongoing	Operating Budget	

Major Initiative	Stage	Status	Update	Completion Date	Forecast \$'000	Budget \$'000
<b>Provision of Kerbside Collection Contract</b> Provision of Kerbside Collection Contract including specification, development, procurement, transition and implementation of new waste and recycling collection contract.	Discovery & Concept	●	Councils' decision at the 15 October Council meeting to not award a new tender and extend the current contract instead. A deed of variation has been prepared to extend the contract from 1 October 2026 to 30 November 2030, and this is currently with the contractor who are reviewing and providing comments to be addressed prior to signing. Once the deed is executed, the project will be readied for closure.	Nov 2026	49	85
<b>Stormwater Harvesting</b> Feasibility and concept designs of stormwater harvesting schemes across the municipality and make sure existing assets are maintained and renewed.	Project Delivery	●	The Elwood Park Expansion Stormwater Harvesting Scheme and Elwood Canal Planting projects are on track and scheduled for completion in June 2028. Both projects are now at the detailed design stage.	Jun 2034	425	425
<b>Waste Transformation Program</b> Implement the revised Integrated Waste Management Strategy, including roll-out of the Recycling Victoria four-service model.	Delivery	●	The business case was updated to reflect the scope and timing of the newly adopted strategy and presented to the Executive Governance Group, however further work to refine the business case has been requested. New Container Deposit Scheme (CDS) units have been ordered for the extension of the CDS program and preparation is underway for annual audit reports due in January.	Jun 2028	685	685
<b>Water Sensitive Urban Design</b> Annual program to deliver raingarden investigations, new raingardens and renewal of existing raingardens to ensure they function effectively to clean stormwater runoff.	Project Initiation / Delivery	●	Contractor appointed for the construction of a bioretention swale on Pickles Street, South Melbourne. Concept designs for WSUD infrastructure on Little Page Street, Albert Park and Dorcas Street, Southbank are underway. Investigations for WSUD infrastructure in St Kilda, Balaclava and Ripponlea are underway.	Jun 2034	255	255

**Legend** ● On Track/Complete    ◆ At Risk    ■ Off Track

# Environmental sustainability

## Act and Adapt – Sustainable Environment Strategy

In quarter 2 2025 we delivered strong progress on the Sustainable Environment Strategy. We installed our first three pole-mounted public EV chargers, two in St Kilda and one in Port Melbourne, each capable of charging two vehicles simultaneously. Through ongoing support for the CitySwitch program, we helped local businesses improve energy efficiency and reduce emissions, including enabling South Melbourne architecture firm Baenziger Coles to achieve net-zero carbon.

The Sustainable Apartment Pilot commenced in December to assist local apartment buildings with planning and implementing electrification. As part of the Sustainable Business Program, we began offering free energy assessments to help businesses identify opportunities to cut energy use, costs and emissions, and we are now guiding the first business through the full assessment process.

We continued advancing Environmentally Sustainable Development (ESD) in planning and development, reviewing all internal renewal building projects for sustainability considerations, undertaking more proactive compliance activity, and assessing the implications of recent State planning scheme amendments on Council's ESD Strategy.

We saw graduates complete the latest Environmental Leaders course, with more than 210 community members, now supported to deliver local sustainability projects since the program began.



EcoCentre Redevelopment wins Keep Australia Beautiful Victoria Award

# Flood and water management

## Financing Flood Resilient Infrastructure

The Financing Flood Resilient Infrastructure (FFRI) Project officially kicked off. This project is run by Southeast Councils Climate Change Alliance (SECCCA) and funded with a Disaster Ready Federal Grant. City of Port Phillip is a case study council, with officers from Sustainability and Climate Change and Asset Management Teams heavily involved in the project. Across the next three years, the FFRI project will address critical information gaps and identify flood resilient infrastructure projects. The project will also explore innovative investment models SECCCA councils can access to enable the construction of climate resilient infrastructure in flood-prone locations, including areas vulnerable to sea level rise, inland/riverine flooding, and coastal inundation.

## Stormwater Harvesting

Within the Stormwater Harvesting Program, design consultants were engaged for Stage 1: Elwood Park Stormwater Harvesting Scheme and Elwood Canal Planting, with the second instalment of Federal Funding (Urban Rivers and Catchments Grant) received in November 2025.

The final report on the municipal water balance modelling, which provides a snapshot of water volumes and pollution across the city, was completed in December 2025. This is a key milestone in the update of the Water Sensitive City Plan which is due for completion in late 2026.

## Cleaning up Elster Creek Catchment

The Elster Creek Catchment Collaboration, together with Melbourne Water and neighbouring councils, finalised the Draft Litter Action Plan, undertook community engagement on the draft, convened a CEO Forum, completed the Annual Flood Action Plan and 2026/27 priorities, and initiated planning for the Catchment Information Sessions to be delivered to the community in early 2026.

# Urban greening

## Eucalypts of Port Melbourne Walk

As a part of Council's Port Phillip's walks series, Council officers worked with Eucalyptus Australia to develop and run a Eucalypts of Port Melbourne walk. The walk was guided by Janet Bolitho and Linda Baird (CEO Eucalyptus Australia).

20 people attended, and there were great discussions around what are Eucalypts, how to identify the different genus, and the variety of specimens planted throughout garden city reserve, and the history of the area.

The walk is also being developed into a self-guided brochure walk of the Eucalypts within Garden City Reserve.

## New Planting information for nature strips

A new resource for Indigenous and Native Plants suitable for Nature Strips in Port Phillip has been added to the Nature Strips webpage. The list includes indigenous and native plants that grow to a suitable size for nature strips and are easily maintained to be 50cm-1m in height, are low maintenance, easy to care for and drought tolerant. The plant selection also provides food and habitat for wildlife, including native birds, bees, butterflies, lizards and mammals. The resource is in Tips and Guidelines: [Nature strips - City of Port Phillip](#)



Eucalypts of Port Melbourne Walk

# Waste management

## Don't Waste It! Waste Management Strategy

The new Don't Waste It! Integrated Waste Management Strategy in was endorsed by council in November 2025.

As our population grows, so too does the waste we generate and the cost to manage it. This strategy aims to minimise waste and deliver best practice waste management across our densely populated municipality.

Through the strategy we will responsibly manage waste and work with our community to enhance environmental outcomes through three key objectives:

- Reduce the amount of waste that goes to landfill
- Increase the recovery of valuable resources
- Provide a value for money service.

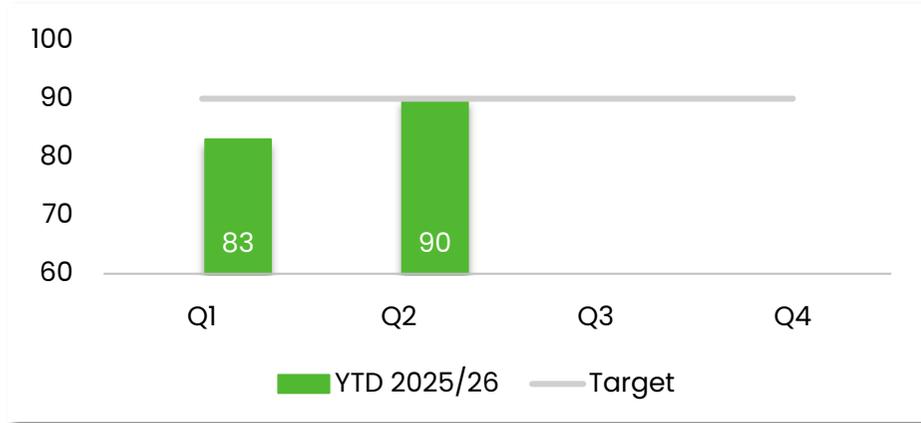
## Annual Summer Management Program

The annual Summer Program is now fully operational, delivering enhanced servicing of public litter bins across the municipality. High-traffic areas are being serviced multiple times between Thursday and Monday, reflecting increased seasonal demand. In response to usage patterns, additional public litter bins have been deployed in known hotspot locations, including Catani Gardens and Acland Street, to support cleanliness, amenity and visitor experience during peak periods.

The team successfully supported a range of high-profile events across the City of Port Phillip, including the Melbourne Marathon and the 2XU Wellness Run, ensuring efficient waste and litter management throughout event precincts.

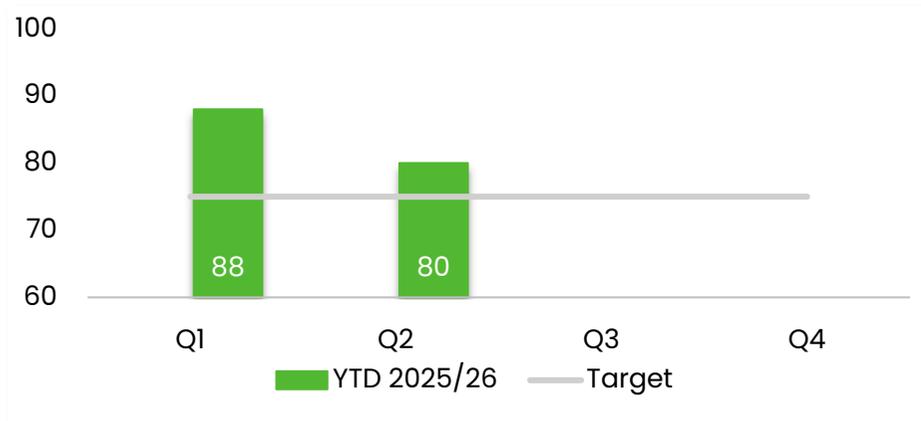
# Service performance measures

Percentage of Act and Adapt Sustainable Environment Strategy 2023–2028 and Climate Emergency Action Plan 2023–28 actions on track and complete



In Q2 2025, 90 per cent of projects and actions that fall within the Act and Adapt strategy initiatives are on track or completed. This meets out target for this period of 90 per cent on track.

Percentage of Urban Forest Strategy actions on track



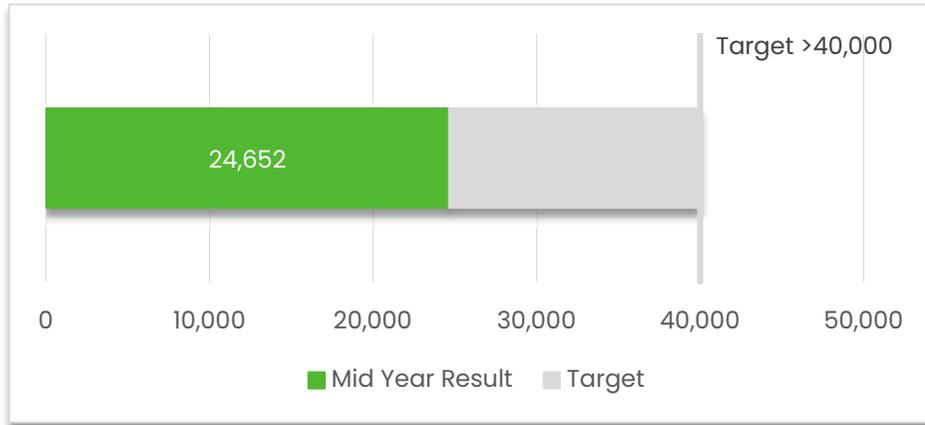
In Q2 2025, 80 per cent of Urban Forest Strategy actions are on track which exceed our target of more than 75 per cent on track.

Percentage of actions in new Integrated Waste Management Strategy reported as on-track



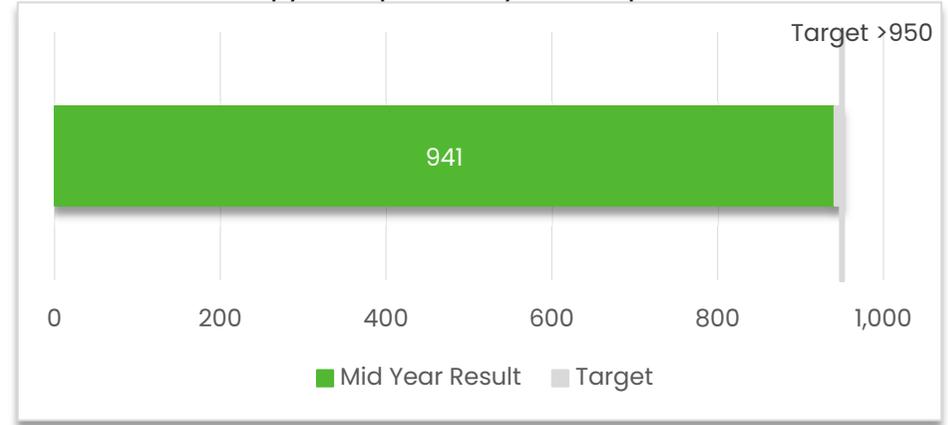
In Q2 2025, all actions were completed.

### Average number of plantings per annum that support biodiversity



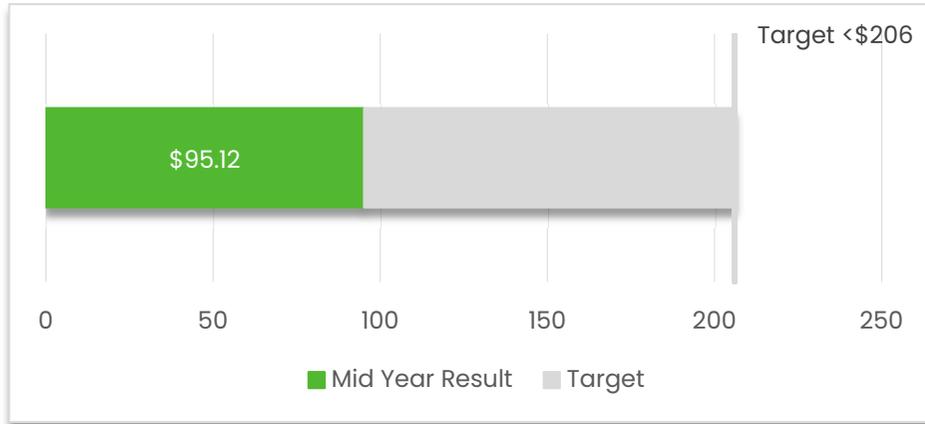
As of 31 December 2025, there have been 24,652 plantings that support biodiversity. This consists of 20,000 tube stocks for Native Vegetation Areas (NVA) and 4,652 plantings for parks and traffic treatments. This is on track to meet our annual target.

