



CEO Report

Issue 127 – Quarter Three January to March 2026

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 Quarter 3 (Q3) 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 Q3 CEO Report which outlines progress against the priorities set by Council for me and the organisation. It also serves as an update on delivery of 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 key projects as part of the Council Plan.

Community safety: The *Feel Safe. Be Safe. Community Safety Plan 2025–2029* commenced this quarter, with early progress including securing a \$1.5 million Australian Government grant to expand CCTV in key activity precincts.

Affordable housing and homelessness: *The Homelessness and Affordable Housing Strategy* moved into delivery, supported by our Port Phillip Zero partnership to address rough sleeping and the transition of 24 people into safe, long-term housing at Madden House.

Climate action and sustainability: We continued to implement the *Act and Adapt: Sustainable Environment Strategy 2023–28* with three quarters of projects on

track and more than 12 per cent completed. Key milestones included expanded permissions for private EV charging and endorsement of the Elster Creek Litter Action Plan.

Greening Port Phillip: Delivery of the *Urban Forest Strategy* progressed with public engagement for precinct plans in St Kilda and Middle Park. In addition, over 250 new planting sites were completed and Danks Street works neared completion.

Place planning and precinct revitalisation: Master planning and place-based work continued across key activity centres with community engagement progressing on the Carlisle Street Streetscape Plan, Ripponlea streets and public spaces, and the Emerald Hill masterplan refresh to inform future investment and amenity.

Supporting a vibrant and thriving City: We had record audiences for St Kilda Festival 2026 with 360,000 attendees delivering significant cultural, social and visitation benefits.

Overall project portfolio delivery status: As of 31 March 2026, 67 per cent of projects were on track, 22 per cent at risk, and 11 per cent off track.

Governance and Advocacy

Council advocacy helped secure significant investment in open spaces and transport in Q3 while continuing to advance priorities that support community safety and inclusion.

Some of the competitive grant funding secured this quarter include:

- more than \$1.1 million for road safety improvements in Princes Street and analysis of vulnerable road users on Dandenong Road.
- \$1.5 million through the State Government's *Pick My Park* program to deliver upgrades across six local open spaces.

Community, Stakeholder, and Customer

Council continued to prioritise customer experience and satisfaction in Q3 through reliable service delivery, community engagement, and activities to support the peak summer period.

- **Customer service:** Council completed 42,002 community requests in Q3, averaging over 14,000 per month, with

89 per cent completed on time, exceeding the target of 85 per cent. High-volume service areas, including Waste Services, Parking Services, and Street and Beach, continued to deliver reliable services amid increasing demand.

- **Complaints:** Service complaints represent 1% of our community requests with 91.2 per cent resolved on time, well above our 80 per cent target. The Customer Experience team are continuing to collaborate with service areas to analyse complaint and feedback data and address root causes to improve service delivery.
- **Community engagement:** Council sought community feedback on 12 projects during Q3, with strong participation through the Have Your Say platform, attracting more than 16,900 unique visitors and 1,909 contributions. Engagement covered key strategies, local projects, and place-based initiatives.
- **Summer management and safety:** Council successfully delivered the Summer Management Program during a period of very high visitation, managing more than 3.26 million beach visits through strong coordination, proactive planning and

clear communications. Peak events were managed safely with no major incidents.

Finance, Assets, and Value for Money

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

- **Financial Sustainability Risk rating:** Council continues to maintain a low-risk rating based on the Victorian Auditor General's Office financial sustainability indicators.
- **Efficiency savings:** In Q3, the organisation delivered further efficiency savings, bringing total full-year savings to \$3.22 million. Of this \$2.4 million, is ongoing and has been included in the proposed Budget 2026/27, exceeding the \$1.4 million target. The proposed Budget 2026/27 is currently out for community consultation.

Detailed financial data is provided in the Q3 Financial Report.

Culture and Capability

Council continued to strengthen its culture and capability in Q3 through a focus on workforce safety, and digital capability and innovation to support productivity and performance.

- **Safety and wellbeing:** Progress continued on delivering the Safety Annual Plan, with improvements to manual handling practices, contractor safety management, and organisational capability. Key milestones included finalising and publishing the Psychological Health and Psychosocial Hazards Policy and upskilling teams on updated Child Safety Standards.
- **Digital capability and innovation:** We continued to progress the *Clever Port Phillip Action Plan* delivering Copilot AI training to more than 390 staff, streamlining digital processes for planning permit subdivision certification, and improving asset management through mandatory audit registers and maintenance schedules.

As we near the end of the financial year, these results demonstrate momentum across Council's priorities and position the organisation well to continue delivering for our community in Q4 2025/26.



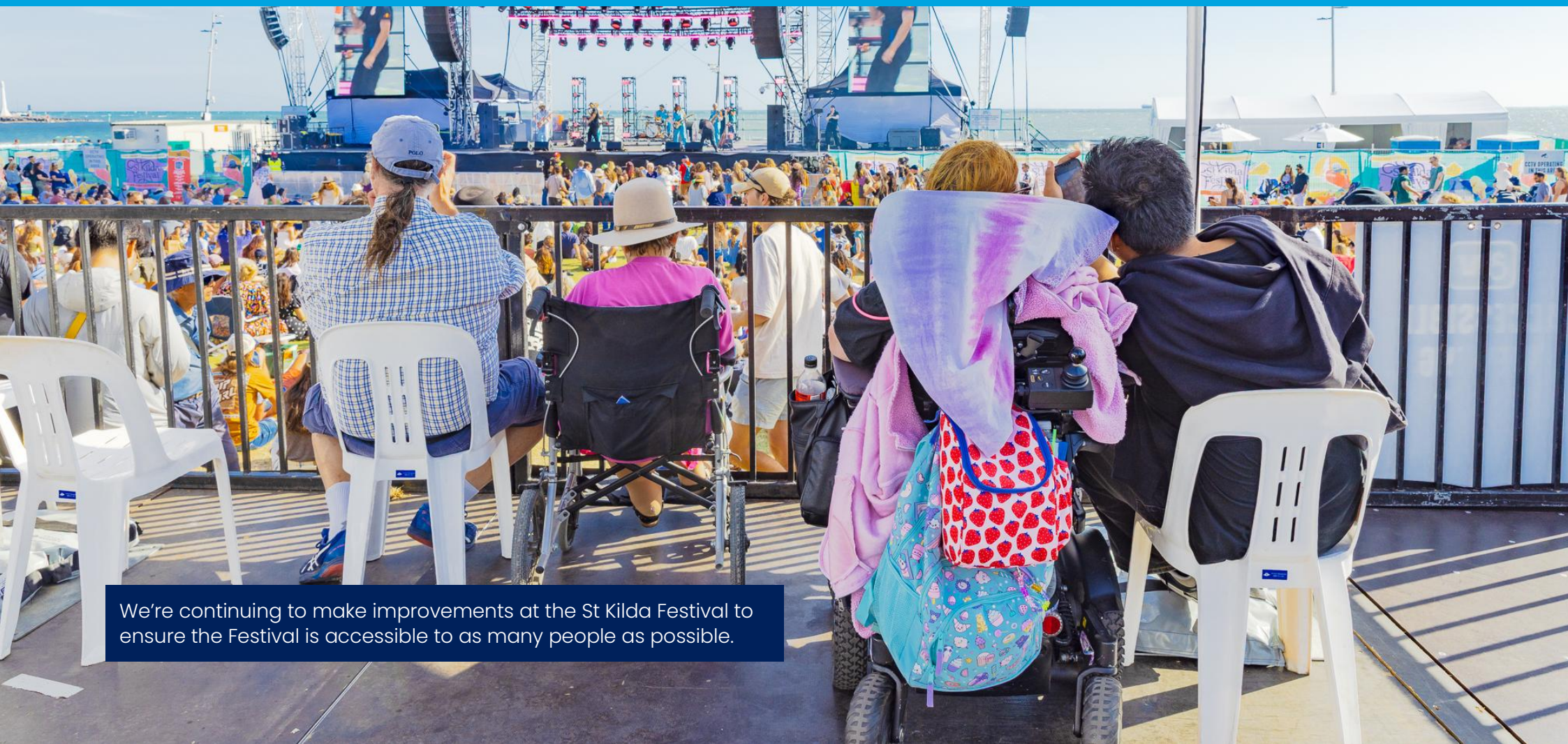
Chris Carroll

CEO, City of Port Phillip



Strategic direction 1




A healthy and connected community







We're continuing to make improvements at the St Kilda Festival to ensure the Festival is accessible to as many people as possible.

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
Accessibility Action Plan (AAP) 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 completed community engagement, with the draft released for consultation at the February 2026 Council meeting. Recruitment of the Disability Advisory Committee is also underway. The final proposed Accessibility Action Plan will be considered by Councillors in Q4.	Jun 2026	Operating Budget	
Affordable housing and homelessness 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. Q3 saw the development of several service agreements to support homelessness services in delivering enhanced outreach services to those experiencing homelessness. Additionally, an advocacy plan has been developed, and officers have commenced work in understanding options for land and air-rights donations.	Jun 2035	1,600	1,600
Children's Facilities Upgrade Program Redevelop six Council and	Discovery & Concept/		Clarendon Street: On Track – Project preparations continue, with planning and approvals progressing and readiness activities underway for the next stage of delivery.	Nov 2031	2,860	3,014

Major Initiative	Stage	Status	Update	Completion Date	Forecast \$'000	Budget \$'000
community-managed childcare centres across the municipality to improve condition and functionality.	Planning & Design		<p>Elwood: On Track – Key approvals are progressing, supporting continued momentum toward construction within the planned timeframe.</p> <p>The Avenue: On Track – Construction arrangements are in place, with the project continuing to progress ahead of schedule.</p> <p>Lilian Cannam: On Track – Design work is advancing well to support future construction, tracking ahead of anticipated timelines.</p> <p>North St Kilda: On Track – Planning processes are underway, with the project continuing to move forward toward its overall delivery timeframe.</p> <p>Eildon Road: At Risk – Early site works (demolition) have commenced; however, recent approval delays have impacted the construction start. The project is being closely managed to support ongoing progress.</p> <p>Decanting to support Clarendon and Lilian Cannam projects: On Track – Feasibility work is continuing on suitable decanting sites to support these redevelopments, which will be considered by Council in the coming months.</p>			
Children's Services Policy Renew the Children's Services	Project Initiation		<p>Internal engagement is underway to inform the development of an updated Children's Services Policy, supported by research to guide the draft.</p> <p>Planning for community engagement is also in progress, alongside work to align the policy's objectives with the broader organisational framework, including the Council Plan and related policies and action plans</p>	Oct 2026	45	45
Community Infrastructure Plan Develop a	Project Delivery		The first stage of community engagement to inform the plan development officially commenced on 6 October 2025 and provided input into the	Jun 2026	60	60

Major Initiative	Stage	Status	Update	Completion Date	Forecast \$'000	Budget \$'000
municipal-wide Community Infrastructure Plan.			development of the draft Plan alongside Community Infrastructure Needs Assessment data. The draft was then presented to Councillors in Q3 for consideration ahead of release for community engagement. In Q4 the community engagement findings will be analysed and changes made to the draft proposed Plan ahead of final Council consideration and endorsement in May. Officers have commenced development of an advocacy plan to support implementation of the Plan.			
Enhance community cohesion 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. Additionally, the social cohesion budget will seek to support promotion of volunteering during Volunteering Month in May. Officers will make additional budget allocation recommendations with the development of the Multicultural Strategy which will be presented to Councillors in May 2026.	Jun 2026	250	250
St Kilda Adventure Playground Upgrade	Planning & Design		The project remains well-positioned, with key activities progressing and several important milestones now underway.	Jun 2027	1,160	1,438

Major Initiative	Stage	Status	Update	Completion Date	Forecast \$'000	Budget \$'000
A multi-year project to plan and deliver upgrade works to St Kilda Adventure Playground.			<p>Landscape component: Tender evaluation for the landscape contractor is underway. Construction is due to commence by end of May 2026.</p> <p>Building component: The building tender has not yet been advertised, placing pressure on the overall milestones. This is anticipated to be released in late-April / early May.</p> <p>Major Works Contract for procurement of the high-cost play equipment has been executed. All lower-cost play equipment items have been ordered, with deposits paid where required, ensuring early procurement of long-lead components.</p>			

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

Affordable housing and homelessness

Spotlight

St Kilda Community Housing, Launch Housing, and Council officers have worked in close partnership to successfully complete the tenancing of Madden House—an important and proud milestone for the project and the city. This achievement reflects the significant collective effort, care, and time devoted to thoughtful assessment and tenant allocation, underpinned by strong and trusted collaboration between all project partners.

Madden House operates under the Common Ground wraparound service model, which combines safe, long-term housing with intensive, on-site and outreach support tailored to each resident's individual needs. This integrated approach has enabled some of our most complex and long-term rough sleepers to not only sustain housing, but to begin rebuilding stability, health, and community connection. The positive impact is being felt well beyond the building itself, with visible improvements on surrounding streets and a meaningful reduction in chronic rough sleeping, contributing to a safer, more inclusive city for everyone.

Affordable Housing and Homelessness Strategy

Council's Affordable Housing and Homelessness Strategy 2025–2035 came into effect this quarter, with early progress already evident across priority actions. Port Phillip Zero (PPZ) remains a central mechanism for addressing rough sleeping homelessness, supported by weekly, in-person meetings between officers and outreach providers to monitor hot spot locations and coordinated partner work through the By-Name List. As at the end of March, 71 people were active on the By-Name List, down from 89 in February, following outflow of 24 people into safe,

sustainable long-term housing at the now fully tenanted Madden House. Work has also progressed through the first PPZ Executive meeting of the year, strengthened funding agreements with service providers to better respond to complex needs, and initial investigations into opportunities to deliver affordable and social housing on Council land and other strategic sites across Port Phillip.

Community building and inclusion

Cultural Diversity Week 2026

Cultural Diversity Week was held from 21–29 March 2026 under the theme Culture Connects Us All, celebrating how sharing culture builds understanding, connection and social cohesion.



Hindi Storytime Special at St Kilda Library

Informed by 2024–25 community consultation feedback, which highlighted a preference for small, welcoming gatherings with opportunities for storytelling and shared food, the City of Port

Phillip delivered a series of place-based microevents designed to support meaningful local connections. This approach reflects contemporary practice that shows social cohesion is strengthened through intimate, community-led experiences.

Activities during the week included a pop-up choir at St Kilda Library, recognition of the International Day for the Elimination of Racial Discrimination on 21 March, and an additional round of the Jewish Immersion Program for Council staff on 26 March, supporting internal cultural capability building.