### Number of new canopy trees planted by Council per annum



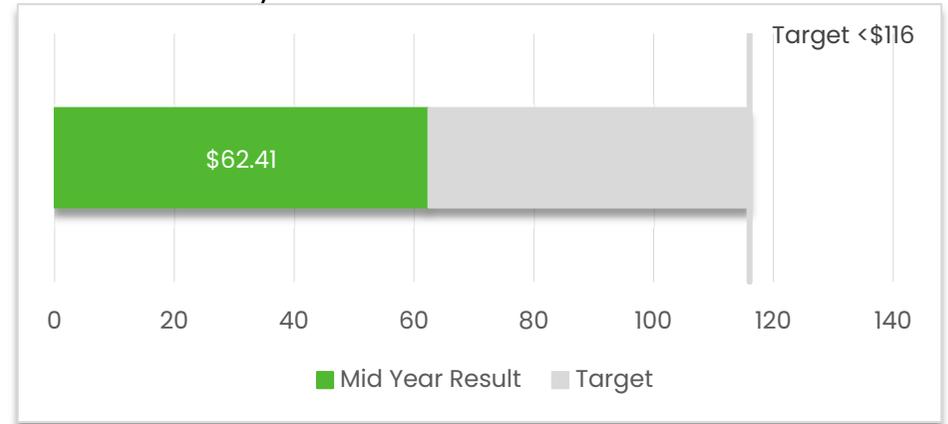
As of 31 December 2025, we have planted 941 canopy trees in our municipality. Tree-planting occurs between April and October. Planting started later than usual last year, so many trees were planted early this financial year. This has boosted our mid-year total, positioning us on track to exceed our annual target.

### Cost of kerbside bin collection service



As of 31 December 2025, the cost of kerbside bin collection service per kerbside garbage collection bin is \$. This is on track to fall below our target of \$206.

### Cost of kerbside recyclables collection service



As of 31 December 2025, the cost of kerbside recycling collection service per kerbside recycling collection bin is \$62.41. This is on track to fall below our target of \$116



Strategic direction 3

## A safe and liveable City



Our City Amenity Officers work closely with local traders and community throughout Port Phillip.

# Major initiatives 2025/26

Council delivers multiple projects that contribute to **a safe and liveable City**. Following are the major initiatives (priority projects) we are starting, continuing or completing in 2025/26.

Major Initiative	Stage	Status	Update	Completion Date	Forecast \$'000	Budget \$'000
<b>Bike Infrastructure Program</b> Deliver the Bike Infrastructure Program to improve opportunities for active transport.	Delivery		Inkerman Street project on track with detailed design and DTP approvals currently progressing in line with project timelines.  Park Street Bike Link is more than 90% complete subject to minor civil works and contingent on DTP signal changes which is yet to be finalised. Project completion date has been extended to June 2026 to allow for completion of this work.	May 2028	672	761
<b>Blackspot Safety Improvements, Integrated Transport Strategy &amp; Local Area Traffic Management Infrastructure</b> Deliver a range of transport safety and strategic transport projects in accordance with Council's Move, Connect, Live Integrated Transport Strategy 2018-28.	Delivery		Grant applications totalling over \$1.1 million were submitted for supplementary funding under the Victorian Safe Local Roads and Streets Program for projects to improve safety in Middle Park, Port Melbourne and St Kilda. This is in addition to the \$2 million already received through the program. Council is developing a Road Safety Strategy and Action Plan. A draft of the strategy was presented to Council on 3 December 2025 and was endorsed for community consultation in January/February 2026.  All actions within the Integrated Transport Strategy are either on track or have been completed.	Jun 2027	960	928
<b>Community Safety Plan</b> Create and implement a new Community Safety Plan to enhance the safety and resilience of our community.	Delivery		The new Feel Safe. Be Safe. Community Safety Plan 2025-2029 was endorsed by Council on 10 December 2025. Its purpose is to improve experiences of safety by creating welcoming and safe spaces, supporting communities, strengthening partnerships and reducing harm. It has 45 actions across three pillars.	Dec 2025	Operating Budget	
<b>Community Safety Investment</b> Uplift community safety and	Delivery		We have entered into service funding agreements with Ngawla Willumbong, Launch Housing and Better Health Network to provide outreach and support programs. We	Dec 2029	250	250

Major Initiative	Stage	Status	Update	Completion Date	Forecast \$'000	Budget \$'000
respond to recommendations from the Community Safety Roundtable and other feedback from our community			are also delivering on other actions in the Community Safety Plan such as community and Police partnered programs, reviewing our protocols, and developing improved services directories.			
<b>Develop a new Graffiti Management Policy and Guidelines</b> Develop a new Graffiti Management Policy and Guidelines.	Delivery		In response to the State Government's new anti-vilification laws—commencing 20 September 2025—updated legislative requirements are being incorporated into Council's draft Graffiti Management Policy and Guidelines. Once updated these documents will be circulated back to Council for endorsement.	Feb 2026	Operating Budget	
<b>Dogs Off-Leash Guideline</b> Implement actions from the Dog Off-Leash Guideline, including engagement, signage and changes to off-leash areas.	Delivery		New temporary signage has been installed in our parks and along the Foreshore to make it really clear to the community where dogs are and are not permitted to be off leash.	Jun 2027	132	200
<b>Elwood Foreshore Masterplan</b> Implement the Elwood Foreshore Masterplan. The program includes integration with the impacts Melbourne Water's project to upgrade Elwood Main Drain.	Project Initiation & Delivery		Overall, the program is at risk. The design for Head Street has been completed however the City of Bayside has requested flood modelling to ensure its feasibility. The quote for this was received in late December and is expected to commence in January 2026. Melbourne Water main drain project is at risk as the DEECA licence agreement has not been submitted as planned due to changes to Melbourne Water's program and timelines. Despite delays in appointing a Program Director, this is commencing in January 2026 with an appointment expected around March 2026. The Sports Ground and Croquet Pavilion Upgrades are on track with design consultants being engaged.	Jun 2035	899	860
<b>Fishermans Bend</b> Oversee the delivery of the Fishermans Bend Framework. Including new open space capital projects.	Discovery & Concept/ Delivery		Work has continued in preparing Council for delivery of early Development Contributions Plan (DCP) funded projects on behalf of the State Government. This has included preparation of draft Delivery Agreements which sets out the proposed scope, budget and process for how projects will be delivered by Council.	Jun 2029	4,528	1,868

Major Initiative	Stage	Status	Update	Completion Date	Forecast \$'000	Budget \$'000
			Advocacy to the State Government has included responding to the updated Fishermans Bend Integrated Transport Plan, highlighting the need for early delivery of public transport investment including buses, trams and train as a catalyst for development of Fishermans Bend.			
<b>Footpath Renewal and Upgrade Program</b> Deliver an increased program of footpath renewal and upgrades throughout the city and new footpaths in areas such as Fishermans Bend to make sure the community has safe ways to walk across the city.	Project Initiation / Discovery & Concept / Delivery		Two of the three awarded footpath renewal packages have been completed, with the last expected to be completed in February 2026.  The Jackson St footpath construction project has been deferred to future years for delivery due to a major development under construction on Fitzroy St. The Bay Trail footpath design project is at risk of design completion due to resourcing constraints, and it is proposed to defer these design works to FY2026/27.	Jun 2034	1,516	1,466
<b>Foreshore Management Plan and Coastal Adaptation Plan</b> Renew the Foreshore Management Plan and development of a Coastal Adaptation Plan Stages 1-4 (of 7) as required by the State Marine and Coastal Act 2018.	Planning & Design		The Foreshore Management Plan (FMP) is on track. The Coastal Adaptation Plan (CAP) is off track due to ensuring flood modelling is up-to date and consistent content is provided for community feedback. A Change Request has been submitted for approval and presented to ELT in December 2025 to re-baseline the CAP schedule, seek additional funding and resources for CAP Stages 5-7 and finalisation of the FMP.	Jun 2026	526	526
<b>Heritage Implementation program</b> Deliver the City of Port Phillip Heritage Program to protect locally significant heritage places, enhancing the character and identity of our local neighbourhoods.	Delivery		Three heritage planning scheme amendments are awaiting approval by the Minister for Planning to progress. The current focus of the heritage program is on managing the potential impacts of flooding on heritage places. A consultant has been engaged to undertake technical work to inform this issue. Scoping of the Heritage Action Plan is underway.	Jul 2031	58	58
<b>Municipal Emergency Management Plan (MEMP)</b> Review and renew the Municipal Emergency	Complete		The MEMP was endorsed, we are now focused on implementation of the Plan, currently we are focused on Summer Management.	Oct 2025	Operating Budget	

Major Initiative	Stage	Status	Update	Completion Date	Forecast \$'000	Budget \$'000
Management Plan (MEMP) for City of Port Phillip.						
<b>New Fenced dog park</b> Deliver a program of new fenced dog parks across the city to cater for growing demand.	Discovery & Concept		Project kick off meeting has been undertaken, and a project Business Case (Gate 2) has now been approved. Key investigations, including the arborist assessment and site surveys, are complete. Procurement of a design consultant to prepare the concept design is currently underway.	Oct 2027	60	60
<b>Open Space and Tree Maintenance Procurement</b> Deliver the open space and tree maintenance procurement project to make sure, the City's open spaces and urban forest are well maintained.	Delivery		The project is on track following Council endorsement of the two new contracts at the 15 October Council meeting. Contracts have been prepared, issued and executed in December.  Contract transition workshops were held with both contractors in November and December with transition plans provided from both. Transition working groups are currently in place for both contracts to manage the transition to the new contracts, with go-live readiness to be assessed in February.	Apr 2026	32	70
<b>Open Space Development Program</b> Invest in Council's recently acquired properties in St Kilda East, Balaclava and St Kilda to turn them into open spaces for local communities.	Project Initiation / Planning & Design		The Small Parks Program is off track as additional funding is required to deliver the parks. The Amount will be determined as concept designs are finalised, post community engagement Lansdowne Road – Concept design was released for community feedback in November 2025, with strong support. Additional funding needs will be confirmed following detailed design and quantity surveying in the coming weeks. Kalymna Grove – Demolition is complete, though contractor delays have pushed delivery to 2026–27. Extra funding is required due to site complexities, including a new fence and retaining wall, grading, and potential soil contamination. Marriott Street – Design feasibility is underway. Submissions on the road discontinuance are being reviewed.	Jun 2028	1,233	1,167

Major Initiative	Stage	Status	Update	Completion Date	Forecast \$'000	Budget \$'000
			<p>Pakington Street – Demolition is scheduled for completion by late January 2026.</p> <p>Pakington Street Reserve (Stage 2) – Design options will be presented in April 2026: one for the newly acquired sites only (approx. \$500k), and one integrating both new and existing areas (approx. \$800k). Additional construction budget will be sought.</p> <p>Alexandra Street Green Corridor – Community engagement in November 2025 was positive, and design work is underway.</p>			
<p><b>Open Space Expansion Program</b>            Deliver new open spaces through land acquisition in the St Kilda East and Balaclava neighbourhood, Lakeside ward and South Melbourne.</p>	Project Initiation		Priority for the 2025/26 financial year focuses on acquisitions within St Kilda East. All acquisitions intended for the 2025 calendar year have been completed and negotiations are underway for future land acquisitions.	Jun 2032	819	1,475
<p><b>Pedestrian Infrastructure</b>            Deliver a program of pedestrian infrastructure upgrades including signalised crossings of major roads to improve safety and accessibility across the city.</p>	Project Initiation		<p>Majority of the projects under the Pedestrian Infrastructure program are on track, apart from: Queens Lane Pedestrian Improvements has been deferred to 27/28 with officers exploring temporary options until construction can be completed. Now on track</p> <p>Mills Street – School Crossing Upgrade (at risk) due to unsuccessful external funding bid</p>	Jun 2027	1,238	1,220
<p><b>Port Melbourne Light Rail Linear Parks Plan</b>            Prepare and implement landscape master plan for the Light Rail corridor.</p>	Discovery & Concept		The project is at risk due to delays developing the masterplan, which is now due for completion in mid-2026	Jun 2029	60	60
<p><b>Public Place CCTV Renewal</b>            Renewal of CCTV assets installed in exterior spaces in the public realm across four precincts.</p>	Delivery		The project is at risk due to delays in selection of the preferred supplier. The project contract award has now been issued, and the delay is not expected to change project completion times. Project delivery has begun.	Jun 2027	380	380

Major Initiative	Stage	Status	Update	Completion Date	Forecast \$'000	Budget \$'000
<b>Public Toilet Plan</b> Implement a program of renewal, upgrades and new public toilet construction to improve condition and functionality.	Discovery & Concept /Delivery	●	<p>Overall, the Public Toilet Program is on track. Contracts for the design and construction of new amenities and Edwards Park, and design of new amenities at St Kilda Botanic Gardens have been awarded and concept design development has commenced for both.</p> <p>The remaining projects are on track, with feasibility studies for Port Melbourne Beach and Catani Gardens Public toilet upgrade projects expected to be completed in January 2026. Additionally, the communications and engagement team have been contacted to discuss community engagement requirements for both projects, expected to occur towards the end of Q3.</p>	Jun 2028	658	667
<b>Road Renewal</b> Deliver significant increase in renewal of our city's roads to address asset condition and community feedback.	Project Initiation/ Delivery	●	<p>Overall, the program is on track. All four road resurfacing packages have been delivered, with the final package completed in December.</p> <p>Park St Road Construction is nearly complete, and the road is open for traffic. Minor works identified through a road safety audit and additional requests are scheduled to be completed by the end of February 2026, leaving only traffic signalling works to be undertaken by the Department of Transport and Planning remaining. These are expected to be completed by April 2026.</p> <p>A contract has been awarded for the Argyle St upgrade works with construction expected to commence in February. Residents will be notified of the upcoming construction ahead of works commencement.</p> <p>Detailed design for the remaining road projects is all on track for completion this year.</p>	Jun 2027	3,092	3,265

Major Initiative	Stage	Status	Update	Completion Date	Forecast \$'000	Budget \$'000
<b>Sandridge Recreation Precinct</b> Develop the precinct in line with the Fishermans Bend Framework, including transforming the Australia Post site into open space	Discovery & Concept		Direction has now been received on outstanding masterplan items, and the draft masterplan can now be progressed, and a path forward has been established with the Consultant to commence the draft documentation in January 2026. The agreement between Council and Department of Transport and Planning (DTP) for the release of Development Contributions Plan (DCP) funding is ongoing. A Change Request capturing these milestone changes has now been circulated for review. Australia Post formerly vacated the site in mid-December, and Officers have actioned ongoing security measures including fencing and daily patrols.	Jun 2029	6,305	5,454
<b>Secondary impact assessment process</b> Develop and implement a robust secondary impact assessment process to enable timely responses to municipal emergencies.	Complete		The Secondary Impact assessment process has been developed. We are focused on implementation of the process.	Oct 2025	Operating Budget	
<b>Shrine to Sea Project</b> Upgrade Kerferd Road median strip and foreshore, increasing greening, pathways, wayfinding signage and pedestrian amenities.	Planning & Design		Detailed design is complete. Cost Plan D has been received and currently being reviewed. Project is on track to release to market in March 2026.	Jun 2028	322	364
<b>Sol Green Reserve Upgrade</b> Upgrade of Sol Green playground	Complete		The project is now complete and open to the public.	Jun 2026	880	1,044
<b>Street Cleaning Uplift Program</b> Increased frequency of pressure washing on high streets and increased street cleaning, including a focus on	Delivery		Increased pressure washdowns were activated across 12 trade locations from July 2025. This additional service has delivered positive outcomes for local traders and the wider community. Enhanced auditing of the contracted service has driven further improvements, while Council's Rapid Response team has continued to	Dec 2029	199*	200