Three community events were delivered:

- **A Taste of Shabbat** at the Jewish Museum of Australia, providing councillors, staff and community members with an opportunity for cultural learning and shared hospitality.
- **Community Lunch – Hindi Storytime Special** at St Kilda Library, a family-friendly event fostering cross-cultural interaction through storytelling and performances.
- **Community Eid Gathering** at Skinners Adventure Playground, a culturally safe, local celebration for public housing residents marking the end of Ramadan.

Local stories of culture and belonging from residents, partners and community leaders were shared across Council's social media throughout the week, highlighting the diverse ways culture enriches community life across Port Phillip.

Families and young people

Family Services

In Q3, the Family Support team significantly increased service delivery, providing 125 hours of brief intervention to clients across all programs – almost double the hours delivered in the previous

quarter. The team also delivered 86 hours of outreach, ensuring families were supported in locations accessible to them. Outreach activities focused on increasing referrals, coordinating early and ongoing supports for families with children, and promoting new programs. Family Support staff attended immunisation sessions, library Storytime sessions, new parent groups, local kindergartens and schools, community expos, Park Towers Breakfast Club, Eid celebrations and St Kilda Festival.

Middle Years and Youth Services



Music industry panel sharing their insights with attendees at Soundcheck 2026

The Middle Years and Youth Services team delivered the Step-Up High School Transition Program in partnership with The Human Development Workshop, supporting Year 7 students commencing secondary school in 2026. The program focused on

strengthening students' confidence, resilience, and organisational skills during this key transition period. Over the day long interactive session, students explored topics such as communication, problem-solving, peer relationships, online safety, and responding to bullying, alongside practical skills including timetables, lockers, and public transport. As a result, participants reported increased confidence in identifying support networks, managing stress, and navigating social and academic challenges associated with starting high school.

Maternal and child health

Every Child, Our Future: Children's Service Policy

The Outreach Maternal and Child Health program, implemented as part of the core service, provides families with the option to complete key age and stage consultations within childcare settings or the family home. During this quarter, a total of 41 outreach visits were completed across childcare and home environments. This flexible model has improved access for families who experience barriers attending MCH centres and has supported increased engagement with the service.

The Enhanced Maternal and Child Health service continued to deliver targeted support to vulnerable families through timely, responsive and solution-focused engagement. In Q3, 250.92 hours of targeted support was delivered, assisting 36 families with identified vulnerabilities.

Highlights

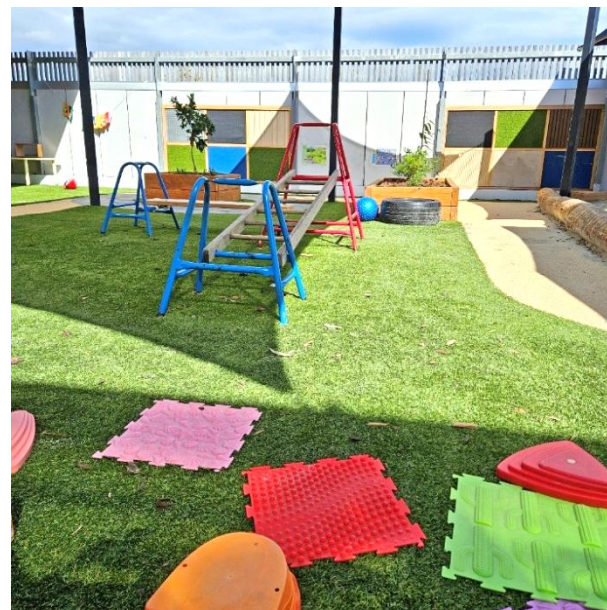
The Enhanced Maternal and Child Health (EMCH) service continued to deliver targeted support to vulnerable families through timely, responsive and solution-focused engagement. The service maintains a strong focus on clinical judgement and family-centred practice to ensure effective assessment, early

intervention and coordinated care for families experiencing complex circumstances.

EMCH Nurses work closely with families to identify risks, needs and strengths, and collaborate with allied health and community partners to provide integrated support. Caseloads are actively prioritised to ensure timely follow-up and service delivery within expected timeframes.

The EMCH team continues to make a positive impact across the community, using a warm, empathetic and strengths-based approach that supports engagement, builds trust and contributes to improved outcomes for families.

In Q3, the EMCH service delivered 250.92 hours of targeted support, assisting 36 families with identified vulnerabilities.



Bubup Nairm level 1 playground

Health

The annual inspection program for all food premises registered under the Food Act 1984 commenced during this quarter. The annual food sampling program also commenced, with 80 food samples purchased from food premises and submitted for laboratory testing to assess microbial quality, compositional compliance and labelling requirements.

Environmental Health Officers inspected all temporary and mobile food premises at major events over summer including Pride March, St Kilda Festival and the Formula 1 Grand Prix.

The number of clients who received immunisation during Q3 2025/26 remained consistent with the same period in the previous year, with a total of 1,358 clients vaccinated. The annual high school vaccination program also commenced during this quarter.

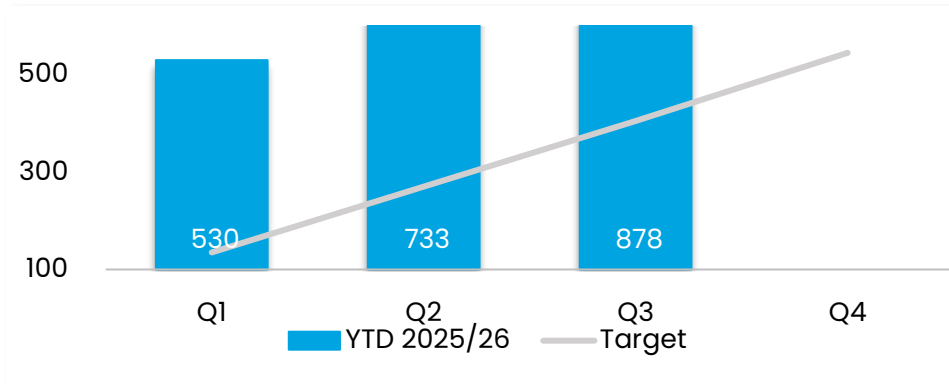
Highlights

Ensuring food safety at Port Phillip's major festivals and events is a significant responsibility of Council's Health Services team. Approximately 300 food safety inspections were conducted during the quarter, with officers ensuring that food sold at events was safely prepared, cooked and displayed prior to consumption.

This includes the Formula 1 Grand Prix, where approximately 180 food safety inspections were completed over five days.

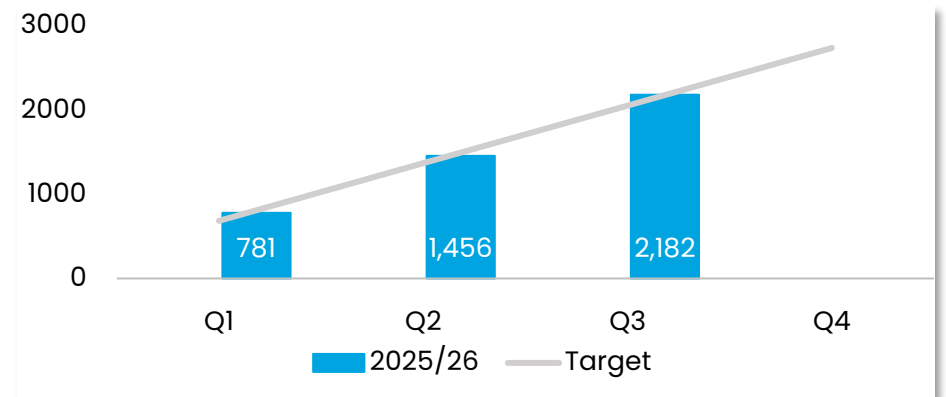
Service performance measures

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



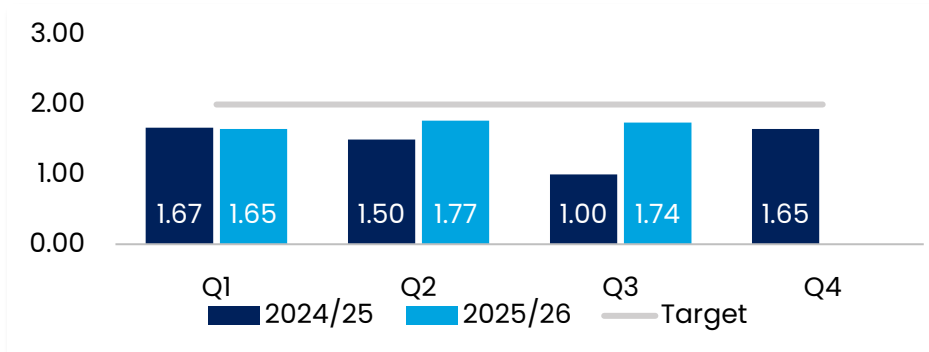
In Q3, 87 per cent of actions across DEI action plans (including Positive Ageing, Gender Equality, LGBTIQ+ and the Reconciliation Action Plan) are tracking well, demonstrating progress whilst also meeting our legislative obligations. The slight downturn in the percentage of actions on track is due to the addition of the Reconciliation Action Plan which is still in year one of implementation with some actions planned for year two and not yet commenced.

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



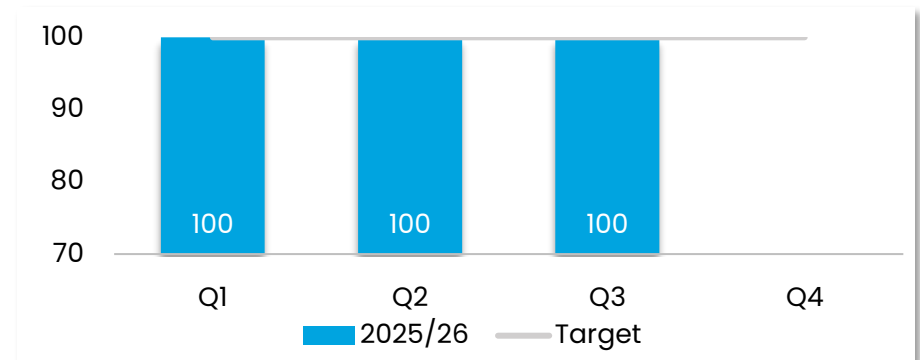
In Q3, 726 hours of IFS hours were delivered in line with funding requirements. This is slightly above our target for this period of 684.5 hours. This also exceeds our year-to-date hours by 129 hours.

Time taken to action food complaints (days)



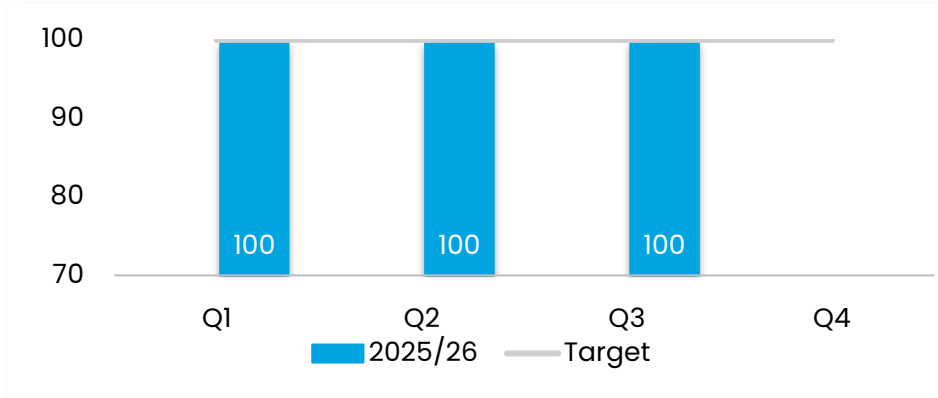
In Q3, the response time to action food complaints is 1.74 days which meets our target of actioning complaints within 2 days.

Required food safety assessments undertaken



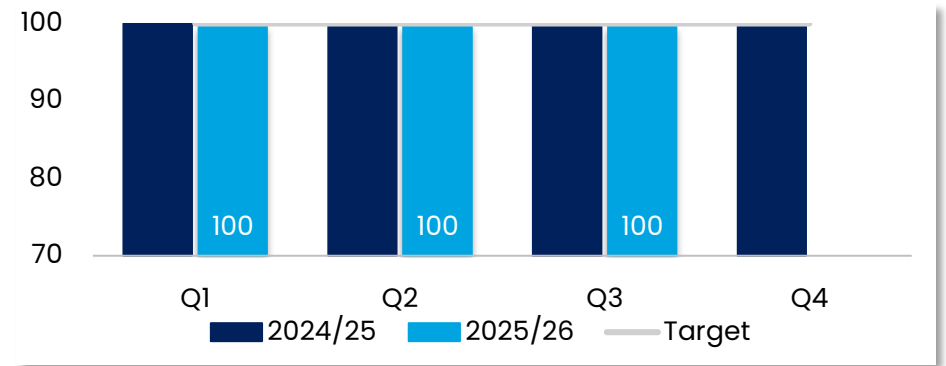
In Q3, all food premises with a Food Safety Program have had an assessment within the registration period.

Critical and major food safety non-compliance outcome notifications



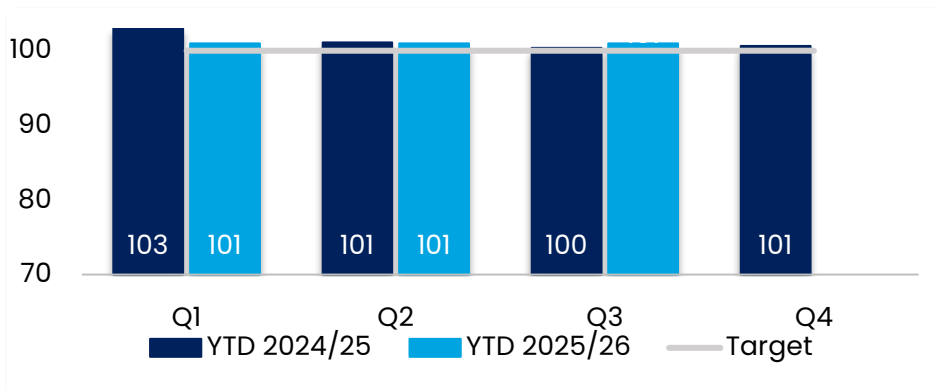
In Q3, all major and critical notifications identified for the calendar year have been followed up.

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



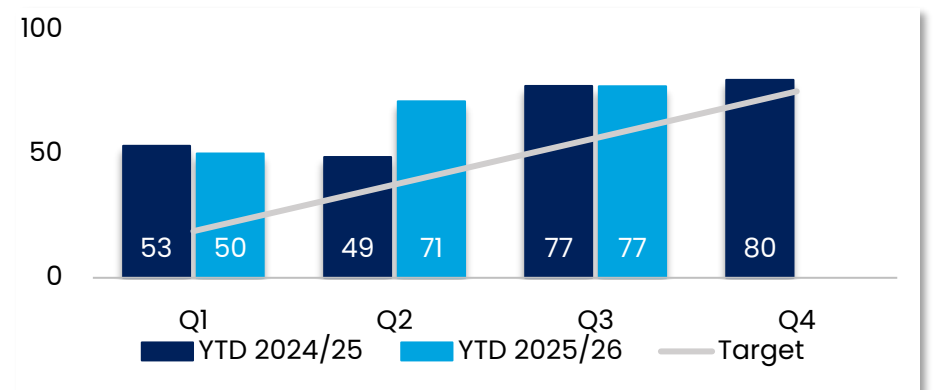
The Food Act 1984 specifies through government gazette the number of food samples required to be taken within a calendar year. In Q3, all food samples required for the year have been obtained.

Infant enrolments in maternal and child health services



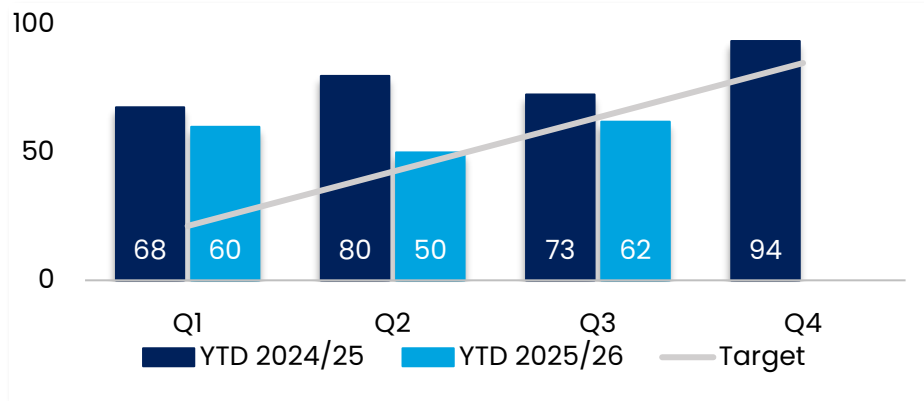
In Q3, 101 per cent of infants are enrolled from receipt of birth have received a home visit. This figure exceeds 100 per cent due to visits made to infants who transferred from another local government area without a birth notice, and to those whose birth notice was received in the previous period, but the visit occurred this quarter.

Participation in maternal and child health services



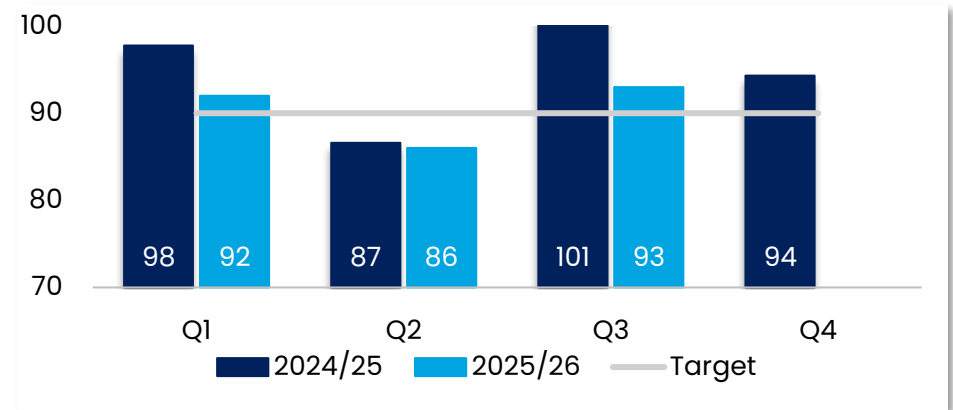
In Q3, 77 per cent of children enrolled in the MCH service received a visit. We are on track to meet our annual target of more than 75 per cent participation. This shows a strong and consistent engagement with the MCH service.

Participation in maternal and child health services by Aboriginal children



In Q3, 62 per cent of aboriginal children enrolled in the MCH service received a visit. The lower result is due to the timing of the Key Age and Stage (KAS). Several children were due for a visit in the quarter who did not have their KAS completed within the reporting timeframe.

Participation in 4-week Key Age and Stage visit



In Q3 there was a 93 per cent participation rate in the 4-week Key Age and Stage (KAS) visit exceeding the target of 90%. Most infants enrolled from birth notifications received have completed their 4-week KAS visit.



Strategic direction 2

An environmentally sustainable and resilient City



The EcoCentre redevelopment reached completion in 2026.

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
Greening Port Phillip 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. <ul style="list-style-type: none"> The St Kilda and Middle Park Urban Forest Precinct Plans have gone out to public engagement. Palm and Plane Tree Management Plans are underway. Feasibility has begun for streets identified in the first UFPPs – including Fulton, Raglan & Nelson Streets. Danks Street is nearing completion, with the next stage of planting to begin from April. Meeting held with Metro Trains to improve greening along the rail line. Shady Paths and Sports programs have identified 350 new planting sites – 250 sites have already been planted. Design for Hewison Reserve Community Garden beds completed. 	Ongoing	1,563	1,563
HVAC, Air and Energy Deliver the HVAC Air and Energy Improvement Program to reduce energy consumption and greenhouse gas emissions of Council assets.	Project Initiation / Planning & Design/ Delivery		Overall, the program is on track. The Heating, Ventilation and Air Conditioning (HVAC) replacement project at Port Melbourne Town Hall is complete and currently in the defect liability period. Whilst electrical sub-meters at St Kilda Library and the South Melbourne Operations Centre have been installed, there has been delays in connecting these to Council's communications module due to resourcing constraints. It is expected that this	Jun 2029	493	509

Major Initiative	Stage	Status	Update	Completion Date	Forecast \$'000	Budget \$'000
			final piece of work will occur by April 2026. The remaining project for FY2025/26 – Gas Cooktop Replacement has progressed with appliances ordered and awaiting their delivery for installation.			
Integrated Waste Management Strategy 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	●	The Don’t Waste It! Waste and Recycling Strategy 2025–2028 actions are in progress. The strategy establishes a strong foundation for ongoing service delivery and future waste-reduction initiatives including the new Container Deposit Scheme (CDS) units being ordered with installation expected in the Quarter 1 2026–27.	Ongoing	Operating Budget	
Provision of Kerbside Collection Contract Provision of Kerbside Collection Contract including specification, development, procurement, transition and implementation of new waste and recycling collection contract.	Discovery & Concept	●	The project is on track following 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 executed to extend the contract from 1 July 2026 to 30 June 2030. Cleanaway (the contractor) and Council are working through a transition plan which has 15 key activities broken down into 62 actions. 58 actions have been completed with four remaining to be completed by 30 June 2026.	Nov 2026	74	85
Stormwater Harvesting Feasibility and concept designs of stormwater harvesting schemes across the municipality and make	Project Delivery	◆	The Elwood Park Expansion Stormwater Harvesting Scheme and Elwood Canal Planting have been impacted by a delay in Melbourne Water’s approval of planting along Elwood Canal. We ae working closely with Melbourne	Jun 2034	425	425

Major Initiative	Stage	Status	Update	Completion Date	Forecast \$'000	Budget \$'000
sure existing assets are maintained and renewed.			Water to have this resolved quickly. The Elwood Park Expansion Stormwater Harvesting Scheme is on track and scheduled for completion in June 2028. Both projects are now at the detailed design stage.			
Waste Transformation Program Implement the revised Integrated Waste Management Strategy, including roll-out of the Recycling Victoria four-service model.	Delivery	●	The project is on track. The 2025 audit reports have been provided with findings to be reported to the Executive Leadership Group during the fourth quarter. New Container Deposit Scheme (CDS) units have been ordered and are expected to be installed in the first quarter of 2026. Officers are also working collaboratively with other Councils to procure bins for the new glass service.	Jun 2028	685	685
Water Sensitive Urban Design 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 started construction of a swale on Pickles Street, South Melbourne. Concept designs for WSUD infrastructure on Little Page Street, Albert Park underway. Dorcas Street, Southbank site deemed unfeasible following a detailed site survey identified poor road surface, water flow and depth outcomes. This will be replaced with Cecil Street, South Melbourne raingardens. The internal resourcing gaps placing the program at risk have now been resolved and the program is progressing well albeit with a delay in the design of some projects.	Jun 2034	200	255

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

Environmental sustainability

Act and Adapt – Sustainable Environment Strategy

Implementation of Act and Adapt: Sustainable Environment Strategy 2023–28 continues to progress, with 75 per cent of projects on track and 12.5 per cent completed. Key achievements include:

- Expansion of permitted private electric vehicle (EV) charging devices, approved by Council on 18 March, enabling more residents to install EV chargers at their homes.
- Endorsement of the Elster Creek Litter Action Plan on 4 March, with launch activities delivered as part of Clean Up Australia Day 2026.
- Port Phillip EcoCentre Redevelopment named a finalist in the LGPro Awards for Excellence in the Community Assets and Infrastructure category, winners to be announced in June.

Community groups in the Climate Ready Communities program began implementing their Community Resilience Plans, including a Neighbour Day event on 29 March in and around St Kilda Road.



Elster Creek Litter Action Plan – Collaboration Clean-Up and Launch 270226 – Credit M Cruz CoGE

Flood and water management

Highlights

Council held two practical workshops with industry suppliers on permeable pavements. These pavements allow rainwater to soak through the surface into the ground below, rather than flowing into drains. This is especially important for the City of Port Phillip due to our coastal location, flat and low-lying areas, high levels of hard surfaces, and growing climate and flood risks. The workshops helped build a shared understanding of how permeable pavements should be designed, built, and maintained. This knowledge will support better decisions and more resilient infrastructure in future Council projects.

Stormwater Harvesting

Within the Stormwater Harvesting Program, both the Elwood Canal Planting and Elwood Park Expansion Stormwater Harvesting Scheme Projects are on track with detailed design. In addition, the third instalment of Federal Funding (Urban Rivers and Catchments Grant) was received in March 2026.

Water Sensitive Plan Update

This month's work focussed on the stormwater requirements for private developments. An internal workshop was held with Development Engineering, Statutory Planning, ESD, and Integrated Water Management Officers to discuss how this is currently managed and what issues are being experienced. The group identified several challenges caused by recent changes to the State Planning Scheme that will need to be explored in the Water Sensitive City Plan Update.

Urban greening

Urban Forest Strategy

The implementation of the adopted Urban Forest Precinct Plans (UFPP) is underway. Planning and design are progressing for street tree upgrades along Alexandra Street, Princes Street, Raglan Street, Brighton Road and Fulton Street.

The next UFPPs are in progress. Engagement was held in Q3 for the St Kilda, St Kilda West, Albert Park and Middle Park UFPP, and they are now under review. The UFPPs for Sandridge, Wirraway and St Kilda Road neighbourhoods are being prepared for engagement and analysis continues across the final additional neighbourhoods, which will be released for consideration next financial year.

A submission to the Electric Lines Clearance Review was endorsed by Council and submitted in February. The communal garden beds at Hewison Reserve are complete.

National Eucalypt Day was celebrated in March with the launch of a Port Melbourne Eucalypts walking map. The [new map](#) guides residents and visitors on a short, self-guided walk through Port Melbourne, highlighting a range of eucalypt species growing in streets, reserves and nature strips.

The Bio-Link on Danks St is thriving, with birds and insects feeding on the range of pollinator plants that have been carefully selected to promote local biodiversity and habitat. Yr 9 students at Albert Park College participated in workshops integrated in the Danks St Biolink to learn about native pollinators and habitat design, with local ecologist Clancy Lester (“the bee man”). The next stage of planting along the Biolink commences with the new planting season from April.



A parrot in a flowering gum on Danks St

Waste management

In Q3, the Waste Education team led internal and external Clean Up Australia day events, with 44 eager volunteers cleaning up our foreshore and park. The team attended the opening of the new Lagoon Reserve pavilion and other community open days. These events are great opportunities for in depth conversation and education with residents to improve waste and recycling.

The MUD focussed waste education program outreach that saw tiered engagement with over 700 MUDS throughout the municipality over 14 months wrapped up in January. This campaign focussed on tailored education communications being provided to MUD residents and building managers with the aim to improve their resource recovery and reduce contamination. This campaign has resulted in ongoing relationships with building managers and Owners committees as well as engagement templates and improvements to education materials.

At the Resource Recovery Centre, glass can now be dropped off. This is in partnership with our glass recycler, Visy.

Strategy review

Of the four actions due for completion in this quarter, one is off track. This is the milestone for procuring the new Audit contract. This process has been delayed due to reduced staff capacity, as key staff have been ensuring Council can continue to service waste in the light of the fuel issue.

Highlights

In June 2025, 87 Container Deposit Scheme (CDS) baskets were installed on public litter bins as a trial. An audit was completed in January during the peak summer period to better understand the amount of CDS containers deposited in the baskets and nearby bins. The audit found that more eligible containers were placed in

the baskets than in the bins, showing that the baskets are working as intended.

To support the trial, a public awareness campaign ran in December 2025 and January 2026, including posters and bus shelter advertising. The campaign encouraged people to look for the 10-cent mark before placing containers in the baskets or to help themselves to containers in the baskets.

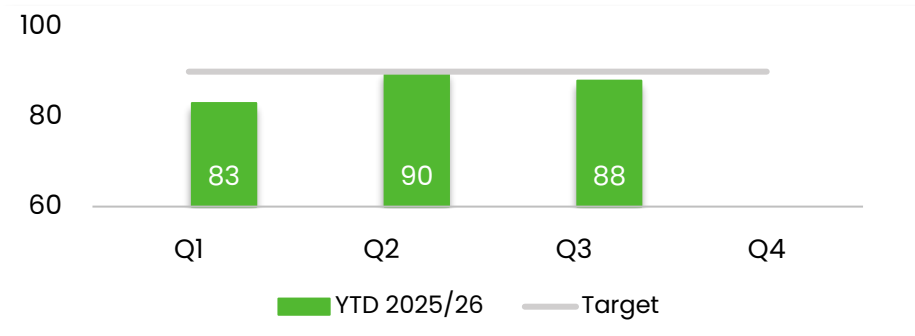
Thanks to strong community support and positive use of the baskets, the project will expand in the new financial year. An additional 100 CDS baskets will be installed across the municipality, including new locations along the foreshore.