Major Initiative	Stage	Status	Update	Completion Date	Forecast \$'000	Budget \$'000
<p>pollen removal</p> <p>*This figure represents actual year-to-date expenditure. It excludes overtime payments and is therefore not indicative of projected year-end results. An updated figure will be provided in the next quarterly CEO Report.</p>			<p>provide exceptional service and strong support to the Local Laws team. Expanded Rapid Response coverage has also been implemented on event days, weekends, and public holidays as required. Street teams have continued work to remove pollen; while this has been challenging, much of this activity has been successfully managed within business-as-usual (BAU) operations.</p>			
<p><b>St Kilda Marina Land Management</b></p> <p>Managing the St Kilda Marina land as Committee of Management, over the short to medium term, including: lease management, asset assessment, management &amp; remediation/ rehabilitation transaction management</p>	Project Initiation		<p>Investigations and repairs are continuing with works expected to commence in January to rehabilitate the rock revetment, followed by works to repair the boat ramp in piles in March following the busy summer period.</p> <p>Preparation for the market offering of the long term lease is ongoing and is expected to be issued towards the end of Q3/early Q4.</p>	Nov 2034	2,200	2,200
<p><b>St Kilda Pier Landside Works Upgrade</b></p> <p>Partner with the state government to deliver landside works for the St Kilda Pier including a feasibility study for Pier Road.</p>	Delivery		<p>The project is currently Off Track due to delays obtaining external approvals from Department of Transport and Planning (DTP), impacting planned completion date and emerging budget pressures due to significant variations to date. Variations for waterproofing and hostile vehicle mitigation have exceeded initial estimates, and remaining contingency has been exhausted. An additional budget request is now under review. Sea Baths Car Park: Works on reconfiguring the car park reached practical completion just prior to Christmas, with landscaping elements and minor additional enhancements to support improved traffic movement within the car park to be completed early 2026. Additionally works commenced in the old Pier Road section and in areas parallel to the boardwalk. During this stage of construction, several unforeseen issues within the existing site and infrastructure have been identified.</p>	May 2026	2,413	2,403

Major Initiative	Stage	Status	Update	Completion Date	Forecast \$'000	Budget \$'000
			These unexpected findings have had impact on both the project milestones and overall budget. Kiosk Demolition: The amended planning permit has been approved. Demolition approval and service abolishment from utility providers lodged.			
<b>St Vincent Gardens Playgrounds</b> Upgrade of St Vincent Gardens playground	Closed		The project is now complete and open to the public.	Jun 2026	925	1,355

**Legend**       On Track/Complete       At Risk       Off Track

## Active and public transport

In quarter 2 2025, we continued to advance key transport and safety initiatives across the municipality. In November, the State Government confirmed that we will receive additional ongoing funding for active and sustainable transport projects through its expansion of the congestion levy, with further details now being finalised in partnership with the State. We also submitted more than \$1.1 million in grant applications under the Victorian Safe Local Roads and Streets Program to support safety improvements in Middle Park, Port Melbourne and St Kilda, complementing the \$2 million already secured through the program.

A draft Road Safety Strategy and Action Plan was endorsed for community consultation, strengthening Council's strategic approach to safer streets and the protection of vulnerable road users. Council also notified St Kilda Primary School of its successful nomination for the 2026 Healthy Tracks Program, which will work with the school community to identify opportunities to improve safety and encourage active travel.

### Move, Connect, Live: Integrated Transport Strategy

Progress on the Move, Connect, Live: Integrated Transport Strategy remained strong, with nine actions completed and the remaining 33 on track. Following sustained advocacy, the Department of Transport and Planning confirmed it will reduce the speed limit on Glen Eira Road to 40km/h (7am–7pm), significantly improving safety within the Ripponlea activity centre.

## City amenity

### Maintaining Safety in St Kilda

In quarter 2 2025, our City Amenity and Rapid Response teams focused on keeping Fitzroy, Acland and Carlisle precincts clean and safe, completing more than 180 clean-ups, increasing public interactions from 609 in October to 667 in December, and removing over 89 abandoned shopping trolleys. Joint patrols with Victoria Police continued where resourcing allowed, supported by regular operational meetings to coordinate responses in local hot spots.

### Local Laws

Local Laws officers responded to 1,828 customer requests, 263 more than the same quarter last year, driven largely by Snap Send Solve reports of overgrown nature strips and vegetation.

### Animal Management

We published the Domestic Animal Management Plan 2026–29, which includes quarterly free dog training events and cat adoption days. Officers also increased patrols, visiting 400 locations to enforce leash and prohibited-area rules.



**All 55 cats and kittens available for adoption found their new homes!**

# City planning and urban design

## Community Engagement for City Design

In quarter 2 2025, the City Design team has been out and about with community engagement for two areas of Port Phillip:

- Carlisle Street Streetscape Plan – Community engagement on the Carlisle Street Streetscape Plan was the second round of engagement to help make Carlisle Street a better place for everyone. The draft streetscape plan was based on feedback (back in May/June 2025). The aim of the plan is to create a high-quality, safe and coherent streetscape for all street users to move through, stay and enjoy.
- Reviewing Ripponlea – Council has been seeking community feedback to guide future upgrades to public spaces in Ripponlea – the Ripponlea Place Plan and Burnett Gray Gardens play space upgrade. The community feedback will help shape how public spaces in Ripponlea look, feel, and function and identifying community priorities such as safety and accessibility, greening and shade, social spaces, movement and connections and play space features.

## Strategic Planning

The Strategic Planning Team has progressed the proposed changes to the planning scheme to help guide future development in the South Melbourne. The 90 submissions received to the South Melbourne Structure Plan Planning Scheme Amendment were considered by Council in December and have been sent to an independent planning panel for consideration, the next step in the planning process. Other planning scheme amendments remain with the State Government awaiting ministerial authorisation to proceed.

# Community safety

## Adopted a new Community Safety Plan

The Feel Safe. Be Safe. Community Safety Plan 2025–2029 was endorsed at the Council meeting on 10 December 2025, following a final four-week period of engagement. The Plan's purpose is to improve feelings and experiences of safety by creating welcoming and safe spaces, supporting communities, strengthening partnerships and reducing harm. It comprises 45 actions across the pillars of Creating safer public places, Improving communication and information and Strengthening social cohesion and connecting communities. The full plan, and a plan-on-a-page can be read on our [Community Safety Page](#).

## Trauma Awareness

The Trauma Aware Port Phillip (TAPP) program piloted workshops on trauma awareness and the TAPP toolkit. The workshops discussed concepts of trauma awareness and trauma informed approaches, the Toolkit, its contents, aims and tools. Our community is known for its strong networks of connection and care, supported by over 200 local groups and services.

## Development approvals and compliance

In quarter 2 2025, we took important safety action at the corner of Canterbury Road and Fitzroy Street, requiring the Owners Corporation to prop and repair an unstable wall to ensure public safety.

City Permits continued supporting major developments, including a recent visit to the Louise Building at 8 Louise Street as the 17-storey, 89-unit project nears completion.

The public realm upgrade surrounding 103 Beach Street, Port Melbourne, is now complete. The project delivers a redesigned car park, improved walking and cycling paths, new seating, upgraded lighting and extensive landscaping. Although funded and delivered by the applicant, we coordinated approvals and worked across multiple internal teams to ensure the precinct meets community and design expectations.

Planning Compliance strengthened sustainability and urban forest protections this quarter. Under the ESD Compliance Trial, 150 permits were reviewed, with eight enforcement actions initiated to ensure environmentally sustainable design measures are implemented. Tree protection audits also identified non-compliance, prompting stronger enforcement and improved processes to safeguard vegetation.



Southern plaza upgrades under construction in October 2025

## Municipal emergency management

In quarter 2 2025, we continued to strengthen crisis preparedness and resilience. Key achievements include:

- Progressing the Crisis Capability Maturity Project, focused on improving organisational readiness for complex crises.
- Advancing the draft Crisis Management Policy, Business Continuity Plans, Strategic Crisis Management Plan and Emergency Management Operational Plan, incorporating best practice and lessons learned.
- Testing of the policy and framework with a whole of organisation exercise.
- Review, update and implementation of the Summer Management and New Year's Eve Operations Plan.
- Endorsement of the Municipal Emergency Management Plan.
- Review and update of the Heatwave Sub-Plan.

On 20 November 2025 we conducted a Whole-of-Council Crisis Management Exercise at the St Kilda Town Hall. The session was an important step in strengthening Council's resilience and readiness to manage complex crises.

As part of our Crisis Capability Maturity Project, the exercise tested the organisation's draft Crisis Management Framework and Strategic Crisis Management Plan. It provided valuable insights to validate protocols and processes, improve cross-team coordination and ensure we can respond effectively to protect our operations, workforce and community.

The outcomes from this exercise will directly shape the organisation's final Crisis Management Framework.

## Parking management

In quarter 2 2025, we received over 5,500 parking related requests, of which the majority (76%) were requests to enforce illegally parked vehicles. On average across the second quarter, all requests for parking enforcement were resolved in under one day. Matters relating to parking permits (15%) accounted for the second highest volume of requests we received, of which 89.6% were responded to on time.

As part of our commitment to transport safety, in October 2025 our Transport team worked closely with local stakeholders to implement changes to parking conditions on Jacka Boulevard, near the intersection of Cavell Street by removing parking on the northbound bike lane and in doing so, reducing the risk of collisions between bike riders and traffic. Our officers worked closely with local business owners to ensure parking was offset to nearby locations that provided a safer arrangement for road users while maintaining access for local visitors.

## Public space

### Park and Playground Upgrades

Council has now completed three major park upgrades, significantly improving local open spaces for community use. The playground upgrades at St Vincent's Gardens and Sol Green Reserve were both completed and opened to the public in October 2025, with official openings held in November. These projects, delivered as short-term actions of the Places for People: Public Space Strategy 2022–2032, replace ageing infrastructure and ensure both sites remain safe, high-quality and accessible play spaces for families.

The major upgrade of Gasworks Arts Park has also been completed and is now open. The project focused on preserving the park's unique character and artistic identity while improving accessibility, biodiversity, and overall amenity. Works were delivered in line with the Contamination Management Framework to ensure safe soil containment and long-term sustainability of the site. Key improvements include upgraded pathways, an enhanced plaza layout for market and non-market days, new nature-play sculptures, over 3,700 m<sup>2</sup> of new garden beds, 550 new trees, and refreshed park furniture, lighting, signage and drainage. An official opening will take place in the coming months.



**Sol Green Reserve Project Complete**

# Road management

As part of routine asset condition inspections, the services of a contractor were procured during quarter 2 to assess the condition of the road surface and kerb and channel across the network. Inspection works commenced in December 2025, with all data expected to be received by early March 2026.

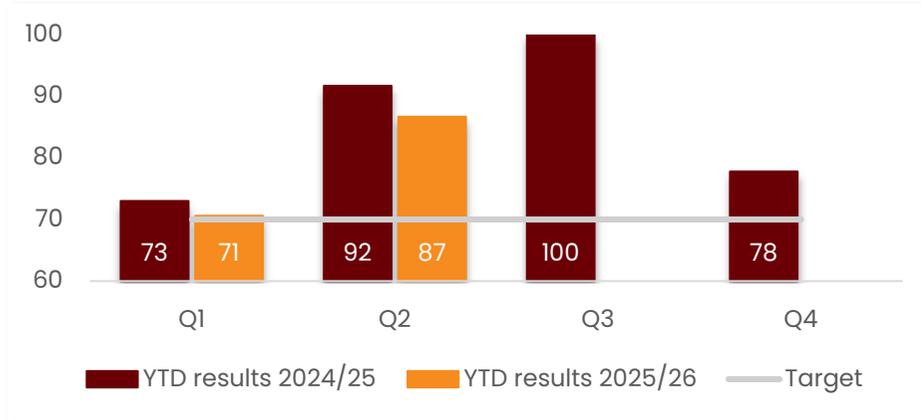
A section of Park Street between Fitzroy Street and Mary Street required emergency works. This stretch of road is a critical corridor, accommodating the Tram Route 12 terminus and the Bus 606 stop, and carrying consistently high traffic volumes. The heavy vehicle loading – particularly from buses – resulted in substantial pavement deterioration, including widespread crocodile cracking, surface shoving, and pothole formation. Due to the severity of pavement distress at this location, Council requested that repair works be prioritised and delivered urgently. During the quarter, geotechnical and pavement investigations were subsequently undertaken, including assessment of subsurface soil conditions and the development of appropriate pavement design options. Council engaged Fulton Hogan to carry out the pavement reconstruction works, which were completed in November 2025. Below are ‘before’ images captured in September (showing the road in poor condition), with ‘after’ images taken in November (showing the pavement during reconstruction and following completion).



**Park St surface condition in September (Left) and November (right) after completed resurfacing**

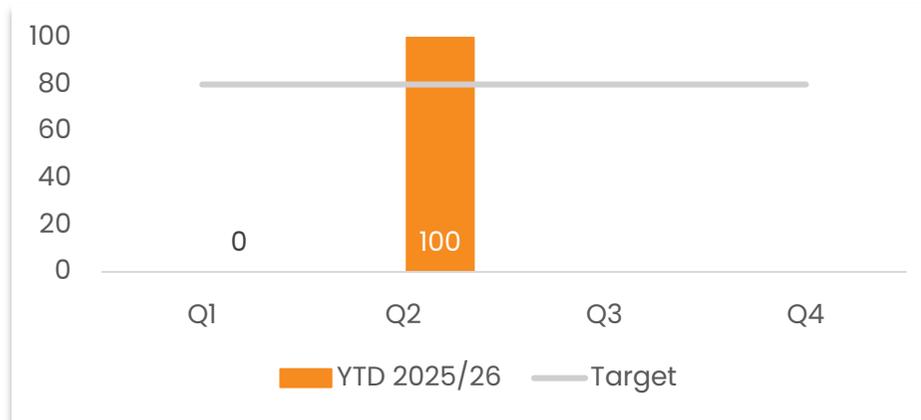
# Service performance measures

Council planning decisions upheld at VCAT



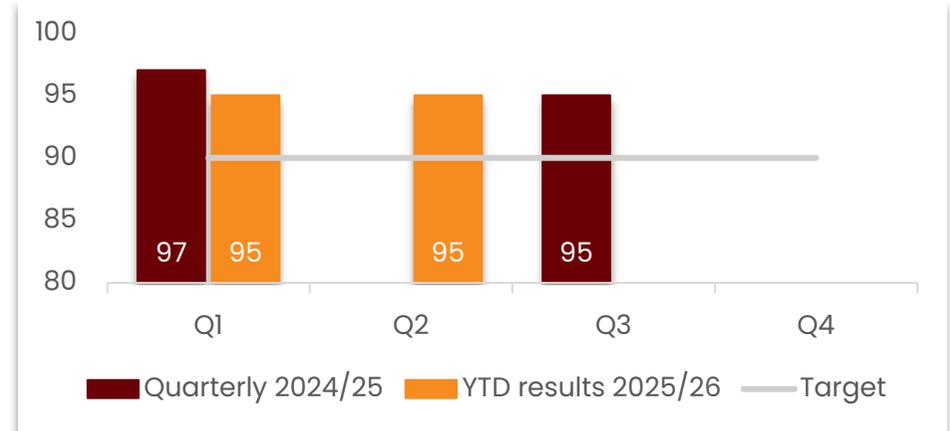
In Q2 2025, 87 per cent of Council planning decisions were upheld at VCAT. There were 15 VCAT matters determined in this quarter, with 13 decisions affirmed in support of Council's original position. For the two matters that were set aside, VCAT determined that no permit be issued.