Waste officers at the St Kilda Festival Waste Stall

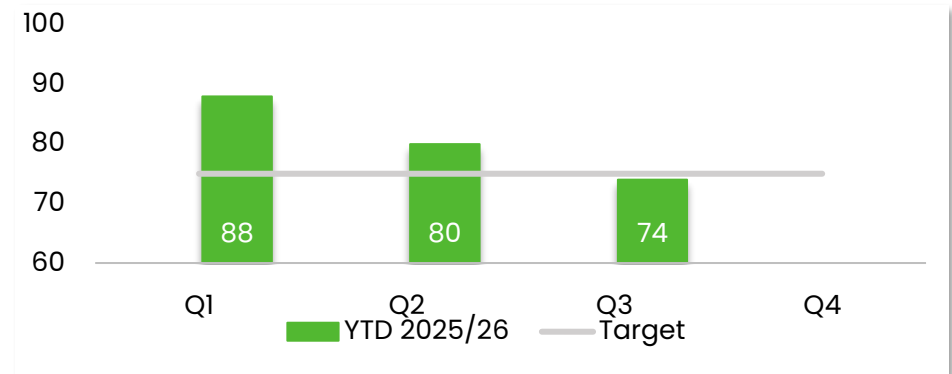
Service performance measures

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



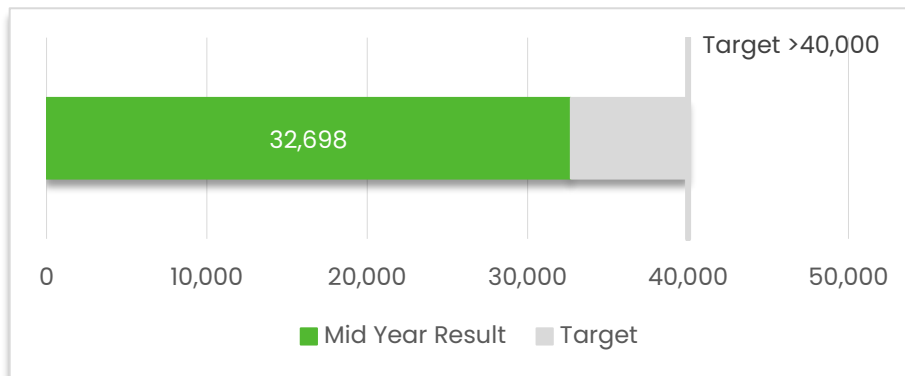
In Q3, 88 per cent of projects and actions that fall within the Act and Adapt strategy initiatives are on track or completed. Falling slightly below our target for this period of 90 per cent on track.

Percentage of Urban Forest Strategy actions on track



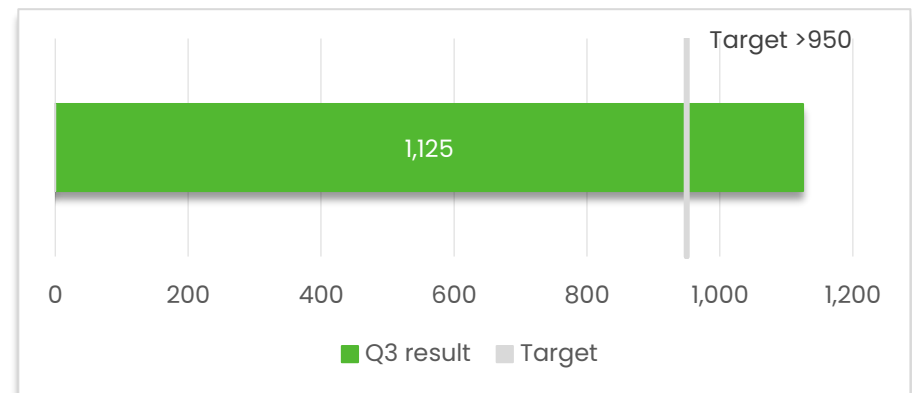
In Q3, 74 per cent of Urban Forest Strategy actions are on track, 2 actions are at risk, and 7 actions are off track falling slightly below our target of 75 per cent on track.

Average number of plantings per annum that support biodiversity



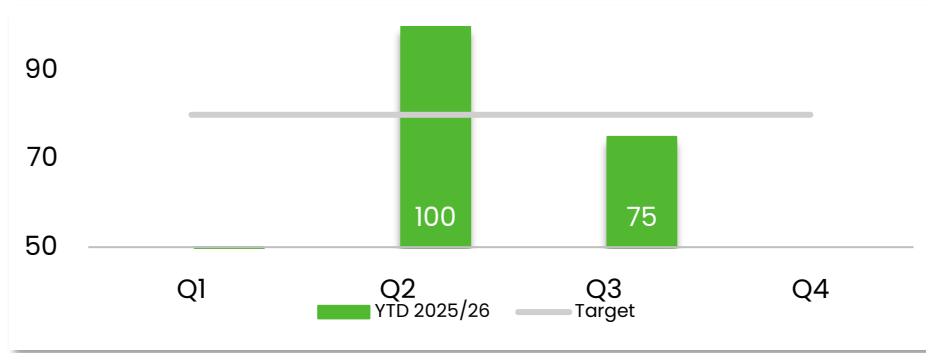
In Q3, there were 8046 plantings that support biodiversity. Planting is seasonal and will restart again in May 2026. This will ensure we are on track to meet our annual target as.

Number of new canopy trees planted by Council per annum



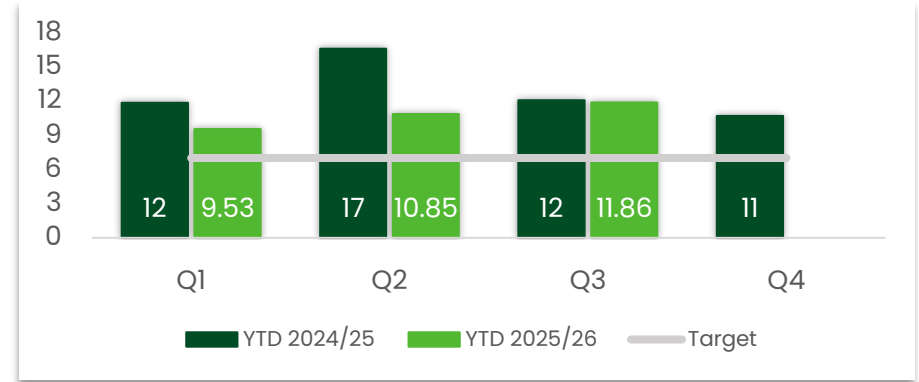
In Q3, 184 canopy trees were planted across the municipality resulting in us exceeding our annual target. Tree-planting is seasonal and will recommence in May 2026.

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



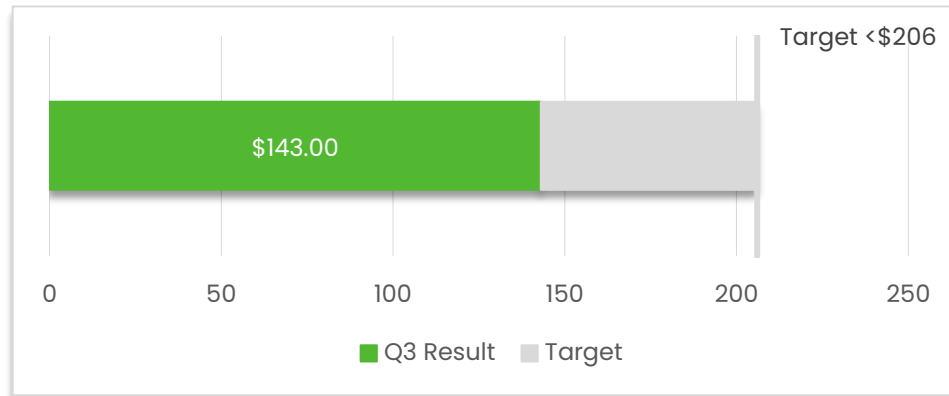
In Q3, 75% of actions are on track. One of the four actions was off track which resulted in the target of 80% not being met.

Kerbside collection bins missed per 10,000 scheduled bin lifts



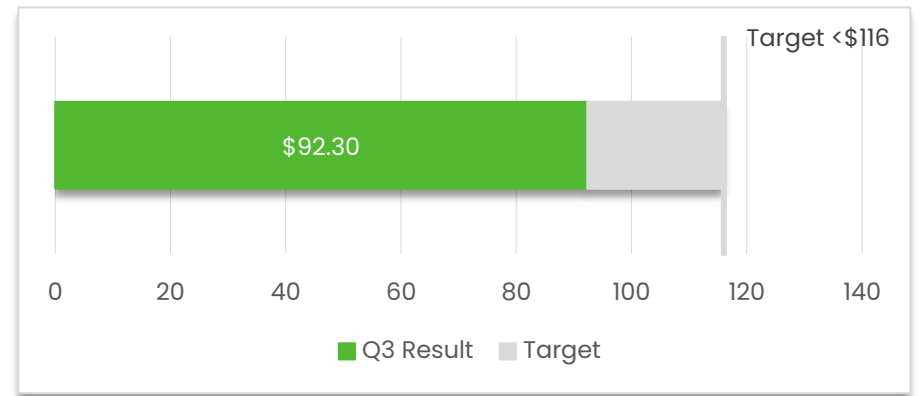
In Q3, 11.86 bins were missed per 10,000 bin lifts. This is slightly lower than 2024-25 result but higher than the Q3 target of 7.

Cost of kerbside bin collection service



The Q3 result for the cost of kerbside bin collection service per kerbside garbage collection bin is \$143.26 This is on track to fall within range of our annual target of \$206.

Cost of kerbside recyclables collection service

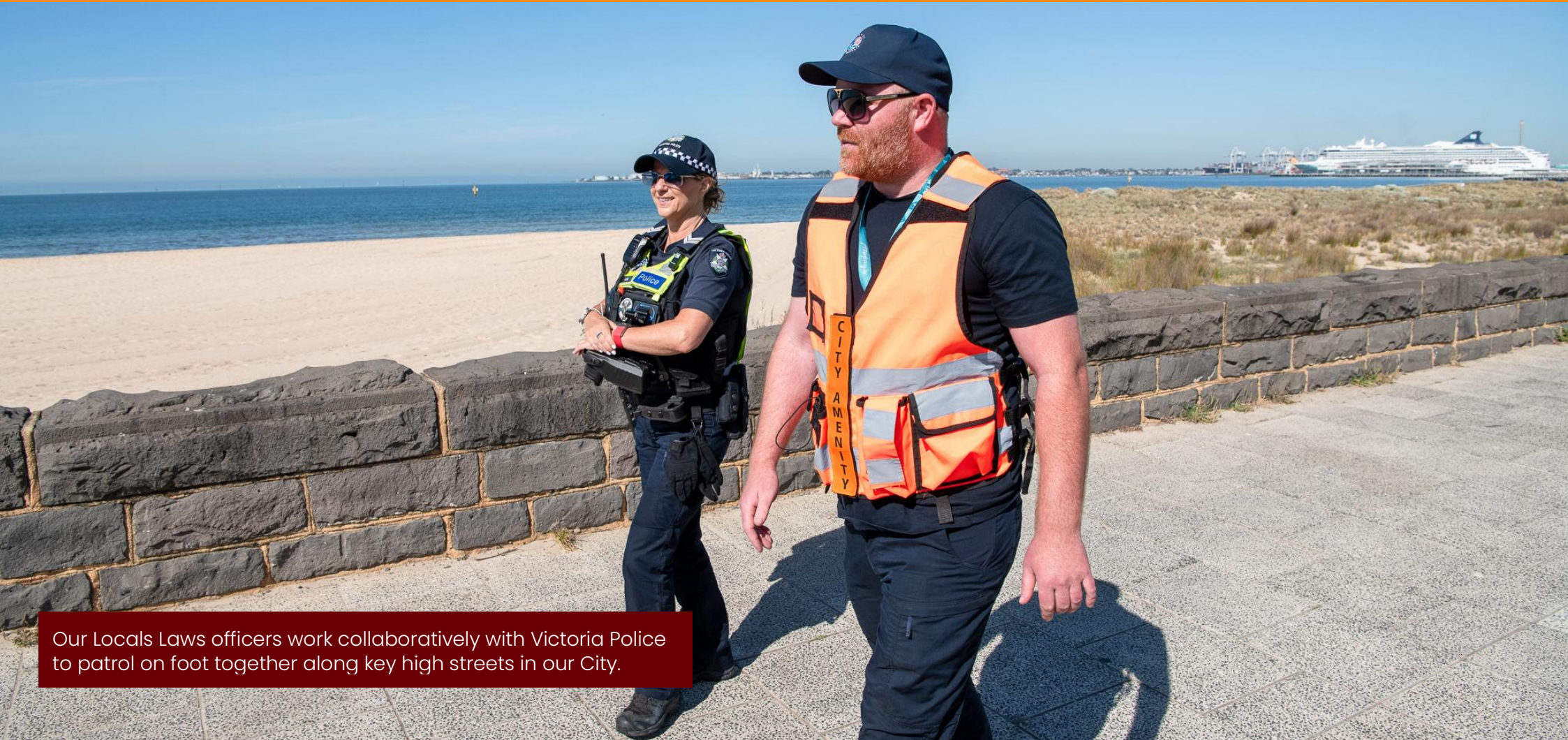


The Q3 result for, the cost of kerbside recycling collection service per kerbside recycling collection bin is \$92.30. This is on track to fall within range of our target of \$116



Strategic direction 3



A safe and liveable City





Our Locals Laws officers work collaboratively with Victoria Police to patrol on foot together along key high streets in our City.