Strategic planning referrals completed on time



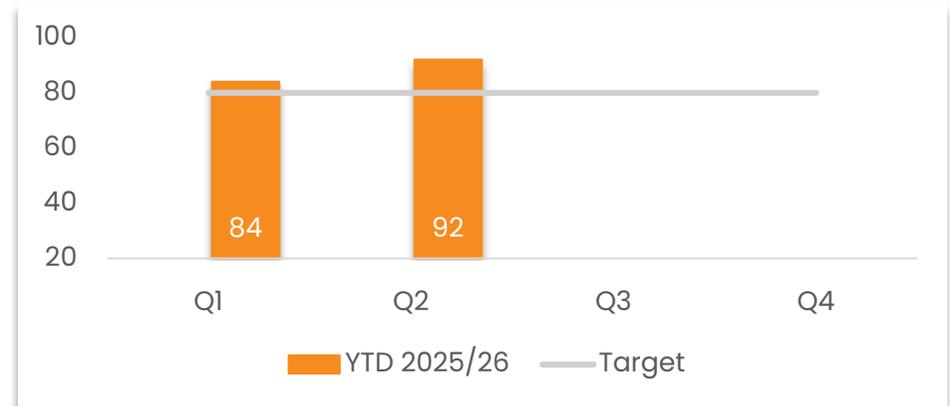
In Q2 2025, 100 per cent of Strategic planning referrals were completed on time. This exceeds our target for this period of 80 per cent.

Street Cleaning Compliance



In Q2 2025, we had a 95 per cent compliance with our street cleaning audits. This exceeds our target of 90 per cent.

Urban design referrals completed on time



In Q2 2025, we completed 36 out of 39 urban design referrals on time, achieving a 92 per cent on time completion. This exceeds our target of 80 per cent.

### Heritage referrals completed on time



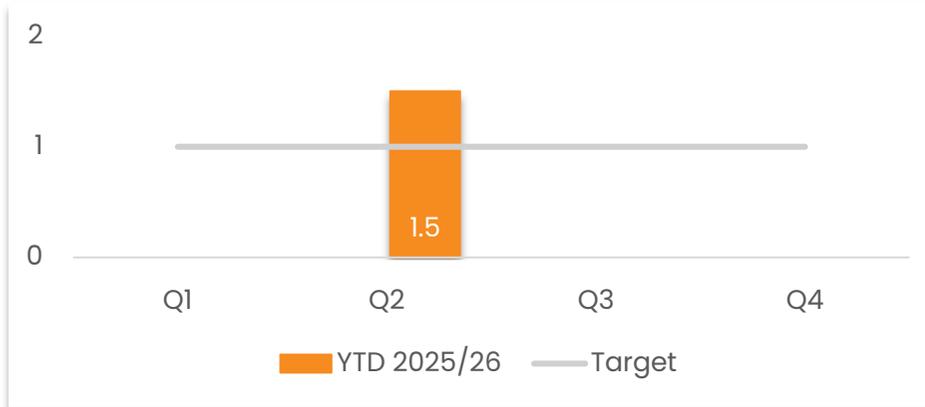
In Q2 2025, we completed 101 out of 109 heritage referrals on time, achieving a 93 per cent on time completion. This exceeds our target of 80 per cent.

### Planning applications decided within required timeframes



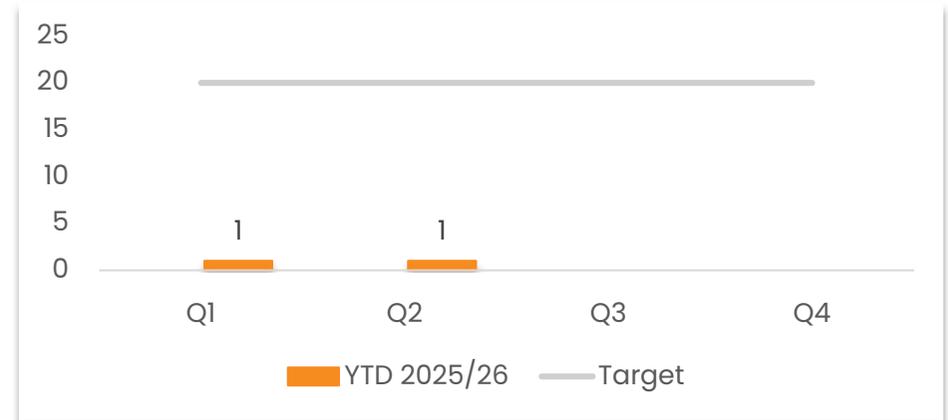
In Q2 2025, 80 per cent of planning applications were decided within the required timeframes. This exceeds our target for this period of 70 per cent. This improvement compared to last year can be attributed to improved application management and tracking, supporting faster outcomes

### Time taken to action animal management requests



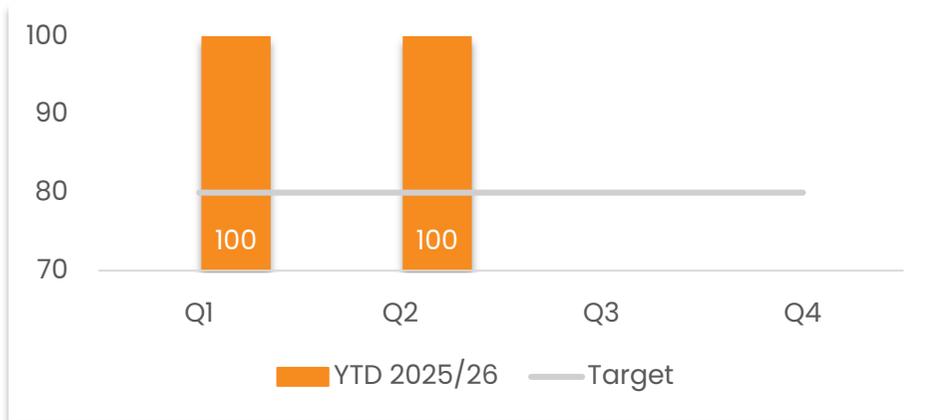
In Q2 2025, animal management requests were actioned within 1.5 days on average. This exceeds our target for this reporting period of one day.

### Time taken to register and process swimming pool and spa registration



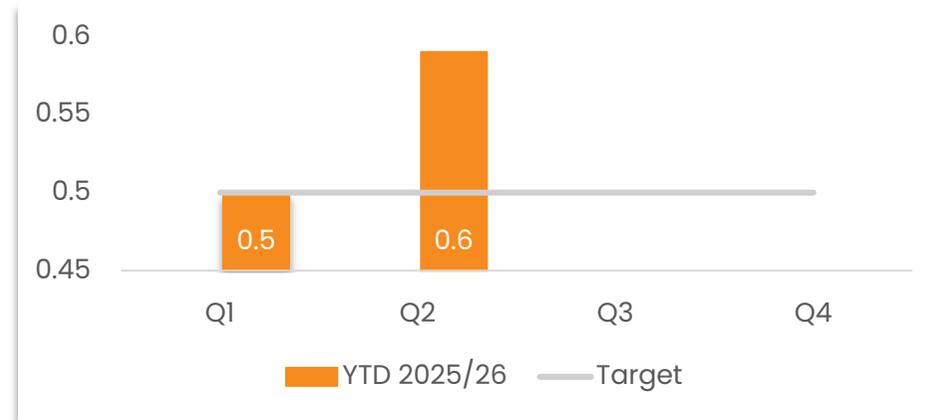
In Q2 2025, processing time for swimming pool and spa registration remains a consistent 1 day. This exceeds our target of less than 20 days.

**Respond within one hour to the Municipal Emergency Resource Coordinator (MERC) activation request, during an emergency event**



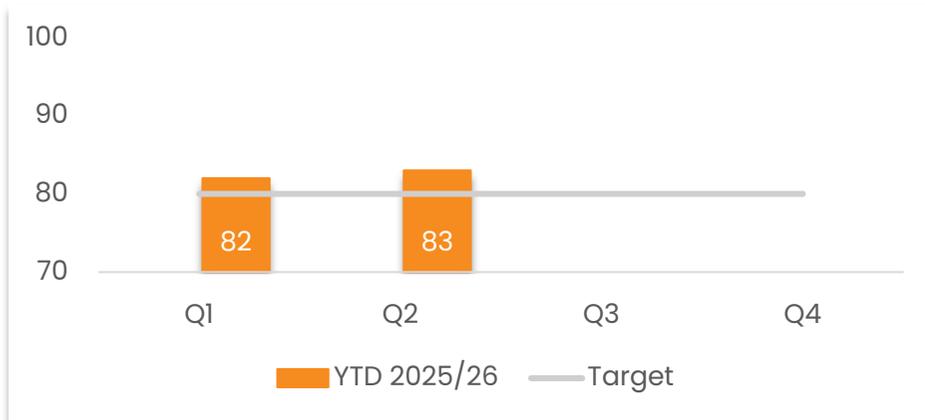
In Q2 2025, there were five MERC activations, and we responded to 100 per cent of emergency events within one hour. This exceeds our target of 80 per cent.

**Average number of days taken to close parking, enforcement and patrol requests**



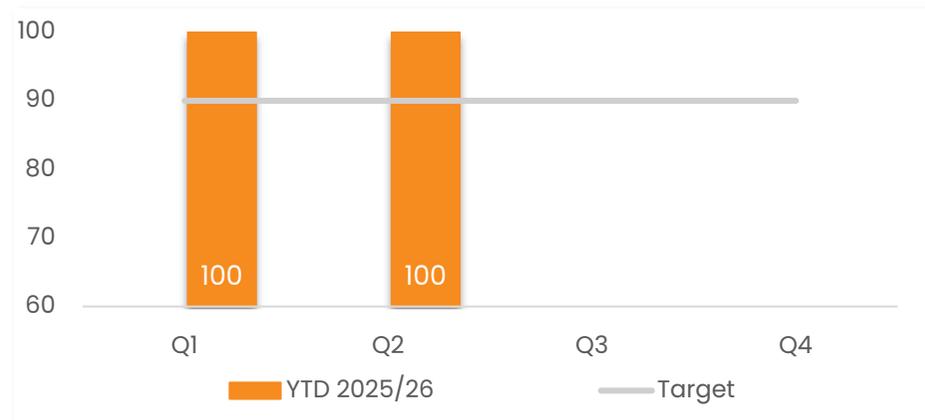
In Q2 2025, The average number of days taken to close parking, enforcement and patrol requests was 0.59 days. We did not meet our target of 0.5 days this quarter.

**Public space strategy actions on track**



In Q2 2025, 83 per cent of Public space strategy actions are on track. This exceeds our target of 80 per cent for this quarter.

**Integrated Transport Strategy actions on track**



In Q2 2025, 100 per cent of Integrated Transport Strategy actions are on track or completed. Nine actions are complete, and 33 actions are on track.



### Time taken to decide planning applications (median day)



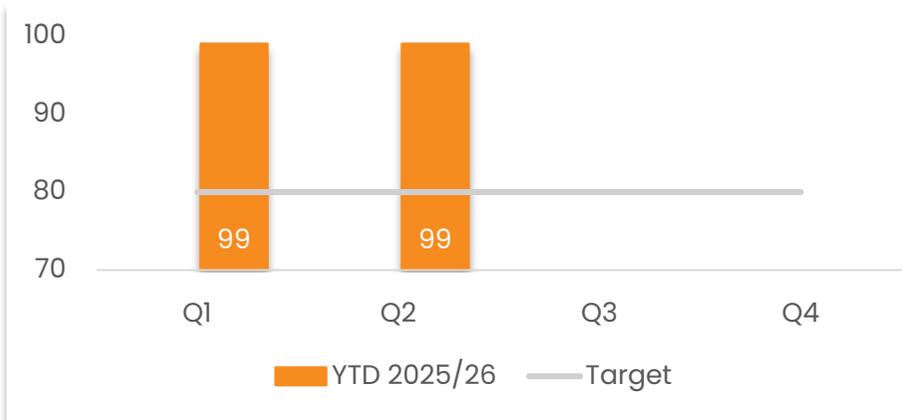
In Q2 2025, the median number of days to decide on planning applications was 45. This is lower than the same period last year and exceeds our target of less than 80 days.

### Community safety plan actions on track



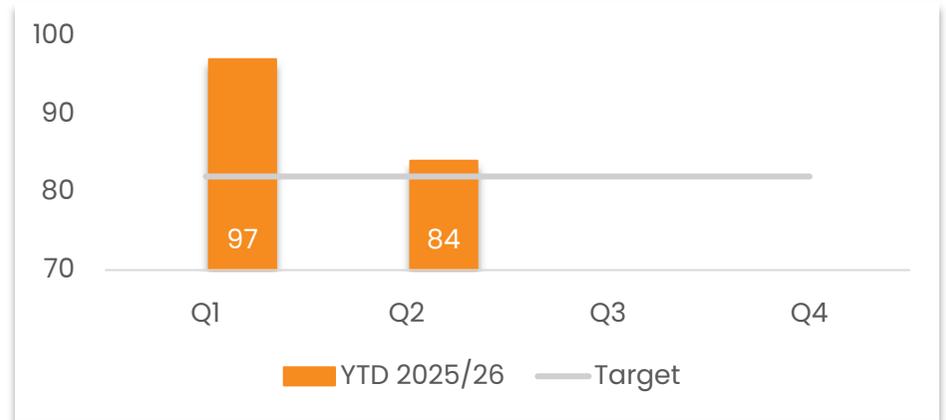
In Q2 2025, 91 per cent of actions are completed and 9% of ongoing operational actions are on track. Council endorsed the new "Feel Safe. Be Safe. Community Safety Plan 2025-2029" on 10 December 2025.

### Abandoned and unregistered vehicle reports responded to on time



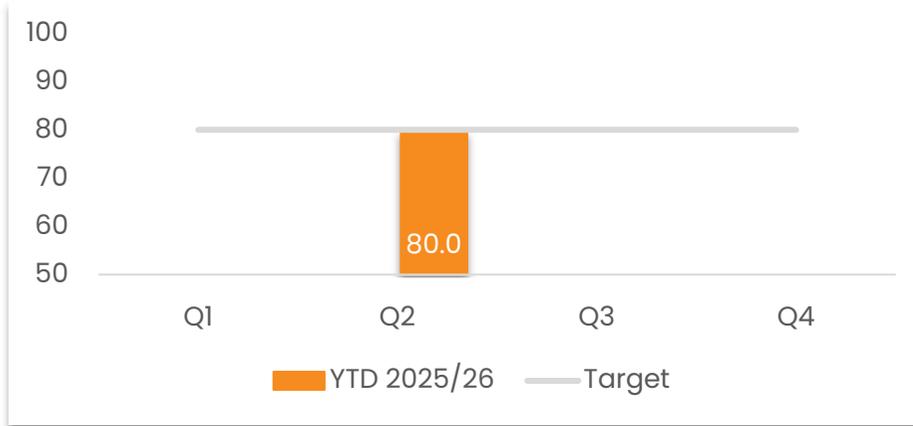
In Q2 2025, 99 per cent of abandoned and unregistered vehicle reports were responded to on time. This exceeds our target for this period 80 per cent.

### Parking permits issued on time



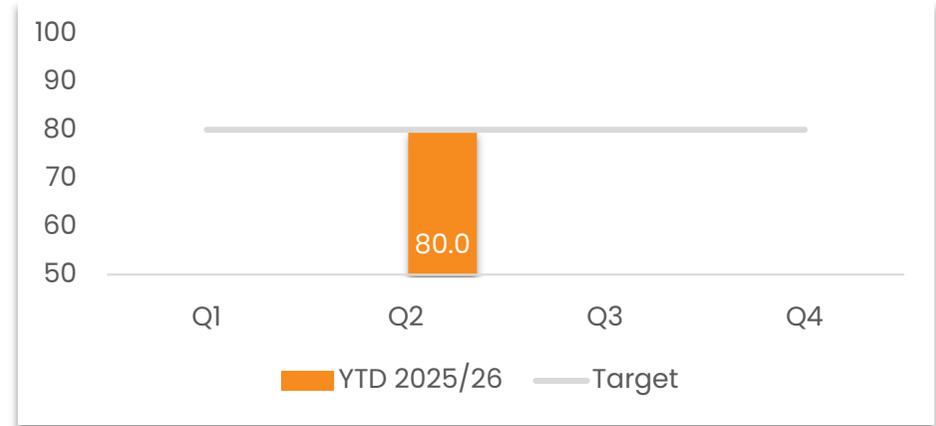
In Q2 2025, 84 per cent of parking permits were issued on time. This exceeds our target for this period 82 per cent.

### Report and consent applications processed within 5 days – Dwellings



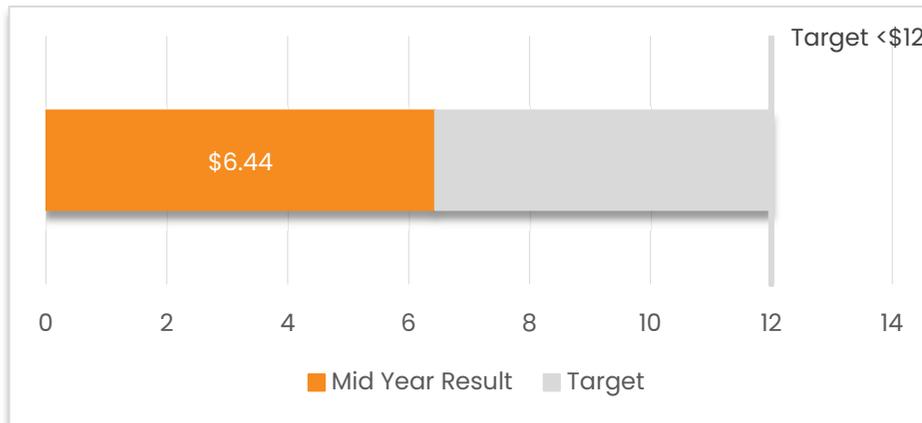
In Q2 2025, we processed 80 per cent of report and consent applications in the dwelling category within 5 days. This meets our target of 80 per cent completed within this timeframe.

### Report and consent applications processed within 15 days – Others



In Q2 2025, we processed 80 per cent of report and consent applications in the other category within 15 days. This meets our target of 80 per cent completed within this timeframe.

### Cost of animal management services per population



As of 31 December 2025, our cost of animal management services per head of population is \$6.44 which is on track for our annual target of \$12 per head of population. This figure also affected by using the latest population from the 2021 census.

### Cost of statutory planning service per planning applications



As of 31 December 2025, the cost of statutory planning service per planning application is \$3,228.47 which remains below or target of less than \$3,500 per planning application.



Strategic direction 4

# A vibrant and thriving community



New Music Stage at St Kilda Festival 2025.  
Photo by Monique Pizzica.

# Major initiatives 2025/26

Council delivers multiple projects that contribute to **a vibrant and thriving community**. Following are the major initiatives (priority projects) we are starting, continuing or completing in 2025/26.

Major Initiative	Stage	Status	Update	Completion Date	Forecast \$'000	Budget \$'000
<b>Arts Culture and Economic Development Strategy</b> Develop a new Arts, Culture and Economic Development Strategy.	Delivery		The development of the new Creative and Prosperous City Strategy is being progressed to ensure Council has a refreshed, dedicated focus on the arts, cultural and creative industries in the city. Councillors will be briefed on the proposed scope and engagement approach early in Q3.	Nov 2026	Operating Budget	
<b>Carlisle St Carparks Strategy</b> Redevelop the Carlisle Street carparks to facilitate the creation of the Balaclava Retail Renewal Precinct.	Delivery		Officers are finalising negotiations in preparation to formalise the sale. An independent valuation was received for the site, following which Coles exercised their right to obtain a second valuation. The Australian Property Institute (API) was contacted to provide a valuer to undertake this. The valuer was engaged in December 2025, and the valuation process is expected to be ongoing until approximately March. In the interim, discussions with neighbouring shop owners regarding the extent of the future easement at the rear of Carlilse St to secure access to the rear of their properties are ongoing.	Jul 2026	13	-
<b>Great Places and Precincts</b> Deliver more inviting and engaging spaces for the community to enjoy. Including master planning the Glen Eira Road and Glen Eira Avenue area in Ripponlea.	Delivery		Short term projects identified for delivery across Fitzroy St, St Kilda, Balaclava, Domain, Fisherman's Bend and South Melbourne.	Jun 2026	500	500

Major Initiative	Stage	Status	Update	Completion Date	Forecast \$'000	Budget \$'000
<b>Lagoon Reserve Pavilion and Park Improvements</b> Deliver the new multi-story Lagoon Reserve pavilion project. The facility will feature inclusive change rooms, public toilets, a first aid room, and multi-purpose community spaces, ensuring it meets the needs of all users	Awaiting Closure Report		The Lagoon Reserve Pavilion upgrade has reached a key milestone, with Practical Completion achieved and the Certificate of Occupancy issued. This marks the completion of the primary construction phase and delivery of a contemporary facility designed to support community use and sporting activities.	Dec 2025	3,545	3,780
<b>Library Facilities Improvement Program</b> A program to invest in improvements to the infrastructure, amenities, fittings and furniture of our libraries.	Discovery & Concept		Overall, the Library Facilities Program is on track. The masterplan is complete, however needs the formal endorsement of Council. Officers are planning to brief Councillors again on the plan with a view to endorsement in Q3. Middle Park Library upgrade is back on track following approval of the business case and updated milestones following earlier delays incurred, with procurement process to commence early in Q3. St Kilda Library furniture replacement remains at risk due to tight delivery and installation timeframes.	Feb 2026	673	450
<b>Port Melbourne Netball Infrastructure</b> Deliver expanded netball facilities in and around Port Melbourne for the growing and inclusive sport.	Planning & Design		Recent progress has focused on resolving the preferred location for the project to establish a clear delivery pathway. A significant milestone was achieved on 10 December 2025, when Council unanimously endorsed the recommendation to proceed with community engagement to consider undertaking the project at JL Murphy Reserve. This decision has enabled the next phase of planning, with progress now made on the engagement strategy which will guide stakeholder and community consultation. Engagement activities are scheduled to commence in February 2026.	Dec 2026	1,772	1,777

Major Initiative	Stage	Status	Update	Completion Date	Forecast \$'000	Budget \$'000
<b>South Melbourne Market Strategic Plan</b> Invest in the South Melbourne Market to deliver the quintessential village market experience by developing and implementing the South Melbourne Market Strategic Plan.	Delivery		The draft South Melbourne Market Strategic Plan 2026-30 is complete and will be presented to Council on 18 February 2026 for adoption. This Council Report also includes the Community Engagement Report that informed the final draft of the Strategic Plan.	Feb 2026	Operating Budget	
<b>South Melbourne Project Connect</b> Design and start delivery of the South Melbourne Market Project Connect to upgrade and renew the Market.	Discovery & Concept		The Concept Design phase of Project Connect is underway, with NH Architecture appointed as Principal Design Consultant for the Project following a competitive tender process. This appointment marks a key milestone in our long-term vision to revitalise the iconic South Melbourne Market. Project Connect is a strategic capital development initiative designed to renew and upgrade the Market's buildings and public spaces. The goal is to enhance the experience for customers, improve safety and productivity for traders, and strengthen the Market's connection with the surrounding precinct.	Jun 2032	462	553
<b>South Melbourne Town Hall Renewal upgrade</b> Renew South Melbourne Town Hall and work with the Australian National Academy of Music on the reopening of the Town Hall.	Delivery		The project is off track as the forecasted remaining contingency is insufficient to cover the remaining construction period despite value management efforts. A report is being prepared to seek additional funding to cover the overrun and the remainder of the project, as well as asking consideration for additional early works for the Australian National Academy of Music (ANAM) to be undertaken. Considerable progress on the main works has continued over Q2, with works continuing the seismic steel works for the main hall, along with the completion of the new slate roofs on the east and southern wings. Demolition works also commenced for	Sep 2026	27,815	8,962

Major Initiative	Stage	Status	Update	Completion Date	Forecast \$'000	Budget \$'000
			the ANAM early works and solar panels have been installed on the Eastern aspect of the Western Annex roof. Due to the construction shutdown period over much of December and January, the main redevelopment works were halted and the site secured and locked down, with security patrols added across the shutdown period.			
<b>Sport and Recreation Strategy</b> Renew the Getting Our Community Active Sport and Recreation Strategy which guides the planning and provision of sport and recreation facilities and services to meet the needs of the community.	Delivery		The key findings and insights from both the background research and analysis and community engagement (phase 1) were collated into a report, which was taken to a Council Briefing. Writing of the Strategy has commenced with a draft expected to be completed in Q3.	Aug 2026	43	67

**Legend**      ● On Track/Complete      ◆ At Risk      ■ Off Track

## Arts and culture

It has been a productive period for Arts and Culture, with two new initiatives launched to support local artists. The inaugural Summer Artist Incubator began in December, transforming the Carlisle Street Art Space into a free 12-week residency studio. This year's resident artists, Betty Sargeant, Arabella Strachan and Stephania Windholz Leigh, are working on site, with the gallery open for the community to meet the artists and see works in progress.

We also launched a new Community Art Space program, offering local creatives free exhibition opportunities across St Kilda Library, Port Melbourne Town Hall and Emerald Hill Library. The program provides a supported pathway for artists to present work and develop exhibition skills. Applications for 2027 are expected to reopen in October.

An extension to the First Nations mural on the St Kilda vaults, Karrween Weereeng Marr – The Dance of the Spirit People, was completed by artist Tommy Day III late last year.



Dagmar Cyrulla and Eolo Paul Bottaro, 2025, photograph by Tiffany Garvie

## Economic development

### Live Music Action Plan

As part of the Live Music Action Plan, we supported the launch of Seekers Way in St Kilda, attracting strong media coverage across TV, radio and print. Seekers member Bruce Woodley AO and the late Judith Durham's sister, Beverley Sheehan, attended the event, with local First Nations singer Jess Hitchcock performing 'The Carnival Is Over' before Councillor Serge Thomann presented a replica street sign to Bruce Woodley.

The naming of Seekers Way followed our decision to rename Nelson Street to avoid duplication. Historical research revealed the site's significant connection to the iconic band, who rehearsed and planned tours from Judith Durham's former home. We submitted the proposed new name to Geographic Names Victoria, which approved it after verifying compliance with naming rules.

### Special Rates: Port Melbourne and South Melbourne

We have commenced the statutory process to introduce Special Rate and Charge schemes for the Port Melbourne and South Melbourne Business Precincts from 1 July 2026 to 30 June 2031. Public notices and notices of intent have been issued, with property and business owners able to lodge submissions or objections until 30 January 2026.

If declared in April 2026, the Port Melbourne scheme will generate up to \$320,000 per year, while the new South Melbourne scheme will raise up to \$280,000 in 2026–27, indexed annually.

## Festivals and events

The 2025 Nike Melbourne Marathon delivered a landmark year, achieving record participation with all race distances selling out. Nearly 25,000 runners in the full and half marathon travelled through the City of Port Phillip, up from 19,000 in 2024, with tens of thousands of supporters lining the streets to cheer them on. The event continues its ambition to become the World's Most Encouraging Marathon, strengthening its place in Melbourne's major events calendar.

The 2XU Wellness Run also marked its fifth year in the City of Port Phillip and continued its rapid growth, increasing from just over 3,000 runners in 2021 to approximately 13,500 participants in 2025. A new course saw the half marathon begin at the Formula 1 start line in Albert Park, loop around the lake and flow down Fitzroy Street before joining Beaconsfield Parade. Strong crowd turnout contributed to increased trade for the Esplanade Market and local businesses along Fitzroy and Acland Streets. The event also raised more than \$400,000 for Beyond Blue, reinforcing its role as both a major community drawcard and a significant fundraiser.

## Libraries

The St Kilda Library refresh project continues to deliver improvements to the Library. Following the redesign of the library space and relocation of the children's area, as well as shelving and seating within the space, the library now has improved usability and better flow for patrons using the library. The refresh project has improved the utilisation of the children's spaces, and improvements in spaces within the library (lounge chairs) which invite people to stay in the library longer. Patron feedback has been positive, with people commenting on the improved natural light and the overall sense of spaciousness the new layout provides.

Operationally, the refreshed layout has strengthened our operations, enabling more effective service delivery. Program participation at St Kilda continues to expand, supported by the availability of flexible new program spaces created during the refresh. The Library Social Worker has further enhanced the library's role as a safe, inclusive and supportive environment, with staff reporting a noticeable increase in confidence and consistency when responding to community needs.



Digital Signage at Libraries

# South Melbourne Market

## South Melbourne Market Strategic Plan

In quarter 2 2025, the draft 2026–30 South Melbourne Market Strategic Plan was finalised following engagement with more than 500 shoppers, residents and traders. The Plan outlines the Market’s priorities for the next five years, ensuring it continues to meet community needs, uphold its strong reputation and support traders to thrive. It will be presented to Council for adoption in Q3.

## Market Highlights

The Market was a major destination for Christmas shopping, offering artisan gifts and fresh local produce. The three fishmongers, had a record week, selling more than 6 tonnes of lobster and crayfish, 15 tonnes of prawns and 20,000 dozen oysters. Festive roving entertainment and children’s activities added to the celebrations, and New Year’s Eve delivered the Market’s busiest trading day on record.