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
Bike Infrastructure Program Deliver the Bike Infrastructure Program to improve opportunities for active transport.	Delivery		Inkerman Street project on track with detailed design completed and DTP approvals confirmed. Project to proceed to procurement, with construction to commence in October 2026 and be completed by August 2027. Since September 2025, the Park Street Bike Link has been open to the public providing improved bike riding infrastructure, landscaping and streetscape improvements between St Kilda Road and Kings Way. Works to traffic signals, including installation and operation of bike lanterns, remains incomplete until DTP carry out further works (particularly the Kings Way intersection).	May 2028	981	761
Blackspot Safety Improvements, Integrated Transport Strategy & Local Area Traffic Management Infrastructure Deliver a range of transport safety and strategic transport projects in accordance with Council's Move, Connect, Live Integrated Transport Strategy 2018-28.	Delivery		Council has been successful in securing \$80,000 of TAC funding for safety improvements along Princes Street, Port Melbourne. Outcome of grant applications totalling over \$1.1 million 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 is still pending. The outcome of grant application submissions made to the Federal Blackspot Program for a total of \$1.848M is still pending.	Jun 2027	960	928

Major Initiative	Stage	Status	Update	Completion Date	Forecast \$'000	Budget \$'000
			<p>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 February 2026. Final Strategy scheduled for Council consideration in June 2026.</p> <p>All actions within the Integrated Transport Strategy are either on track or have been completed.</p>			
<p>Community Safety Plan Create and implement a new Community Safety Plan to enhance the safety and resilience of our community.</p>	Delivery	●	<p>The new Feel Safe. Be Safe. Community Safety Plan 2025-2029 was endorsed by Council on 10 December 2025. Officers have begun implementation of the Plan commencing with finalising service agreements (mentioned below) and advancing several Crime Prevention Through Environmental Design (CPTED) projects. The CCTV Renewal and CCTV Expansion projects are also underway with the completion of street audits for identifying new camera locations.</p>	Dec 2025	Operating Budget	
<p>Community Safety Investment Uplift community safety and respond to recommendations from the Community Safety Roundtable and other feedback from our community</p>	Delivery	●	<p>We have entered into service funding agreements with Ngawla Willumbong, Launch Housing and Better Health Network to provide outreach and support programs. We 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.</p>	Dec 2029	250	250
<p>Develop a new Graffiti Management Policy and Guidelines</p>	Delivery	●	<p>Council's draft Graffiti Management Policy and Guidelines are being updated to include new legislative requirements in response to</p>	Feb 2026	Operating Budget	



Major Initiative	Stage	Status	Update	Completion Date	Forecast \$'000	Budget \$'000
Develop a new Graffiti Management Policy and Guidelines.			the State Government's new anti-vilification laws, effective from September 2025. Following the update, these documents will be provided to Council for endorsement.			
Dogs Off-Leash Guideline Implement actions from the Dog Off-Leash Guideline, including engagement, signage and changes to off-leash areas.	Delivery		Implementation of the Dog Off-Leash Guideline is on track. Community engagement will begin in late April to seek feedback on proposed changes to dog off-leash areas across the municipality. This includes testing community support for introducing off-leash access at Kirrip Park, Anzac Gardens, Point Ormond Reserve, and part of Elwood Beach near Point Ormond, as well as fencing part of Clarke Reserve to create a dedicated fenced dog park.	Jun 2027	132	200
Elwood Foreshore Masterplan Implement the Elwood Foreshore Masterplan. The program includes integration with the impacts Melbourne Water's project to upgrade Elwood Main Drain.	Project Initiation & Delivery		Procurement of a Project Director is underway. Until this is finalised, the Elwood Foreshore Master Plan Program is assessed as at risk. In the meantime, minor refinement is being undertaken of the masterplan. Progress on the Melbourne Water Elwood Drainage Upgrade project is off track, due to Melbourne Water's realignment of drain and subsequent program extension. The Elwood Croquet Pavilion Upgrades are progressing, with design consultants engaged and undertaking site investigations and preparatory design works. The project is being co-designed with the Elwood Sportsground Upgrades, and the design consultant for the sportsground upgrade is being engaged.	Jun 2035	1,712	860

Major Initiative	Stage	Status	Update	Completion Date	Forecast \$'000	Budget \$'000
Fishermans Bend Oversee the delivery of the Fishermans Bend Framework. Including new open space capital projects.	Discovery & Concept/Delivery		The Program has moved to At Risk due to outstanding Delivery Agreements with the State Government for the Smith Street Stage 1 works and Aus Post Demolition projects, delays to finalising the Sandridge Recreation Precinct Masterplan for Council and community engagement and delays to finalising the Works in Kind Agreement and concept design for Johnson Street Park. While progress is being made, these challenges reflect the complexity of urban renewal projects and working in partnership with State Government and developers.	Jun 2029	4,528	1,868
Footpath Renewal and Upgrade Program 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		Overall, the footpath renewal program is on track. Two of the three awarded footpath renewal packages have been completed, the last is now expected to be completed in by the end of April 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 now has a resource allocated and design will be completed in FY25/26 as anticipated. Alfred Place has been delayed by 12 months; design will now commence from March 2027. This is due to delays in determining the final direction for the concept design which will now require community engagement.	Jun 2034	1,187	1,466




Major Initiative	Stage	Status	Update	Completion Date	Forecast \$'000	Budget \$'000
Foreshore Management Plan and Coastal Adaptation Plan 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		Council endorsed the release of the Draft FMP for public consultation, which commenced on 20 March and will run to 3 May 2026. The Coastal Adaptation Plan (CAP) is at risk, as the project is pending the finalisation of the FMP as well as confirmation of Melbourne Water's flood modelling data use/design to ensure that community-facing content is current, accurate, and consistent.	Jun 2026	526	526
Heritage Implementation program 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 is progressing technical work to inform this issue. Scoping of the Heritage Action Plan is underway.	Jul 2031	58	58
Municipal Emergency Management Plan (MEMP) Review and renew the Municipal Emergency Management Plan (MEMP) for City of Port Phillip.	Complete		Complete: The MEMP was endorsed, we are now focused on implementation of the Plan.	Oct 2025	Operating Budget	
New Fenced dog park Deliver a program of new fenced dog parks across the city to cater for growing demand.	Discovery & Concept		The project remains on track. A design consultant is scheduled to commence next month. Key site investigations at Fennell Reserve have been completed to inform the design, including a feature and level survey and arborist assessment. Construction is on track to commence in February 2027.	Oct 2027	60	60

Major Initiative	Stage	Status	Update	Completion Date	Forecast \$'000	Budget \$'000
Open Space and Tree Maintenance Procurement Deliver the open space and tree maintenance procurement project to make sure, the City's open spaces and urban forest are well maintained.	Delivery		Both open space and tree contracts went 'Live' from 1 April 2026. Hypercare period has commenced and will continue until 1 October 2026 (6months). Transition out plan with Citywide is on track with finalisation and close of contract due for completion by 1st May 2026. Change request for budget completed.	Apr 2026	32	70
Open Space Development Program 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 program is off track as delivery budget needs to be allocated to each of the projects. This will be considered through the 26/27FY Portfolio Build process. Updates below: Lansdowne Rd: Community feedback on concept design has been positive. Construction Contractor awarded mid-June, for delivery in 2026/27 Financial Year. 30 Kalymna Grove: Demolition is now complete. Concept design for Kalymna Grove will be presented to the community in late-2026. Delivery will be in mid-2027. Fencing will remain in place until turf is ready. 15 Marriott St: Road discontinuance public consultation was undertaken in December 25. Further investigation to assess options for the laneway are underway. The project will be complete in 27/28FY due to additional time required for investigations. Pakington St Reserve (Stage 2 - 49,49A and 51 Pakington St): Demolition of 49A and 51 Pakington is complete. The site will be turfed for community use while the broader Stage 2 design is underway. Concept design underway.	Jun 2028	1,233	1,167

Major Initiative	Stage	Status	Update	Completion Date	Forecast \$'000	Budget \$'000
			Alexandra St Green Corridor: Community engagement, undertaken in November 2025 was supportive of the works. Options for upgrade are underway. Community engagement on the concept design will commence in May.			
Open Space Expansion Program Deliver new open spaces through land acquisition in the St Kilda East and Balaclava neighbourhood, Lakeside ward and South Melbourne.	Project Initiation	●	Land acquisitions are tracking ahead of schedule, and the program remains on track. All acquisitions intended for the FY 2025-26 have been completed and negotiations are underway for future land acquisitions for FY 2026-27 and beyond.	Jun 2032	819	1,475
Pedestrian Infrastructure Deliver a program of pedestrian infrastructure upgrades including signalised crossings of major roads to improve safety and accessibility across the city.	Project Initiation	●	All pedestrian projects have been brought on-track. Pedestrian safety upgrades at the intersection of Poolman Street and Clark Street, Port Melbourne, have been completed. This includes modifications to enhance safety for school children in the immediate vicinity of Port Melbourne Primary School. Construction works for a new pedestrian crossing on Nightingale Street, Balaclava is almost complete, subject to landscaping works being finalized. This will enhance safety for pedestrians accessing Balaclava Station.	Jun 2027	1,238	1,220
Port Melbourne Light Rail Linear Parks Plan Prepare and implement landscape master plan for the Light Rail corridor.	Discovery & Concept	●	A design consultant has been engaged to complete the remaining design work, with community consultation planned for mid-May 2026.	Jun 2029	60	60

Major Initiative	Stage	Status	Update	Completion Date	Forecast \$'000	Budget \$'000
Public Place CCTV Renewal CCTV assets installed in exterior spaces in the public realm across four precincts.	Delivery		Following minor delays in appointing a consultant, the project is now underway, with the consultant having completed a full audit of the CCTV network and identified priority cameras for immediate and longer-term replacement. The audit has confirmed the replacement of 12 existing cameras and the installation of two new cameras at the Jackson Street Car Park and Little Grey/George Lane, with works to commence soon with no impact on the overall project completion timeframe. A new server has also been delivered to Victoria Police and will be brought online to support the long-term sustainability of the network. While the project was previously identified as at risk due to delays in selecting a preferred supplier, the contract has now been awarded, phasing of camera upgrades is being finalised with officers, and all planned completion timeframes remain on track	Jun 2027	380	380
Public Toilet Plan Implement a program of renewal, upgrades and new public toilet construction to improve condition and functionality.	Discovery & Concept /Delivery		Overall, the Public Toilet Program is on track. St Kilda Botanic Gardens concept design has been approved, whilst concept design is in the final stage of approval for Edwards Park. Whilst the feasibility studies have concluded for Port Melbourne Beach, this project is at risk due to costing coming in higher than expected. Additional funds will be requested to proceed with construction. Further, Catani Gardens is at risk due to insufficient funding this FY to complete feasibility studies and concept design based on quotes received. It	Jun 2028	628	667

Major Initiative	Stage	Status	Update	Completion Date	Forecast \$'000	Budget \$'000
Road Renewal Deliver significant increase in renewal of our city's roads to address asset condition and community feedback.	Project Initiation/ Delivery		<p>is being recommended to bring forward funding from next FY, with any shortfall to be funded through a reallocation of funds within the broader Public Toilet Program.</p> <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 June 2026, leaving only traffic signalling works at Kings Way intersection remaining awaiting investigation by Council Contractor and subsequent outcome by the Department of Transport and Planning, prior to expected completion of the traffic signal works by September 2026.</p> <p>Argyle St upgrade construction commenced in March 2026 and is on track. Residents were notified of the construction ahead of works commencement.</p> <p>Albert Street has been delayed by 12 months; design will now commence from March 2027. This is due to delays in determining the final direction for the concept design which will now require community engagement.</p> <p>Detailed design for the remaining road projects are on track for completion this year.</p>	Jun 2027	2,807	3,265

Major Initiative	Stage	Status	Update	Completion Date	Forecast \$'000	Budget \$'000
Sandridge Recreation Precinct Develop the precinct in line with the Fishermans Bend Framework, including transforming the Australia Post site into open space	Discovery & Concept		<p>The project has moved to off-track due to the Sandridge Recreation Precinct Draft Masterplan undergoing internal review and updates in preparation for community release. As a result, the project timeline will be reset to allow for the required further planning and delivery of community and key stakeholder engagement.</p> <p>To accommodate third-party asset abolishment works, demolition of the Australia Post building will occur in a staged approach:</p> <ul style="list-style-type: none"> • Stage one will involve demolition of the warehouse building. • Stage two will involve demolition of the remaining building. <p>Environmental investigations of the site will continue following completion of the demolition works.</p>	Jun 2029	6,305	5,454
Secondary impact assessment process Develop and implement a robust secondary impact assessment process to enable timely responses to municipal emergencies.	Complete		Complete: The Secondary Impact assessment process has been developed. We are focused on implementation of the process.	Oct 2025	Operating Budget	
Shrine to Sea Project Upgrade Kerferd Road median strip and foreshore, increasing greening, pathways, wayfinding	Planning & Design		Project is listed as At Risk due as the detailed design required additional review. The tender will now be released in May 2026, with construction starting by December 2026 without affecting completion timing.	Jun 2028	322	364

Major Initiative	Stage	Status	Update	Completion Date	Forecast \$'000	Budget \$'000
signage and pedestrian amenities.			The project will remain At Risk due to overall budget pressures and emerging global issues.			
Sol Green Reserve Upgrade Upgrade of Sol Green playground	Complete	●	The project is now complete and open to the public.	Jun 2026	880	1,044
Street Cleaning Uplift Program Increased frequency of pressure washing on high streets and increased street cleaning, including a focus on pollen removal	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 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.	Dec 2029	199*	200
St Kilda Marina Land Management Managing the St Kilda Marina land as Committee of Management, over the short to medium term, including: lease management, asset assessment, management & remediation	Project Initiation	●	The St Kilda Marina program is on track. The program has been separated into two separate projects: St Kilda Marina Land Management, and St Kilda Marina Long-Term Lease. The focus of the latter is securing a long-term lease of the marina. Preparation for the market offering of the long-term lease continues. Capacity constraints in project management are being addressed, and progress is expected over the coming months	Nov 2034	1,257	2,200

Major Initiative	Stage	Status	Update	Completion Date	Forecast \$'000	Budget \$'000
rehabilitation transaction management			as resourcing is increased. In relation to the Land Management project, activities for the marina are now focussing singularly on the rehabilitation of select end of life assets at the marina, to ensure continuity and safety. Investigations and repairs are continuing with works on track to commence in April to rehabilitate the rock revetment, followed by works to repair the boat ramp and piles during the low season. Investigations have commenced ahead of repairs for seawall undermining and resurfacing of the carpark.			
St Kilda Pier Landside Works Upgrade Partner with the state government to deliver landside works for the St Kilda Pier including a feasibility study for Pier Road.	Delivery		<p>The project is currently Off Track due to external approval requirement delays and the discovery of underground services along Jacka Boulevard</p> <p>External approval from the Department of Transport and Planning (DTP) is required for drainage works beneath Jacka Boulevard. New flood modelling is underway to identify an alternative drainage design that meets permit requirements.</p> <p>During construction, an underground utility cable was found to be located closer to the surface than indicated in earlier surveys. The cable is beneath the proposed bus bay kerb on Jacka Boulevard. Council officers are working with the utility provider to understand the available options to progress the project.</p>	September 2026	2,413	2,403

Major Initiative	Stage	Status	Update	Completion Date	Forecast \$'000	Budget \$'000
			<p>Works completed over the past month include the completion of bluestone seating nooks; completion of works along the bay trail excluding planting, wayfinding signage and light installation; installation of electrical conduits for lights and HVM; installation of tree pits; and completion of 50% of irrigation works. The construction program continues to be adjusted so works can progress where possible. However, works along Jacka Boulevard, including stormwater drainage and the new bus bay, will take longer to complete. As a result, the overall project completion date has been extended from 11 May 2026 to 28 September 2026.</p> <p>The demolition permit is in the final stage of approval.</p>			
St Vincent Gardens Playgrounds 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

Integrated Transport strategy update

In Q3, we continued to advance key transport and safety initiatives across the municipality. Construction work to deliver two projects has been completed this quarter, including:

- Poolman St Pedestrian Crossings (Port Melbourne). Landscape planting will be carried out in Autumn to avoid planting in high heat (expected in April).
- Kerb outstands and a raised crossing delivered on Langridge / Patterson Street intersection (Middle Park)

Move, Connect, Live: Integrated Transport Strategy

Several grants funding applications, totalling over \$1.1 million, were submitted in Q2 which are still pending a decision by either State or Commonwealth Government. However, \$80,000 was secured from the Transport Accident Commission (TAC) for road safety improvements to Princes Street, Port Melbourne. Council has also received \$30,000 to undertake an analysis of vulnerable road users on Dandenong Road.