Safety and compliance upgrades to the Cecil Street restaurant precinct were completed, including improvements to gas, drainage, water, electrical services and fire sprinklers.



South Melbourne Market trader, Gem Pier Seafood

# Sport and recreation

## JL Murphy – Official Opening Event

On 1 December 2025, the City of Port Phillip celebrated the official opening of the newly upgraded sports grounds at JL Murphy Reserve, marking a major milestone for the local community. As the largest Council-managed sporting precinct, JL Murphy Reserve is a vital hub for sport, recreation, and community connection. We invested \$5 million in upgrading two sports grounds, with an additional \$275,000 contribution from the Victorian Government.



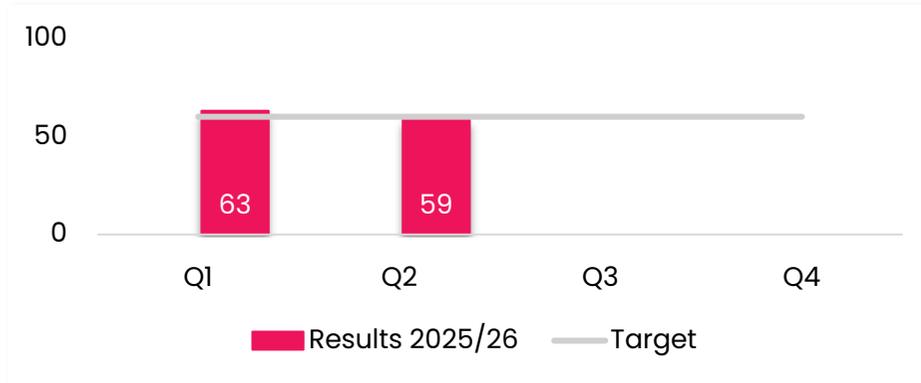
Upgraded JL Murphy Reserve

## Lagoon Reserve Pavilion Upgrade – Project Completion

The Lagoon Reserve Pavilion has received the Certificate of Occupancy received and Practical Completion issued. This marks the successful completion of the main construction phase of a modern, high-quality community facility that will serve residents, sports clubs, and the wider community for years to come. The new pavilion features an upstairs social room, ground floor changerooms, kitchen facilities, and both club user and public toilets, creating a flexible and inclusive space for community gatherings and sporting activities. Surrounding landscape works have also been finalised, including new pathways, lighting, seating areas, and a dedicated BBQ and picnic space.

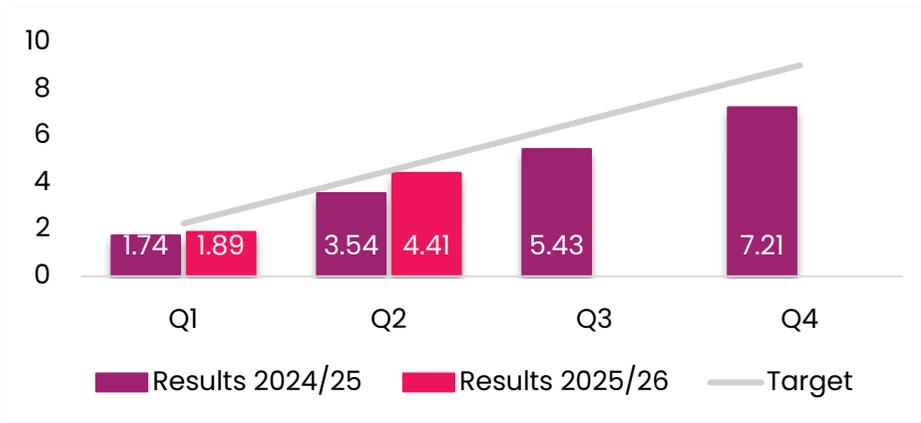
# Service performance measures

Percentage of payments made within 14 days of receipt of invoices (Small Business Charter)



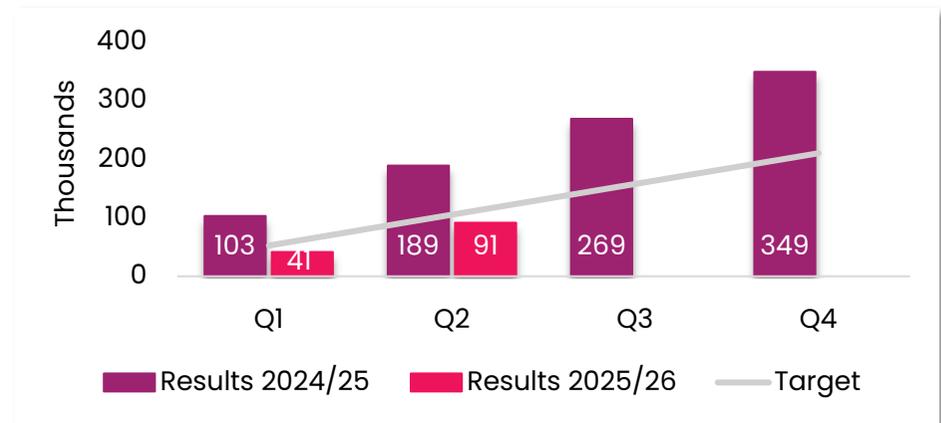
Annually we are 63% compliant meeting the small business charter and exceeding the 60% target. In December this dropped below target to 59% due to staff leave for the seasonal period delaying processing. In addition, the timing of weekly payment dates does not line up with the due date under the charter. 10 non-compliant invoices were "late" by 1-4 days only impacting the result unfavourably by 5%. We will monitor to ensure we remain above target.

Loans per head of population



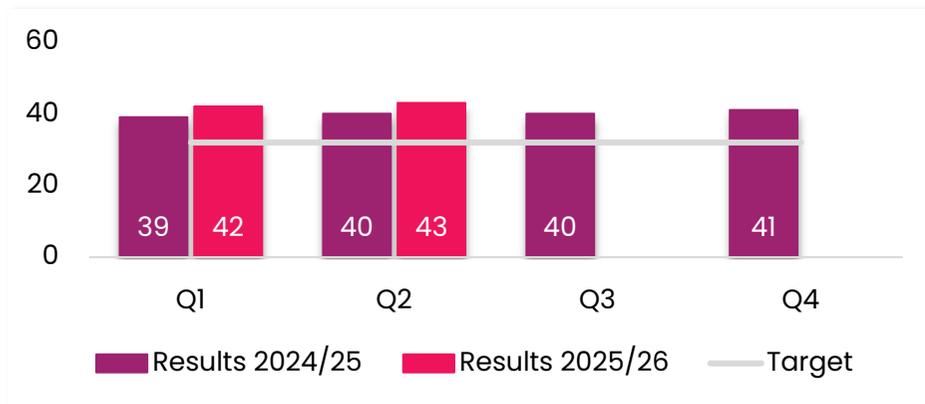
In Q2 2025, there were 284,486 loans recorded across the City of Port Phillip libraries. This brings our year-to-date loan per head of population to 4.41, falling slightly below our target for this time of 4.45. We did see an increase in loans from last quarter.

Esplanade Market visitation



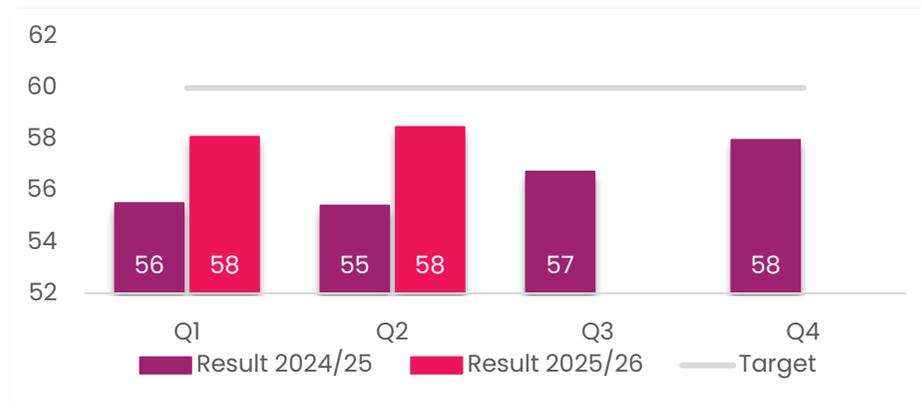
In Q2 2025, visitation was significantly impacted by adverse weather from October to December. Eight Sundays experienced high winds and rain, reducing foot traffic, and the 21 December market was cancelled due to hail and thunderstorms. In contrast, four Sundays with ideal weather saw exceptionally strong attendance.

### Library membership



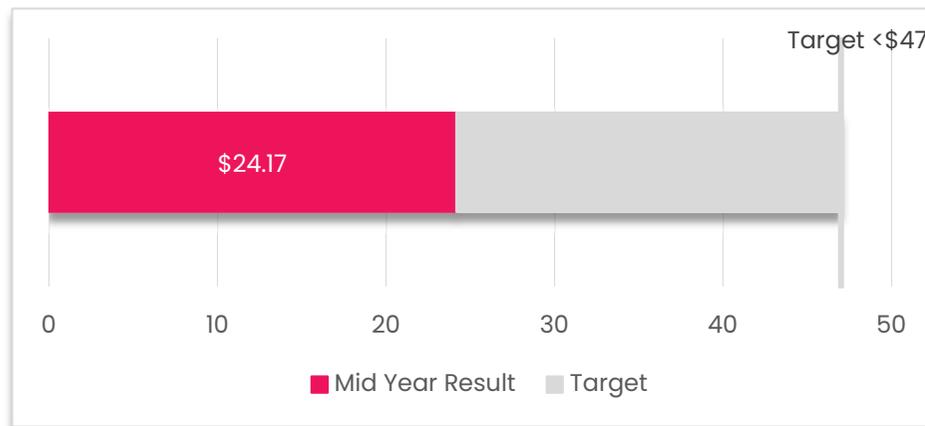
In Q2 2025, 43 per cent of the population of the City of Port Phillip are a registered member of Libraries. This is above our target of 32 per cent. This figure also affected by using the latest population from the 2021 census.

### Recently purchased library collection



As of 31 December 2025, 58.49 per cent of our Library collection has been purchased which is below our target of 60 per cent. This includes hardcopy/printed material as well as audio, visual and digital material. That has been bought of the last five financial years

### Cost of library service per population



As of 31 December 2025, the cost of library service per population is \$24.27. This is on track to fall below our target of \$47.



Strategic direction 5

# An engaged and empowered community



Connecting with locals at a Neighbourhood Engagement Pop-Up.

# Major initiatives 2025/26

Council delivers multiple projects that contribute to **an engaged and empowered community**. Following are the major initiatives (priority projects) we are starting, continuing or completing in 2025/26.

Major Initiative	Stage	Status	Update	Completion Date	Forecast \$'000	Budget \$'000
<b>Audit and Risk Committee Charter</b> Enhance Council's Audit and Risk Committee by benchmarking and updating its charter, to enable it to manage risk across the organisation more effectively	Delivery		The Audit and Risk Committee Charter were reviewed and updated to reflect contemporary better-practice governance requirements and Council's oversight arrangements. The revised Charter was formally adopted by Council on 20 August 2025 and is now in effect.	Ongoing		Operating Budget
<b>Community Engagement Strategy, and Community Engagement Policy</b> Develop and implement a Community Engagement Strategy to guide a contemporary approach which reflects Council's goals and renew Council's Community Engagement Policy.	Delivery		Community Engagement Policy adopted on 3 December 2025 Council Meeting, alongside Council's Commitment to Community Engagement. The approach to developing a Strategy was changed, in consultation with councillors. A Commitment to Community Engagement was developed in its place as it was seen as a more fitting approach to meet Council's needs.	Dec 2025		Operating Budget
<b>Community Satisfaction Survey</b> Facilitate delivery of the Community Satisfaction Survey, analyse and publicly release the results in a timely manner and act to improve service delivery.	Delivery		Planning is currently underway for the 2026 Community Satisfaction survey.	Jun 2026		Operating Budget
<b>Council Plan Development</b> Develop and update the Council Plan and Budget.	Delivery		Development of the Council Plan and Budget Year 2 is on track. This quarter's focus has been on consolidating key inputs related to resourcing –people,	Jul 2034	70	70

**Completion Date**   **Forecast \$'000**   **Budget \$'000**

**Major Initiative**

**Stage**

**Status**

**Update**

finances, and major projects and initiatives. These inputs will inform the draft budget process scheduled for January–February. Community engagement remains a priority, with efforts aimed at gathering as much feedback as possible to shape the draft budget. Additional communications are underway to ensure the community is aware of the new, early engagement approach.

Ongoing

Operating Budget

**Council’s Integrity Framework**  
Implement the Council’s Integrity Framework including reviewing and updating Council’s delegations and authorisations and updating governance frameworks to make sure officers understand decision-making process and have authority to act.

Delivery



Council has endorsed the updated Delegations and Authorisations, and these changes have now been reflected in our internal systems. Organisation-wide training is planned for early 2026.

**Customer Improvement Plan**  
Implement and annually update Council’s Customer Improvement Plan to embed our Customer Experience Charter promises, build our organisational maturity and support an improved customer experience.

Delivery



As 2025 and Q2 closes, the plan is on track overall, with 91% of actions on track. Highlights from this year’s work so far include:

- Development of a framework for customer-centred delivery for complex requests.
- Improvements completed for the online customer request to update personal details, streamlining the approach across council teams.
- Completed 2 successful pilot workshops to translate the Customer Charter promises into their everyday work.

Jun 2026

Operating Budget

Completion Date    Forecast \$'000    Budget \$'000

Major Initiative	Stage	Status	Update	Completion Date	Forecast \$'000	Budget \$'000
<b>Governance Rules</b> Review the Governance Rules and implement its outcomes.	Delivery	●	Council endorsed the updated Governance Rules in September 2025, and councillors have since completed the required training.	Oct 2025	Operating Budget	

**Legend**    ● On Track/Complete    ◆ At Risk    ■ Off Track

## Advocacy

In quarter two, we progressed several initiatives that deliver tangible benefits for residents. Support secured from the Australian Grand Prix Corporation will help activate local areas during major events and support the community to leverage major events t.

We played a leading role in developing a joint mayoral statement condemning antisemitism, endorsed by most Victorian councils. This demonstrated strong sector-wide leadership and reinforced our commitment to fostering a safe, inclusive, and respectful community.

We also continued to advocate for safer use of the foreshore through a campaign seeking an exclusion zone for personal watercraft along the Port Phillip coastline, and progressed transport advocacy by calling for increased frequency of the 606 bus to improve local access and connectivity.

To strengthen community involvement in advocacy, We released a new advocacy form to gather insights from local groups, residents, traders, and organisations. Council also submitted budget bids to State stakeholders aligned with community priorities, ensuring local needs are clearly represented in government decision-making.

## Communications

In Quarter 2 we strengthened how we communicate with our community, ensuring residents, businesses and visitors receive timely and relevant updates on local services, projects and events.