Community consultation occurred on Council's draft Roadmap to Zero: Safe Travel Strategy and Action Plan, 2026–2031, with a total of over 540 submissions received. A summary of engagement feedback is being compiled and will be presented to Councillors in May. The TAC has reviewed and provided a strong endorsement of the draft document.

Council completed its Walk and Wheel Report 2025 which outlines Council's success in partnering with local schools to encourage young people to safely get around by walking, riding or scooting. This is now publicly available on Council's website.

City amenity

Local Laws

Summer Management concluded on 30 March following another high-use season, with large numbers of visitors enjoying our foreshores. Encouragingly, most users complied with Council's glass bans and dog-leashing requirements, helping to keep our beaches safe and welcoming for everyone.

Animal Management

The Cat Adoption Day held on 29 March at St Kilda Town Hall again achieved record results, with 91 cats adopted into new homes, including 66 kittens. The next event is scheduled for 4 July.

Animal Management Officers attended three community centre open days at Sandridge, Lagoon and Sol Green, providing information on safe and responsible pet ownership. These events were a positive opportunity to meet community members and support the safe use of new public facilities.

The 'Dogs in the Park' dog-training event held on 7 February recorded its highest-ever number of bookings and equal-highest attendance in the program's history, with 42 dogs trained. The next session is scheduled for 9 May 2026.

Council also provided free veterinary services—including desexing, vaccinations and microchipping—to 40 dogs and cats owned by vulnerable residents.

City planning and urban design

City design

The City Design Team is progressing master planning work around our activity centres and precincts:

Carlisle Street Streetscape Plan – The second round of community engagement on the Carlisle Street Streetscape Plan is completed and the final plan is being prepared for Council endorsement in June. The Streetscape Plan sets out a clear vision for Carlisle Street between Brighton Road and Carlisle Avenue, including the St Kilda Town Hall and Library open spaces. It provides an integrated framework to guide future public realm works, capital projects, grant applications, and negotiations with developers.

Reviewing Ripponlea – Following the first round of community engagement, Council has prepared a draft plan for the streets and public spaces in Ripponlea. We are preparing for the second round of engagement where the community will be asked to give feedback on how changes to the precinct can deliver on Council's goals regarding safety and accessibility, greening and shade, social spaces and movement.

Emerald Hill Masterplan Refresh – Council is preparing an updated masterplan for the Town Hall forecourt to create a vibrant arts and community hub to reinvigorate the precinct around South Melbourne Town Hall and to re-establish it as the cultural and civic heart of South Melbourne. Council is preparing for engagement to capture the broad spectrum of community aspirations that will inform the Emerald Hill masterplan. Stage 1 Council seeks ideas on how the community would like to use the reimagined open space.

Places and Precincts Program – Following the refresh of the Program since September 2025, Council is continuing to deliver amenity improvements across the municipality to support

vibrant, well-functioning precincts. Works have been completed in Domain, St Kilda Triangle and Fitzroy St to improve public space quality, activation, and amenity. Council is also progressing further improvements in George Street (Fishermans Bend), Market Street (South Melbourne), and Duke Street (Balaclava), alongside advancing the program's broader workstreams. These include preparing Place Plans with a 5-10-year delivery plan for priority precincts Lakeside/Domain, Ripponlea and Balaclava, developing precinct dashboards to clearly communicate Council's investment and service delivery, and implementing a Developer Protocol to improve coordination, resolve issues earlier, and reduce community impacts in high-development areas.

Strategic Planning

The Strategic Planning Team has been working on proposed changes to the planning scheme to help shape how South Melbourne develops and grows in the future.

In December 2025, feedback from the community and other stakeholders was sent to an independent planning panel for review. The panel held hearings over three weeks, with more than 26 people and organisations asking to speak directly to the Panel.

The Panel is expected to release its report in June 2026. Council will then review the Panel's recommendations before deciding on the next steps.

Other planning scheme changes are still being reviewed by the State Government and are waiting for approval to move forward. These include:

- St Kilda Live Music Precinct
- Updated Heritage Overlay in St Kilda, Elwood, Ripponlea and Balaclava.

Community safety

Community Safety Plan

Council's endorsement of the new Feel Safe. Be Safe. Community Safety Plan 2025–2029 came into effect this quarter. Council's advocacy during the 2025 federal election campaign has resulted in a signed agreement with the Australian Government for a \$1.5 million CCTV grant. This recent milestone means our Council can now forge ahead to rollout new CCTV cameras in key activity precincts over the next two years.

We will be expanding the existing Port Phillip public CCTV network, with Carlilse Street (Balaclava), Clarendon/Coventry Streets (South Melbourne) and Bay Street (Port Melbourne) as proposed locations. Each site's assessment includes seeking feedback from community members, traders and Victoria Police. Part of the funding has been allocated to a second mobile CCTV trailer to be deployed by Victoria Police this year.

Highlights

As part of the New Public Place CCTV Precincts in Port Phillip Project, Council has now completed street audits across the three proposed precincts – Carlilse Street (Balaclava), Clarendon/Coventry Streets (South Melbourne) and Bay Street (Port Melbourne). These audits were undertaken with Traders, Victoria Police, Councillors, Local Laws and Council Officers to identify safety hot spots and priority locations for CCTV, alongside consideration of CPTED (Crime Prevention Through Environmental Design) interventions from a broader community safety lens. Building on this work, the appointed consultant will support detailed feasibility and design assessment for new CCTV infrastructure, refine priority camera locations in consultation with Victoria Police and Council, and support technical planning and governance requirements in line with Council's Public Place CCTV Policy.

There have been developments on Council's advocacy to State Government for an acoustic camera trial with the EPA. The Minister for Environment Steve Dimopoulos, with Nina Taylor MP for Albert Park, recently announced a trial of seven acoustic cameras. We continue to keep a close eye on what this means for Port Phillip.

The Better Health Network (BHN) service agreement has been engaged on a two-year contract. This agreement directly responds to strengthening social cohesion and connecting communities' action to 'develop responses to support people impacted by complex behaviour in public places and build community resilience'.



CCTV Expansion Project – Carlilse Street CCTV and CPTED Audit featuring Council Staff, Vic Police, Traders Representatives and Councillors.

Development approvals and compliance

In Q3, our city permits team supported the coordination of multiple large-scale construction sites. Proactive measures were implemented to manage an emerging concentration of future building activity within the Domain precinct. This includes the already commenced development at 11–27 Dorcas Street, a 19-storey building with an anticipated completion date of December 2027, alongside 15–37 Bank Street (19 storeys) and 60–74 Bank Street (22 storeys).

Officers are also undertaking targeted trader liaison with outdoor dining permit holders, to support a smooth transition to the new Footpath Trading Fee Policy, which comes into effect from 1 July 2026.

Statutory Planning – The Planning Amendment (Better Decisions Made Faster) Act 2026 has received Royal Assent 17 February 2026. This will mean significant changes to the Victorian planning system. It is expected the Bill will come into full effect by October 2027. This will allow time for Department of Transport and Planning to prepare supporting changes to our planning system including changes to the Planning and Environment Regulations 2015, preparing new Ministerial guidelines, updating the Victoria Planning Provisions, and other updates to Victoria’s planning schemes and guidance materials.

Highlights

Building Solutions – Floret Holdings is a building company that carried out partial demolition and alterations and additions to a dwelling in Elwood without a building permit approval. The company, directors and building practitioner were self-represented in court. They were found guilty and received an aggregate of fines and costs totalling \$60,000. This reflects the seriousness of the offending and is a significant result

highlighting the importance of building permit approvals and consumer protection.

The submissions that the court considered when making the findings included:

- the breaches were significant having regard to the extent and nature of the subject work,
- the breaches were for the purpose of profit, which was more than \$200,000.00,
- the property owner, an innocent third party who placed reliance on the company was affected by the offending,
- each Accused is in the business of building and ought to have been aware of the relevant statutory requirements,
- the registered building practitioner in both the categories of domestic and commercial builder is required to have a level of knowledge regarding building permit requirements,
- the maximum penalties for each offence demonstrate how seriously Parliament takes breaches of this nature,
- the building industry is a highly regulated industry to ensure the safety of buildings and of building standards,
- purposes of the Building Act 1993 include to regulate building standards, to provide a system for the issuing of building permits (noting that retrospective building permits cannot be issued) and to regulate building practitioners,
- general deterrence is relevant to promote an acceptance in the community that they must comply with building legislation.

Municipal emergency management

Emergency Management

This quarter focused on strengthening Council's ability to respond to major emergencies. A significant uplift in organisational capability was achieved through targeted leadership training and improvements to key emergency management documents. Key achievements include

- Delivered Emergency Management Leadership training to leaders across the organisation, building shared understanding of roles, responsibilities and decision-making during emergencies.
- Completed a review and enhancement of key operational documents to ensure they are clear, current and practical for staff using them in an emergency.
- Continued to embed emergency management into everyday business, supporting a whole of Council approach.

These improvements mean Council is better prepared to coordinate effectively during emergencies, support partner agencies, and communicate clearly with the community.

Summer Management Program

The Summer Management Program is Council's coordinated approach to managing increased visitation to beaches and foreshore areas over summer. It brings together planning, operations, enforcement and communications to support safety, amenity and positive community behaviour during peak periods.

The program was delivered during a period of high visitation, with 3.26 million beach visits between November and March and very high use during peak heat days. Key outcomes included the successful management of New Year's Eve crowds, strong

coordination with partner agencies, and no major incidents or alcohol related issues during the peak holiday period. Weekly operational planning, supported by a traffic light alert system, helped scale and coordinate Council's response based on expected visitation. Strong communications supported safety and compliance, achieving higher engagement and improved value for money.

The Summer Management Program was delivered on time and as planned, with strong coordination and engagement supporting council readiness and effective management of summer risks.



Summer at St Kilda Beach

Parking management

In Q3 Council received over 7,000 parking related requests, of which the majority (60%) were requests to enforce illegally parked vehicles. Matters relating to parking permits accounted for the second highest volume (15%) of requests received by Council, of which 87% were responded to within agreed service level targets.

Public space

Park and Playground Upgrades

Pick my Park Grant Funding

The State Government's \$30 million [Pick My Park](#) program was launched on 1 August 2025. The program invited Victorians to share their ideas for new and improved parks and then vote on their favourite projects. Grants of between \$20,000 to \$250,000 were available and Council submitted six (6) grant applications for park upgrades and improvements.

On Sunday 15 February 2026, the Minister for Development Victoria and Precincts, Harriet Shing, visited Clarke Reserve Play Space in Elwood to announce \$17 million towards the first round of Pick My Park projects.

The City of Port Phillip was successful in securing \$1.5 million through the first round of the Pick My Park program. The funding will deliver upgrades and improvements across six open spaces in the City of Port Phillip, including:

- Alexandra Street Green Corridor
- Burnett Gray Gardens play space upgrade
- Clarke Reserve play space upgrade

- Fennell Reserve fenced dog off-leash park
- Pakington Street Reserve expansion
- St Kilda Botanical Gardens play space upgrade.

These improvements will create safer, more inclusive and higher quality public open spaces for the Port Phillip community.

Road management

A key milestone achieved during the reporting period was the completion of the Transport condition audit. The audit has significantly improved Council's understanding of the condition, performance, and risk profile of the transport asset portfolio, providing greater visibility across the network. Findings from the audit are being used to inform future capital works programming, maintenance prioritisation, and investment decisions, ensuring resources are directed to areas of highest need and greatest community benefit.

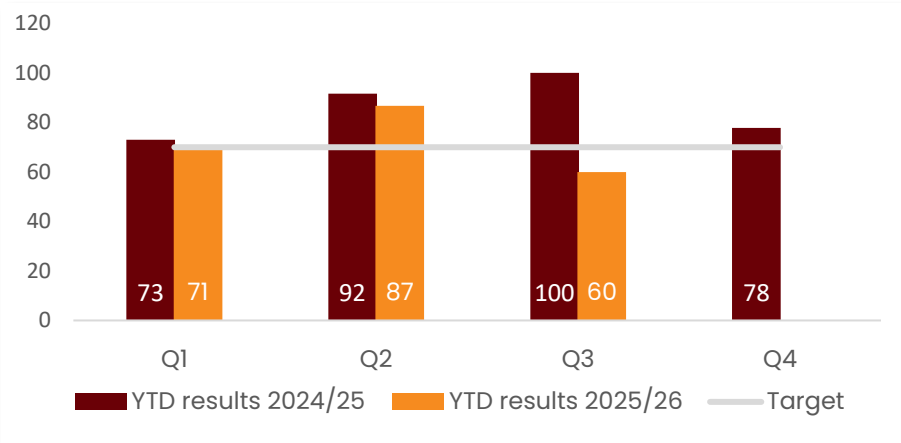
The completion of the Transport Condition Audit represents a significant milestone in strengthening Council's understanding and management of its road assets.



A road condition data being collected using specialist audit vehicles

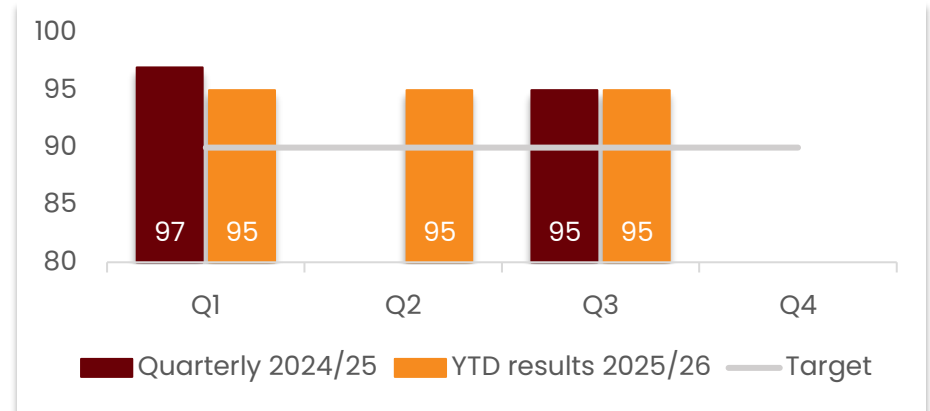
Service performance measures

Council planning decisions upheld at VCAT



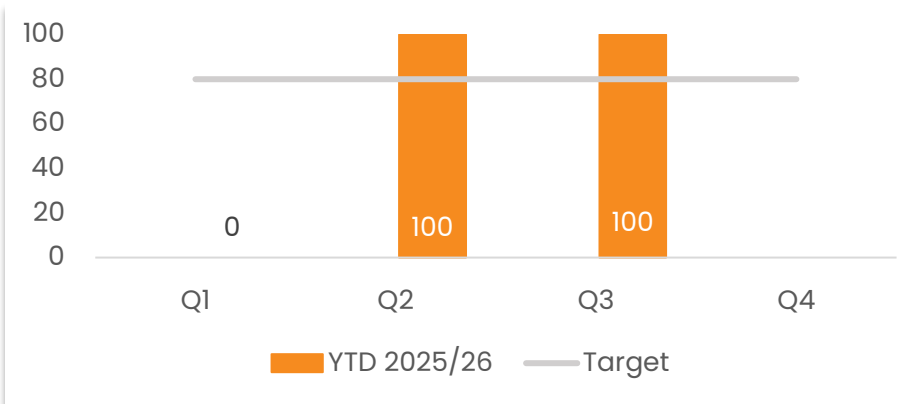
In Q3, 60 per cent of Council planning decisions were upheld at VCAT. There were 5 VCAT matters determined in this quarter, with 3 decisions affirmed in support of Council's original position and 2 matters that were set aside.

Street Cleaning Compliance



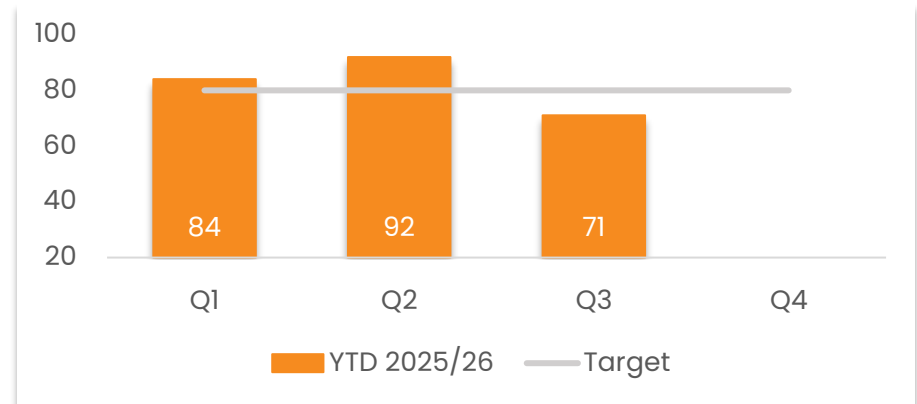
In Q3, we had a 95 per cent compliance with our street cleaning audits. This exceeds our target of 90 per cent.

Strategic planning referrals completed on time



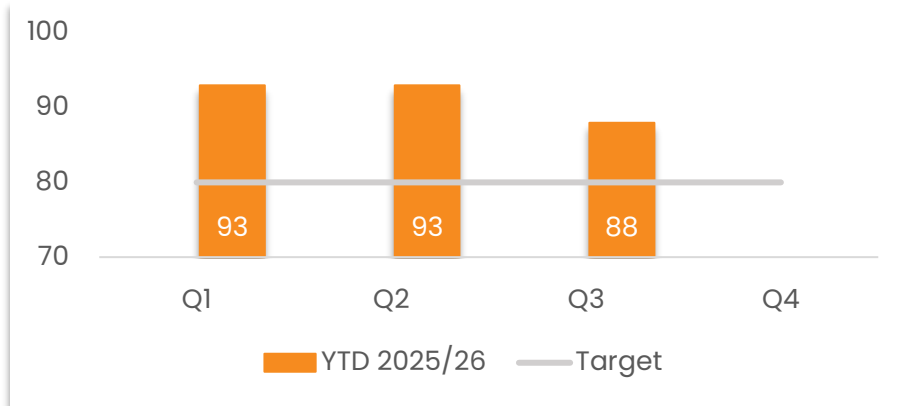
In Q3, 100 per cent of strategic planning referrals were completed on time. This exceeds our target for this period of 80 per cent. (note: there were no strategic planning referrals submitted in Q1 2025).

Urban design referrals completed on time



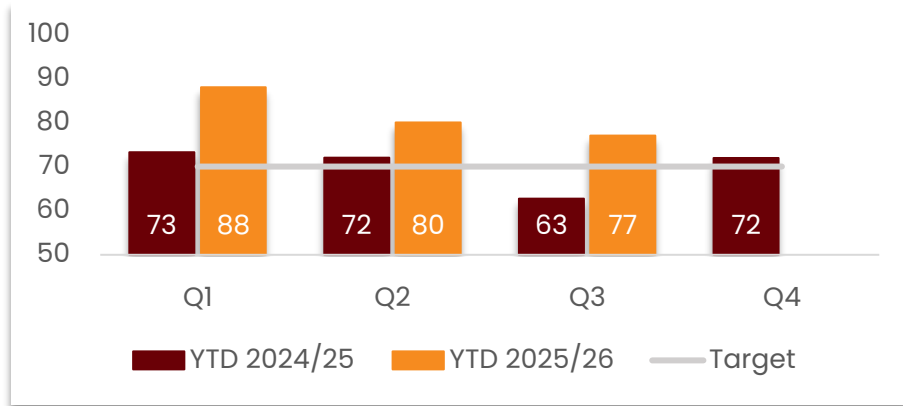
In Q3, 22 of 31 urban design referrals were completed on time. 4 of the overdue referrals were completed within 1 day of the deadline. This, along with not having a full staff complement contributed to us falling below the target.

Heritage referrals completed on time



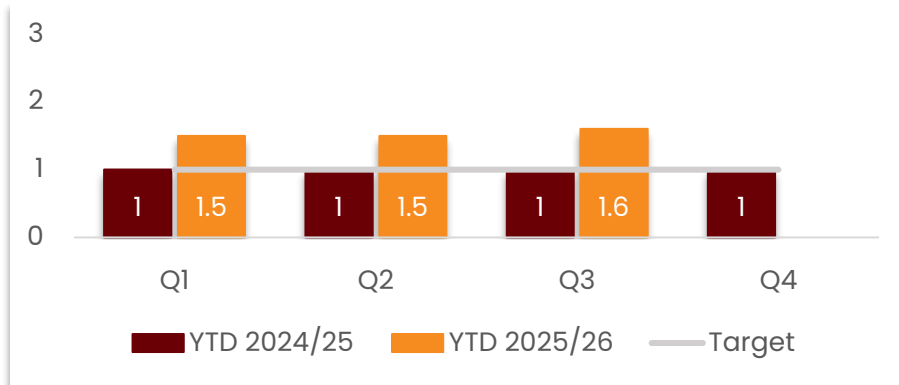
In Q3, 88 percent of heritage referrals we completed on time. There were 92 out of 105 heritage referrals. This exceeds our target of 80 per cent.

Planning applications decided within required timeframes



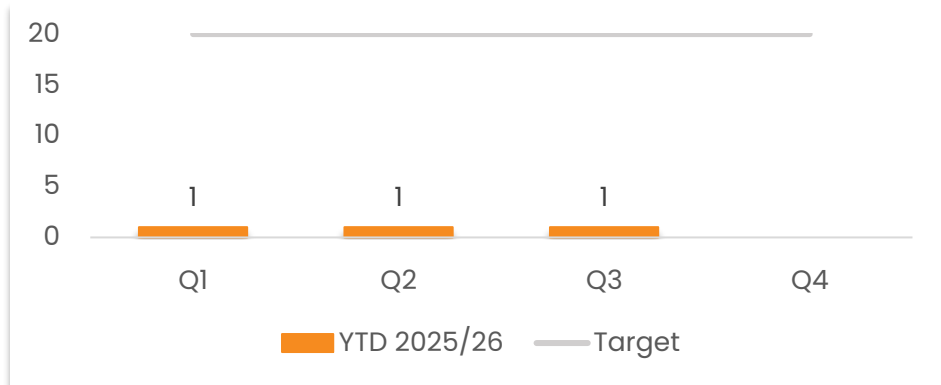
In Q3 77 per cent of planning applications were decided within the required timeframes, exceeding our 70 per cent target for this period. This improvement compared to last year can be attributed to improved application management and tracking, supporting faster outcomes.

Time taken to action animal management requests



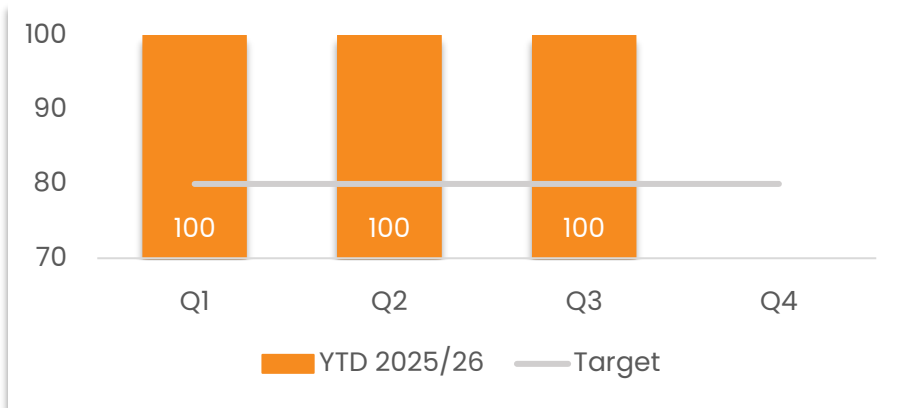
In Q3, animal management requests were actioned within 1.6 days on average. This exceeds our target of 1 day. This result can be attributed to changes to what was counted as 'actioning requests' now counted when first contact is established by the officer not the automated response.

Time taken to register and process swimming pool and spa registration



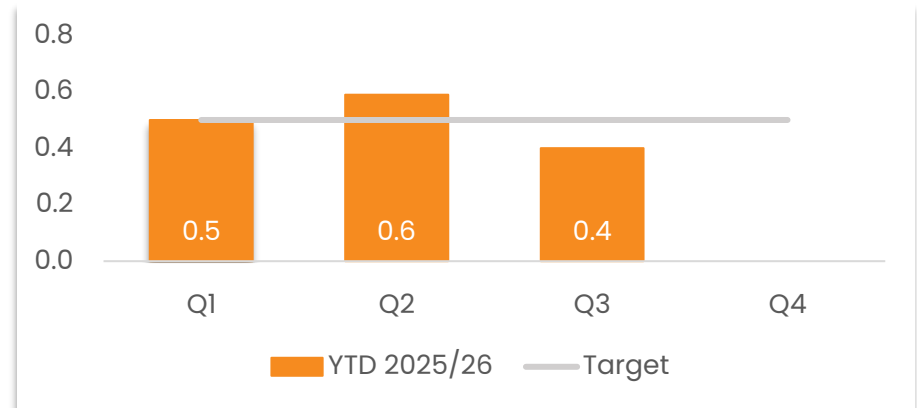
In Q3, processing time for swimming pool and spa registrations is 1 day. This exceeds our target of less than <20 days. The target of <20 was set prior to the work being undertaken. This will be updated in 2026/27 to better reflect the work activity.

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



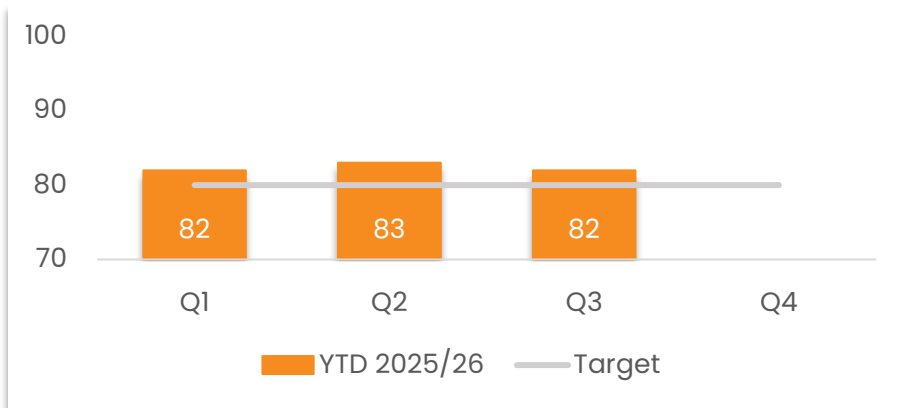
In Q3, there were 6 activations, and we responded to 100 per cent of emergency events within one hour. This exceeds our target of 80 per cent.

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



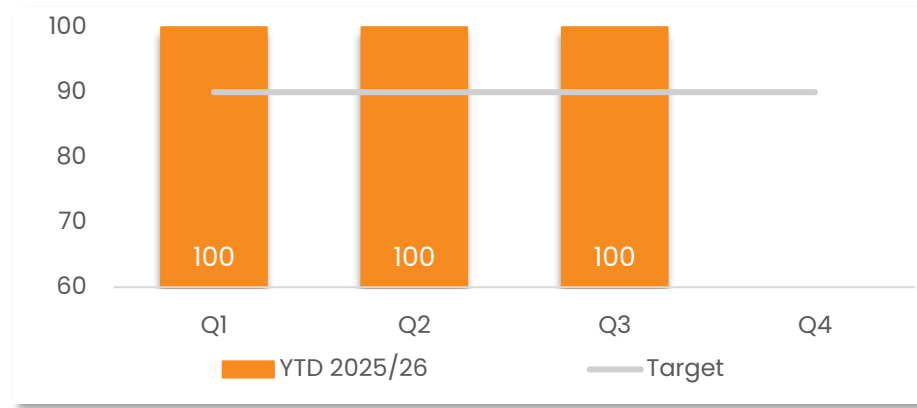
In Q3, the average number of days taken to close parking, enforcement and patrol requests was 0.4 days. This result was better than our target of 0.5 days this quarter.

Public space strategy actions on track



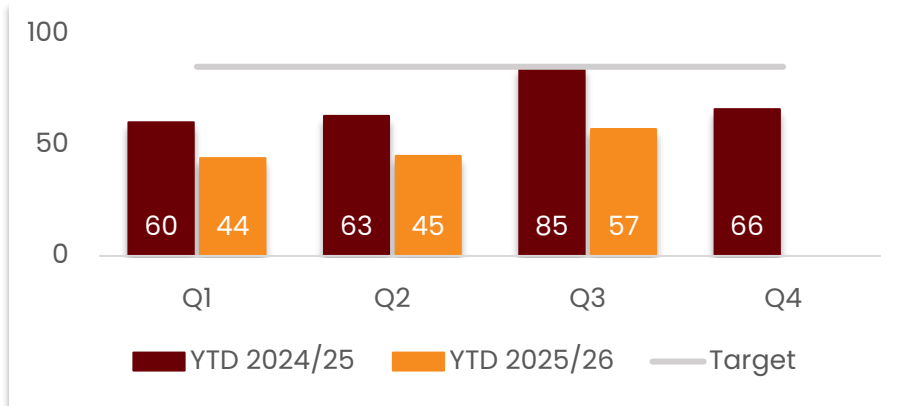
In Q3, 82 per cent of Public Space strategy actions were on track. This exceeds our target of 80 per cent for this quarter.