Three editions of Divercity were delivered to more than 15,000 subscribers, featuring Council decisions, service updates and community stories including Christmas Day activities, local op shops, Madden House, Seekers Way and recycling initiatives.

Engagement continued to grow, with social followers up 3.8%, impressions up 190% and more than double the engagement year on year. What's On channels also expanded, boosted by viral content such as the "Made in Japan" video and popular posts featuring the Melbourne Marathon and an Elwood seal pup.

We delivered summer safety messaging, the 2025–26 Summer Destination Campaign, and new dog on/off-leash signage and waste-bag dispensers. Communications supported Carols at Gasworks, Chanukah activities, NYE, trader events, Midsumma and the Melbourne Marathon.

We promoted Council services, community safety initiatives, capital works and engagement opportunities, as well as stories showcasing Accessible Beaches, public art, the Seniors Festival and the Sol Green Reserve upgrade.



Dog-Friendly Foreshore Signage

# Community engagement

## Community Engagement Policy and Commitment

The refreshed Community Engagement Policy, and supporting Commitment to Community Engagement, were finalised and formally adopted by Council at the 3 December 2025 Council Meeting.

The Policy outlines Council's response to the requirements of the Local Government Act 2020, setting out engagement promises to our Port Phillip communities. The Commitment document details our plan for community engagement at Port Phillip, highlighting the areas we will focus on improving for the remainder of this Council term.

Together, these documents provide clear guidance on how community engagement is undertaken at the City of Port Phillip.

## Core Values Award for Engagement

We're proud to announce that the City of Port Phillip Urban Forest Strategy engagement program has won the Environment category at the [Engagement Institute Core Values Awards](#).

These annual awards honour projects that exemplify meaningful, inclusive, and effective engagement. They celebrate innovation, integrity, and impact, recognising organisations that set the benchmark for community and stakeholder engagement.

This achievement reflects our commitment to creating a greener, more sustainable future through collaboration with our community.

Learn more about the [Urban Forest Strategy Engagement Program](#).

# Customer experience

In Q2 we received 33,890 requests and complaints, averaging more than 10,000 per month, with a strong 90.8% completed on time. High-volume teams—including Waste Services, Parking Services and Street and Beach—continued to provide exceptional service.

We recorded 1,898 complaints, with 1,493 relating to missed bin, hard waste and green waste collections. These achieved an excellent 98.5% on-time completion. The remaining 425 complaints across other areas were resolved at 92.6% on time.

Volumes are expected to remain high over summer as more residents and visitors use our beaches, streets and laneways. To support improved customer satisfaction, the Customer Experience team has been working closely with Parking and Waste Services to review feedback from the online form and Snap Send Solve star ratings.

Q2 also saw the launch of the new OneCouncil Help Hub, providing help cards, FAQs and best-practice guides to support better use of the Request Management system. The resource is providing value to staff in triaging and follow up for improved clarity and timeliness in service request management.

## Governance

In response to the Department of Home Affairs request to increase conferees to accommodate increasing Australian Citizenship approvals, the City of Port Phillip held their largest Citizenship Ceremony on Thursday 12 November.

We invited 250 conferees to attain their Citizenship through the ceremony which was Mayor Alex Makin's first public event as Mayor. Deputy Mayor Mears, Cr Thomann and Cr Jay were also in attendance, assisting in reading the names of conferees as well as distributing Indigenous plants to Australia's newest citizens.

The Ceremony commenced with a Welcome to Country followed by Port Melbourne Primary School Choir who performed 'I Still Call Australia Home' and 'Give us Hope' before being welcomed back to stage at the end of the proceedings for the National Anthem.

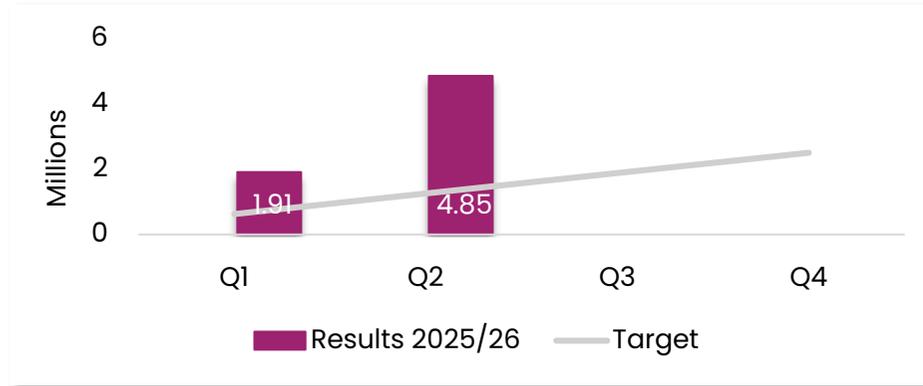
The Mayor and Councillors look forward to continuing Citizenship Ceremonies with success in 2026, the first being scheduled for Monday 26 January.



**Mayor Alex Makin, Deputy Mayor Bryan Mears, Cr Serge Thomann and Cr Beti Jay with conferees'**

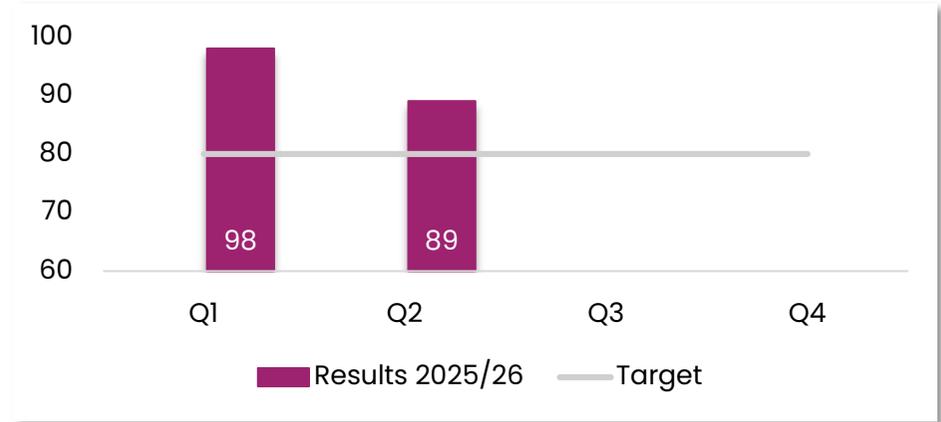
# Service performance measures

Total external competitive grants awarded to City of Port Phillip by the State and Federal Governments



By 31 December 2025, the City of Port Phillip has been awarded \$4,849,700 in external competitive grants. This exceeds our target for the year of \$2.5 million.

Customer experience improvement plan actions on track



In Q2 2025, 89 per cent of Customer Experience Improvement actions are on track or completed at the end of Quarter 2 which exceeds the target of 80 per cent.



Strategic direction 6

# A trusted and high-performing organisation



COUNCIL CHAMBER

St Kilda Town Hall Council Chamber

# Major initiatives 2025/26

Council delivers multiple projects that contribute to **a trusted and high-performing organisation**. Following are the major initiatives (priority projects) we are starting, continuing or completing in 2025/26.

Major Initiative	Stage	Status	Update	Completion Date	Forecast \$'000	Budget \$'000
<b>Asset management modelling</b> Update Council's asset management models using condition inspection data to better inform Council's operations, maintenance, and investment programs.	Delivery		Improved asset data is being used to inform decision making, assisting to enhance alignment across the asset plan, financial plan and coming year's budget. Strategic planning is underway to deliver an updated, evidence based 10-year outlook for financial year 2027 and beyond.	Ongoing		Operating budget
<b>Clever Port Phillip</b> Deliver and refine annually our Clever Port Phillip Action Plan to support innovation, improved productivity, customer experience and financial efficiency.	Delivery		This program includes several projects, with six currently in progress—all on track for delivery on time and within budget. In Q2, significant staff time savings were achieved through key system improvements, including: <ul style="list-style-type: none"> <li>• OneCouncil upgrade, aligning our Enterprise Resource Planning system to the latest version and improving day-to-day efficiency.</li> <li>• Phase 2 of Forestree, streamlining tree management processes and reducing manual work.</li> <li>• Enhancements to the Asset Maintenance system, supporting more efficient and timely upkeep of Council assets.</li> <li>• Integration of asset and location data, improving accuracy and reducing time spent verifying asset locations.</li> </ul>	Ongoing	656	564

Major Initiative	Stage	Status	Update	Completion Date	Forecast \$'000	Budget \$'000
<b>Cost and Efficiency Review</b> Review the costs, revenue, service levels and performance of each Council service with councillors from the first half of 2025/26 to inform the 2026/27 Budget.	Delivery		Councillors have been provided with a series of briefings on Council services. Following these briefings, the Councillors Summer Reading Pack included the remaining of services that we did not cover. Feedback from Councillors is being collated to inform the development of Budget 2026/27.	Ongoing		Operating Budget
<b>Human resource and payroll system renewal</b> Deliver the human resource and payroll system project to support improved employee experience, productivity, and recruitment (the scope of the payroll upgrade is yet to be developed).	Discovery & Concept		System and vendor procurement specifications finalised with public tender process underway. The evaluation committee have been working through the process to identify the preferred platform and to determine next steps.	Jul 2027	546	1,249
<b>Information and Communications Technology (ICT) and Artificial Intelligence (AI) Strategy</b> Review and deliver our ICT Strategy and the Enterprise Architecture Framework including our approach to managing the risk and opportunity of AI.	Delivery		The ICT Security Action Plan 2025–2028 has been submitted for review by our staff consultation committee and outlines the organisation’s security priorities, risk treatments, and capability uplift activities for the next three years. It aligns with the Enterprise Architecture Framework by setting the security standards, actions, and roadmap needed to maintain a secure and scalable technology environment. The updated AI Policy will also be shared with the Staff Consultative Committee and outlines our approach to responsible AI use, including governance, risk management, ethical considerations, and opportunities for innovation.	Nov 2025		Operating Budget
<b>People and Culture Strategy</b> Ensure values-based leadership and attract,	Delivery		Leadership development continued in Q2, with sessions focused on building high-performance teams for all people leaders. The 2025 Next Generation Leaders program concluded with	Ongoing		Operating Budget

Completion Date      Forecast \$'000      Budget \$'000

Major Initiative	Stage	Status	Update	Completion Date	Forecast \$'000	Budget \$'000
develop and retain a diverse, high-performing and engaged workforce.			<p>participant graduations, and preparation for the 2026 program is underway. The final People Leaders Forum for 2025 was held in October, bringing together around 160 leaders across all levels.</p> <p>The annual Service Awards in October recognised 29 employees who reached 10-, 20-, 30- and 40-year milestones.</p> <p>Wellbeing initiatives progressed through annual skin checks and a men's health webinar attended by more than 80 staff. Safety and Wellbeing education sessions were delivered on new Regulations, workplace adjustments and child safety obligations. A gap analysis was also completed to assess compliance with the new Psychological Health Regulations introduced in December.</p>			
<p><b>Portfolio Delivery Improvement Plan</b></p> <p>Enhance project portfolio management, delivery and outcomes by benchmarking our capability and developing and implementing an improvement plan.</p>	Delivery		<p>The governance streams within the improvement plan are progressing with an organisation focus on governance forums. Delivery of other improvement streams has been impacted by changeover in key roles and required focus on development of the 26/27 budget, including the portfolio build. Rebuilding momentum will be a key focus in Q3.</p>	Ongoing		Operational budget
<p><b>Property Policy</b></p> <p>Update Council's Property Policy to guide best value in the management of Council's property portfolio including strategic planning; leasing and licensing; and property acquisition, disposal and development.</p>	Delivery		<p>The Property Policy is currently under review and progressing as planned. Work is underway to strengthen the policy framework, including improved governance, clarity of roles and responsibilities, and alignment with contemporary operational and legislative requirements. The updated policy is scheduled to be presented in Q3.</p>	Ongoing		Operating Budget

Completion Date      Forecast \$'000      Budget \$'000

Major Initiative	Stage	Status	Update	Completion Date	Forecast \$'000	Budget \$'000
<b>Workplace Plan</b> Deliver a program of workplace renewal and upgrade to ensure Council facilities are fit for purpose and support the delivery of the Plan for Port Phillip.	Planning and Design / Delivery		<p>Overall, the program is on track. The scope is being reviewed alongside the building asset renewal program to ensure asset renewals relating the workplace are included within the program. A presentation of the updated scope and budget requirements will be presented to the Executive Leadership Team (ELT) in January.</p> <p>Access consultants have been engaged and conducted a review of the proposed end of trip facilities and all gender bathroom locations with a report containing the review findings received in December. Concepts have been reviewed to add colour and different feels to each neighbourhood within the office and quotes are being sought to help to finalise the ideas. The wellness space at the Operations Centre has also been upgraded.</p>	Jun 2034	370	320

**Legend**      ● On Track/Complete      ◆ At Risk      ■ Off Track

# Asset and property management

## Father Bob's Christmas Lunch at St Kilda Town Hall

On Thursday, 12 December, the Father Bob Maguire Foundation hosted their annual Christmas Lunch at St Kilda Town Hall. This heartwarming event brought together 300 financially vulnerable members of the local community for a festive celebration. Guests enjoyed a delicious lunch provided by the generosity of local suppliers who donated their time and supplies to make the day special. The event highlighted the power of community, kindness, and giving back, especially during the holiday season.



**Father Bob Foundation Volunteers**

## Carols by Queerlight

On Saturday 13 December, Carols by Queerlight returned to St Kilda Town Hall for 2025. The Melbourne Rainbow Band delivered a fabulous night of celebration and festive entertainment for the LGBTQIA+ community. The City of Port Phillip proudly welcomed over 450 guests who joined the Carols by Queerlight Singers for a joyful Christmas sing-along. This annual event brings warmth, music, and a touch of magic to the festive season. It's a wonderful way to celebrate diversity, inclusion and community spirit in a cheerful and welcoming environment.



**Melbourne Rainbow Band**

Both Father Bob's Christmas Lunch and Carols by Queerlight were supported through the Town Hall Hire Subsidy Scheme, which assists local not-for-profit groups in hosting a broad range of low-cost community events at our town halls. Initiatives like this are a vital to fostering inclusion, connection, and a sense of belonging for everyone in our community, in line with the Council Plan.

# People, culture and safety

## Systems Uplift

The HR Systems Uplift continued to advance, with the tender process progressing toward selecting a modern solution that will streamline HR processes, improve data management and support organisational efficiency.

## Safety & Wellbeing

Key actions under the annual Safety Plan progressed, including a gap analysis to assess compliance with the new Psychological Health Regulations. Education sessions were delivered on the Regulations, workplace adjustments and child-safety obligations. Wellbeing initiatives also continued, with annual skin checks and a men's health webinar attended by more than 80 staff.

## Gender Equality Reporting

In line with the Gender Equality Act 2020, the organisation submitted its Workplace Gender Audit on 1 December. Work is now underway on the required Progress Report and the development of the next Gender Equality Action Plan, due to the Commission by 1 May 2026.

## Leadership & Recognition

Approximately 160 leaders attended the November People Leader Forum, which focused on strengthening leadership capability and organisational alignment. The annual Service Awards on 30 October recognised 29 employees reaching 10-, 20-, 30- and 40-year milestones, celebrating their long-term contribution and commitment.

# Technology

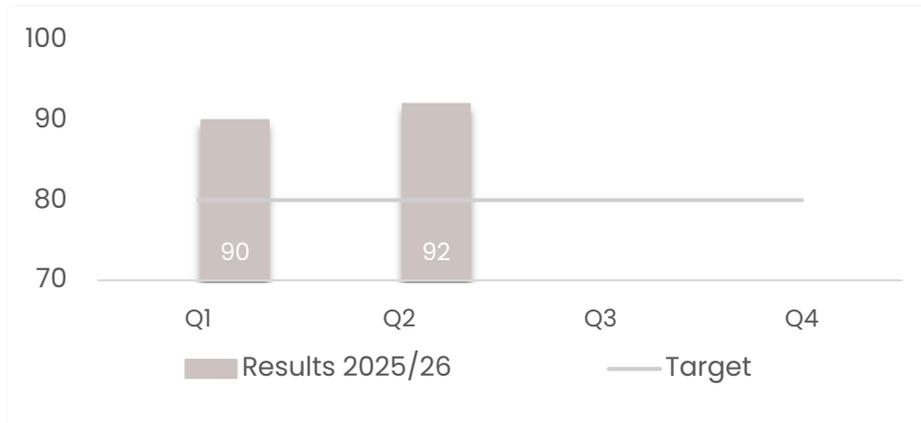
## Information and Communication technology (ICT) Strategy

As part of our ICT Strategy, we are committed to the delivery and continuous refinement of our Clever Port Phillip Action Plan to accelerate the adoption of new technologies and innovative practices that enhance productivity, elevate customer experience, and drive financial efficiency.

Several projects and programs of work, including the upgrade of our Enterprise Resourcing Planning tool, OneCouncil, upgrade was completed during quarter 2 2025:

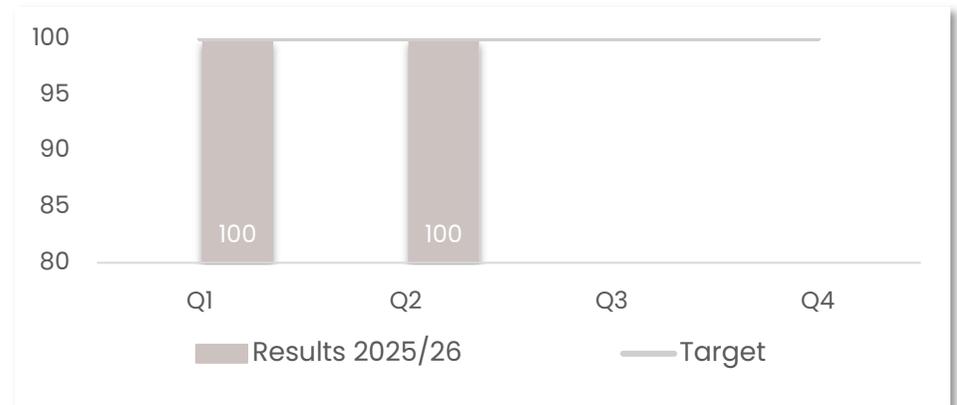
- Copilot Training Program continues to be rolled out across the organisation, empowering staff (357 staff trained to date) with AI-driven tools to enhance productivity and drive efficiency gains.
- Upgrade of OneCouncil, our Enterprise Resource Planning tool, which is detailed in the highlights below.
- Development of a subdivision process for Planning Permits completed, providing the Council's planning team with a more streamlined process to support subdivisions.

### Percentage of gender equality action plans on track



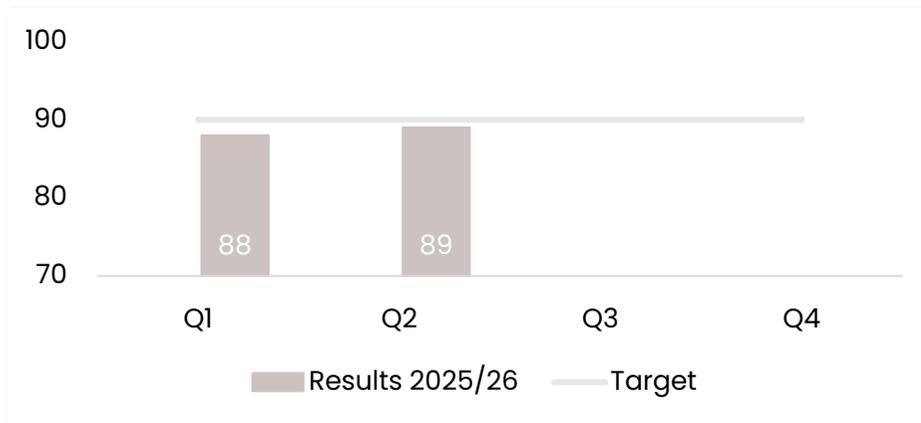
In Q2 2025, 92 per cent of gender equality action plans are on track, this exceeds our target of 80 per cent.

### Percentage of Freedom of Information applications resolved in legislative timeframes



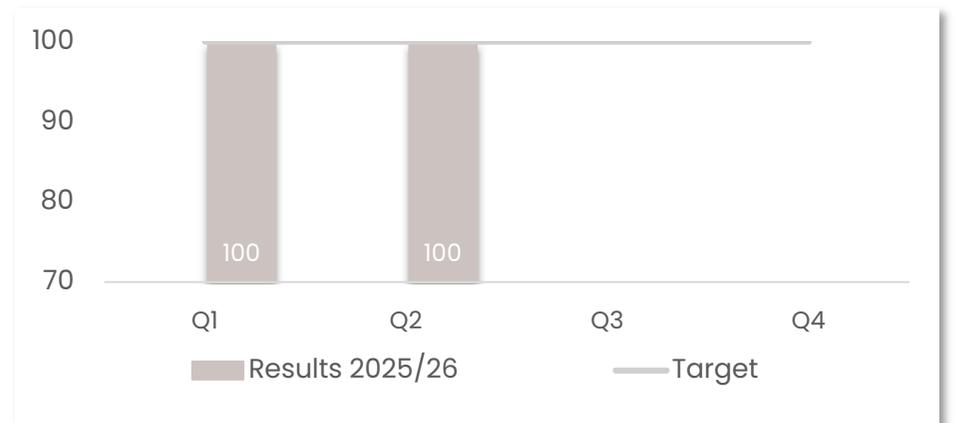
In Q2 2025, we resolved 100 per cent of Freedom of Information applications within the legislative timeframes

### Digital and Technology Service incidents service levels met



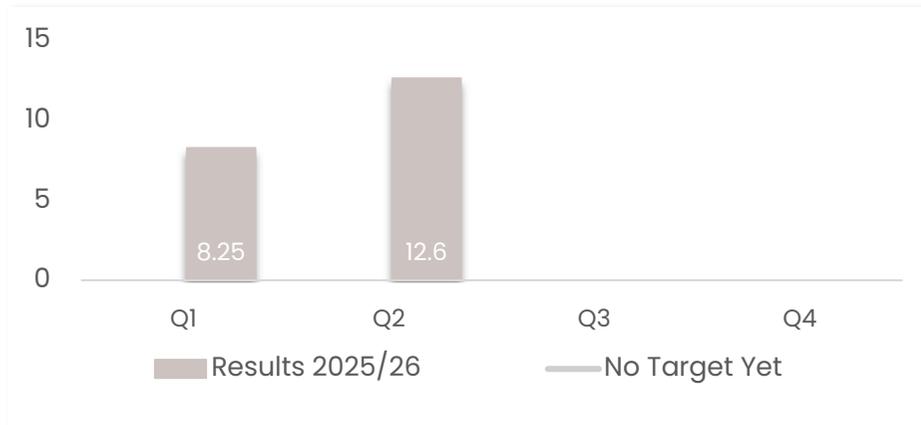
In Q2 2025, we achieved an 89 per cent service level for Digital and Technology Service incidents. This falls just below our target of 90 per cent.

### Critical incidents reviewed within 7 days



In Q2 2025, we recorded four critical (P1) IT incidents. All were reviewed within seven days which meets our target. The incidents included three data breaches and one account compromise.

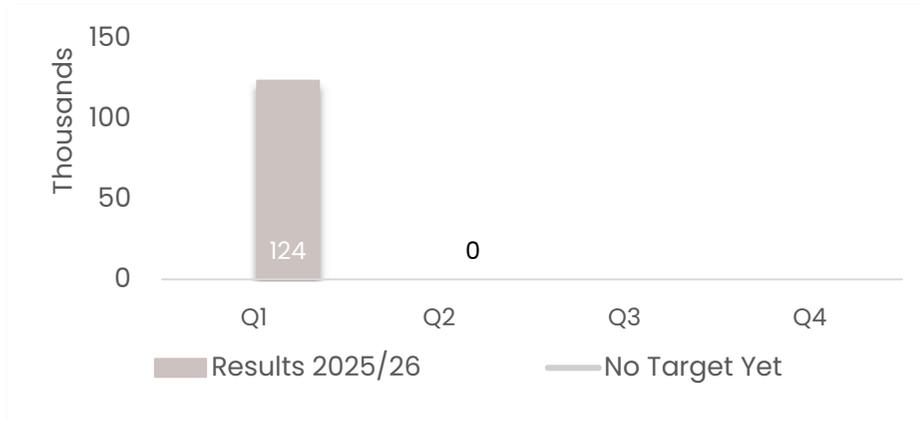
### Staff time saved from technology projects (months)



In Q2 2025, our technology improvement projects resulted in 12.6 months of staff time saved. This was achieved through several key initiatives:

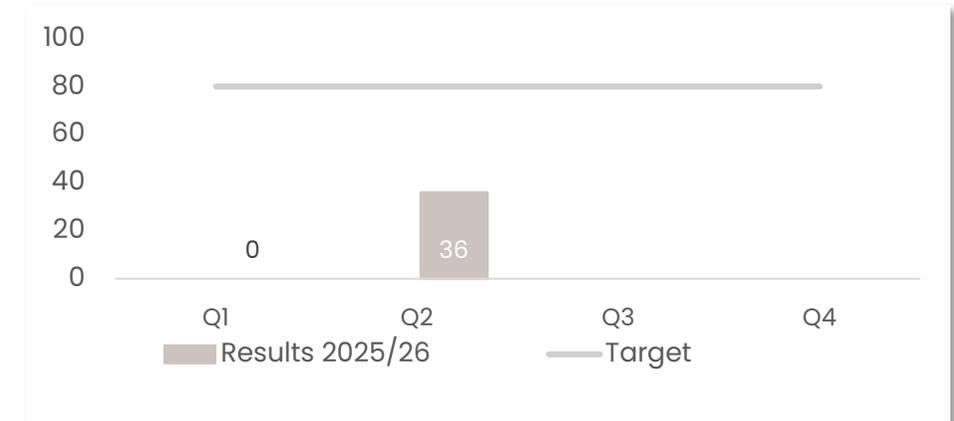
- Upgrade of our Enterprise Resource Planning application, OneCouncil, to align the product with the latest version and drive further efficiencies on how Council staff use the system
- Implementation of phase 2 of application that streamlines the management of trees within council (Forestree), improving efficiency and reducing manual processes
- Further updates on system that drives the maintenance of Assets across Council to ensure our assets are appropriately maintained with minimal delay and duplication of effort
- Integration of our asset data with location data to link our assets with actual location information to improve data accuracy and reduce time spent verifying location data.

### Customer time saved from technology projects (days)



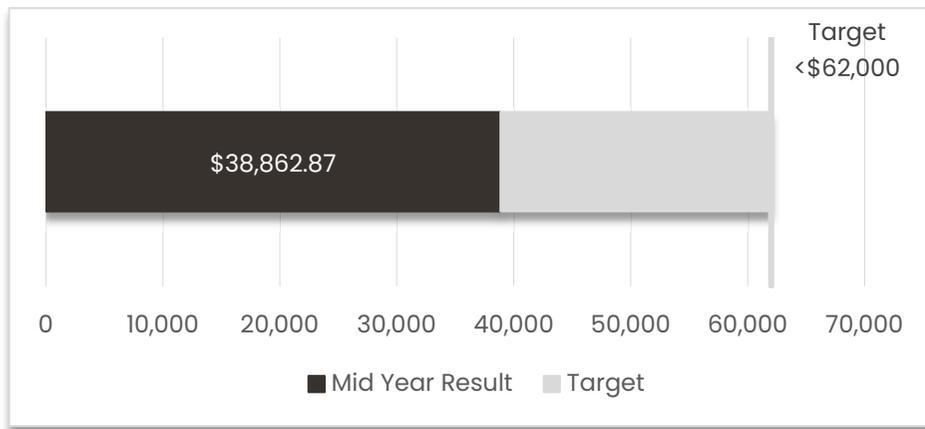
In Q2 2025, the focus was to drive staff time saving efficiencies through internal process and system optimisations including the upgrade of our Enterprise Resource Planning application, OneCouncil. As such we conducted no projects to improve customer time savings this quarter

### Portfolio Delivery Improvement Plan



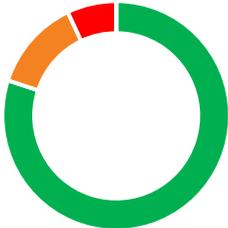
In Q2 2025, we commence work on our Portfolio Delivery Improvement Plan and the associated improvement actions. 36 per cent of actions are on track. This is below our target of 80 per cent

### Cost of elected representation



As of 31 December 2025, the cost of elected representation is \$32,862.87 per elected representative. This is at risk to fall above our target of \$62,000 at the end of the financial year.

# Project Portfolio Overview



**On track 80%**

Latest result has achieved target measure. On track across all elements.

**At risk 13%**

Latest result experienced a minor miss in relation to target measure.

**Off track 7%**

A significant variation from the target measure. Off track for one or more elements.

Portfolio status trend

	12-month average	Sep 2025	Oct 2025	Nov 2025	Dec 2025
<b>On track</b>	75%	81%	81%	76%	80%
<b>At risk</b>	16%	12%	13%	16%	13%
<b>Off track</b>	9%	7%	6%	8%	7%

Portfolio financial performance

	Number of projects	Annual budget (\$ million)	Annual forecast (\$ million)	FYTD forecast (\$ million)	FYTD budget (\$ million)	FYTD variance (\$ million)
<b>Capital</b>	172	80.9	77.9	32.9	32.7	0.2
<b>Operating</b>	83	12.6	12.0	4.8	3.9	0.6
<b>Total</b>	<b>255</b>	<b>93.5</b>	<b>89.9</b>	<b>37.7</b>	<b>36.6</b>	<b>1.1</b>

Our current financial status is provided in the Q2 Financial Report which can be found in the Council Meeting minutes on our [website](#).



*proudly* port phillip