Integrated Transport Strategy actions on track



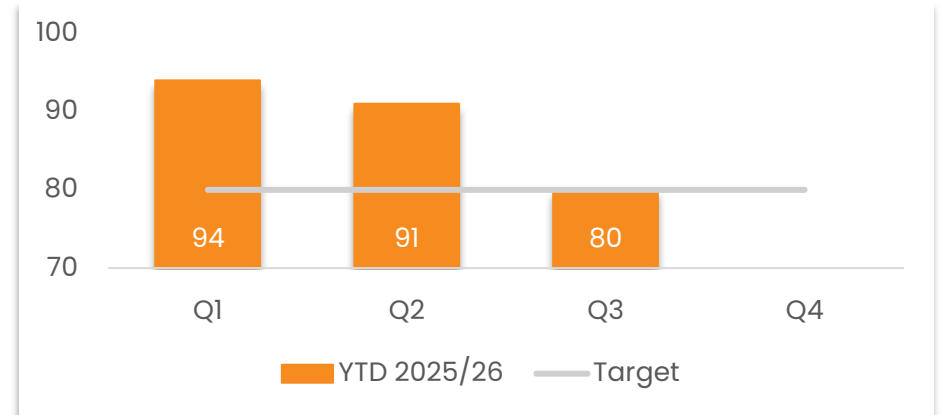
In Q3, 100 per cent of Integrated Transport Strategy actions are on track or completed exceeding the target of 90 per cent.

Time taken to decide planning applications (median days)



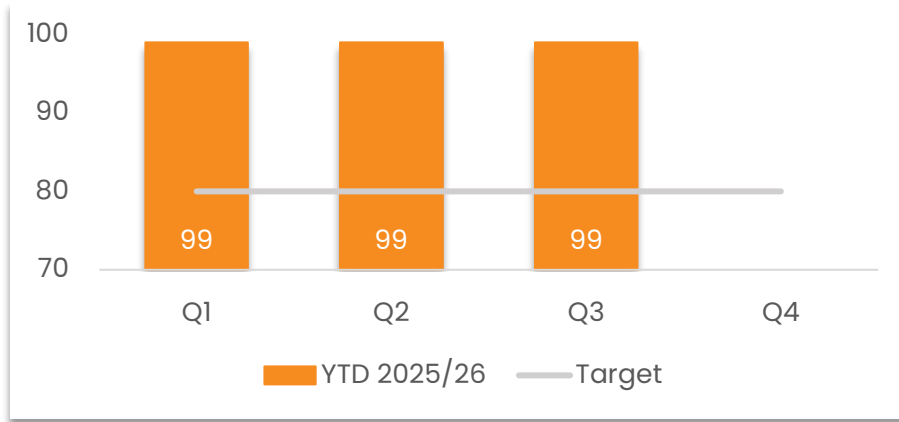
In Q3, the median number of days to decide on planning applications was 57. This is lower than the same period last year and exceeds our target of less than 80 days.

Community safety plan actions on track



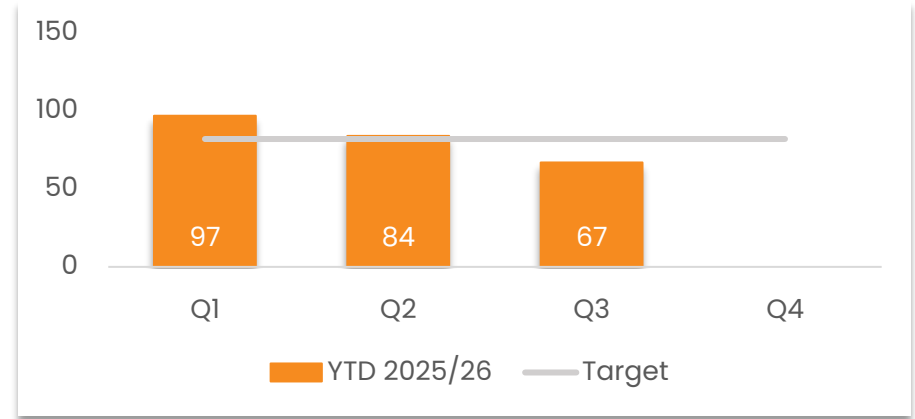
In Q3, 80 per cent of actions have commenced. Council endorsed the new "Feel Safe. Be Safe. Community Safety Plan 2025-2029" on 10 December 2025.

Abandoned and unregistered vehicle reports responded to on time



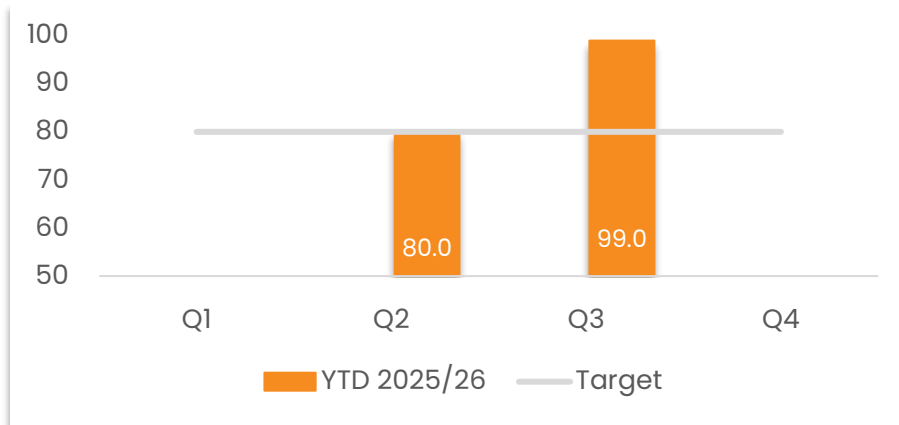
In Q3, 99 per cent of abandoned and unregistered vehicle reports were responded to on time. This exceeds our target for this period of 80 per cent.

Parking permits issued on time



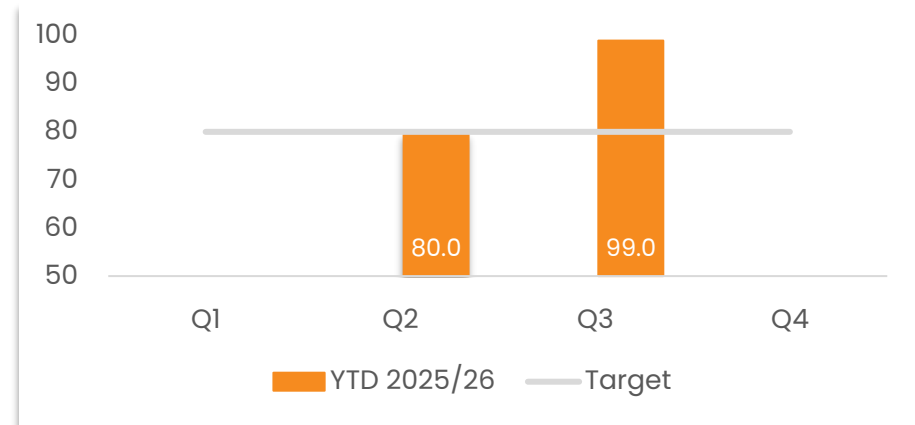
In Q3, 67 per cent of parking permits were issued on time. During this period fewer resources were available to undertake this work and therefore we fell below the 82 per cent target for this period. We expect this to improve in Q4.

Report and consent applications processed within 5 days – Dwellings



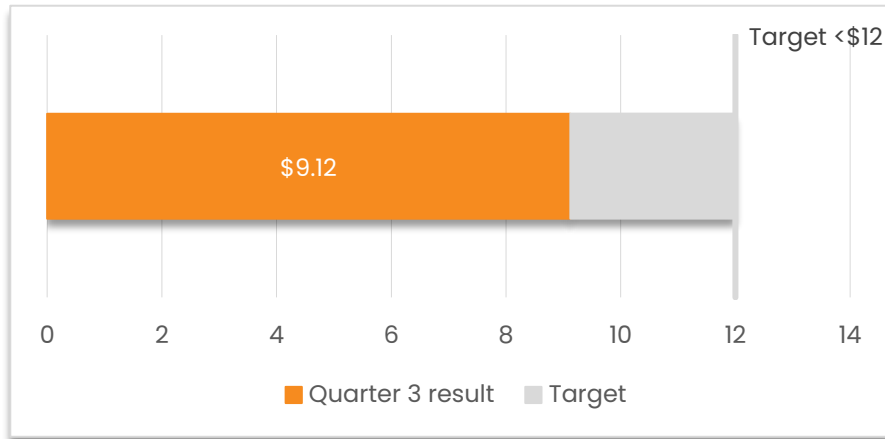
In Q3 we processed 99 per cent of report and consent applications in the dwelling category within 5 days. This exceeds our target of 80 per cent completed within this timeframe.

Report and consent applications processed within 15 days – Others



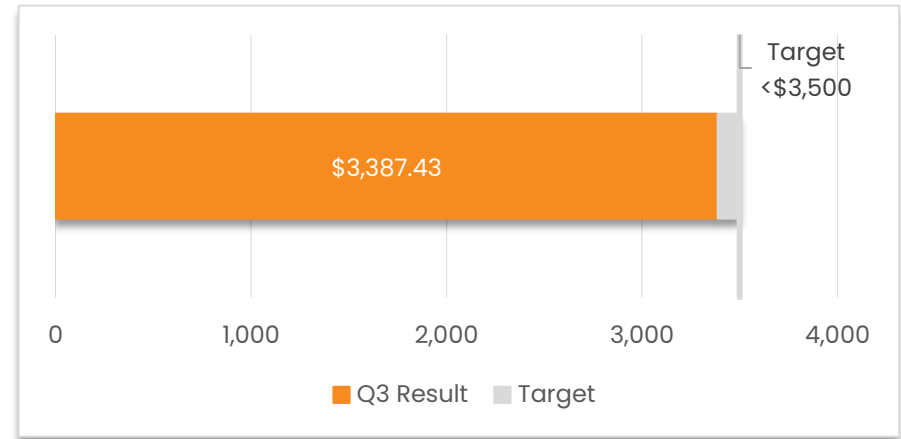
In Q3 we processed 99 per cent of report and consent applications in the 'other' category within 15 days. This exceeded the 80 per cent target for the period.

Cost of animal management services per population



As of 31 March 2026, the cost of animal management services per head of population is \$9.12. We are within range of meeting the annual target of \$12 per head of population.

Cost of statutory planning service per planning applications



As of 31 March 2026, the cost of statutory planning service per planning application is \$3,387.43 which remains below our target of less than \$3,500 per planning application.



Strategic direction 4




A vibrant and thriving community








City of Port Phillip is Melbourne's iconic beachside destination.


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
Arts Culture and Economic Development Strategy 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 Q4.	Nov 2026	Operating Budget	
Carlisle St Carparks Strategy Redevelop the Carlisle Street carparks to facilitate the creation of the Balaclava Retail Renewal Precinct.	Delivery		The timelines set for this project are currently at risk. Discussions with neighbouring shop owners about the extent of the future easement at the rear of Carlisle St are ongoing and are a dependency for negotiations to formalise a sale. These discussions involve multiple parties and are complex, taking more time than expected.	Jul 2026	13	-
Great Places and Precincts 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-tactical projects completed in Fitzroy St, St Kilda, and Domain. Progressing projects in Balaclava, Fishermans Bend and South Melbourne to be completed by June 2026. Place Plans underway for Balaclava, Lakeside/Domain and Ripponlea, with first draft plan in Lakeside/Domain completed in September 2026.	Jun 2026	500	500

Major Initiative	Stage	Status	Update	Completion Date	Forecast \$'000	Budget \$'000
			Draft dashboards progressing towards completion for priority precincts June 2026.			
Lagoon Reserve Pavilion and Park Improvements 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	Complete		The Lagoon Reserve Pavilion upgrade project is now complete. An official opening event was held in mid-March, providing an opportunity to celebrate the completion of the project with the community. The facility is now in active use by local sporting clubs and is available for broader community hire.	Dec 2025	3,545	3,780
Library Facilities Improvement Program A program to invest in improvements to the infrastructure, amenities, fittings and furniture of our libraries.	Discovery & Concept		Works are progressing well on the Middle Park Library Minor Upgrades and the St Kilda Library Furniture Replacement projects. While these individual projects remain on schedule, further refinement of the overall library upgrade program is underway, including consideration of the future vision for St Kilda Library.	Aug 2027	798	450
Port Melbourne Netball Infrastructure Deliver expanded netball facilities in and around Port Melbourne for the growing and inclusive sport.	Planning & Design		Recent activity has focused on completing community engagement and reviewing feedback on the proposed future direction of the project. The engagement process has now closed, and a summary of outcomes has been prepared to inform next steps.	Jan 2029	160	1,777

Major Initiative	Stage	Status	Update	Completion Date	Forecast \$'000	Budget \$'000
			Work is ongoing to clarify the preferred scope and delivery approach, including further consideration of future facility needs and how these can be best met. This work will support informed decision-making and the establishment of a clear pathway forward for the project.			
South Melbourne Market Strategic Plan 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	
South Melbourne Project Connect 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. 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

Major Initiative	Stage	Status	Update	Completion Date	Forecast \$'000	Budget \$'000
South Melbourne Town Hall Renewal upgrade 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 due to the project budget and milestones no longer aligning with the project. In response, a change request has been prepared to reset both the project budget and milestones which will better reflect the complexity and evolving needs of the project. A confidential report was presented to Council on 4 March 2026. Construction continues to progress in accordance with the approved construction program, inclusive of previously approved extensions of time. Key restoration and structural works have advanced, particularly in the Main Hall, Western Annex, and Clock Tower. There are ongoing risks associated with design coordination, consultant responsiveness, and procurement lead times, most notably in relation to the Western Annex and ANAM interface works. To mitigate these risks, additional resourcing has been allocated to accelerate the resolution of outstanding RFIs and support the required coordination activities.	Dec 2027	17,153	8,962

Major Initiative	Stage	Status	Update	Completion Date	Forecast \$'000	Budget \$'000
Sport and Recreation Strategy 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 project is on track. Development of the draft Sport and Active Recreation Strategy is underway, and is due for release for community engagement in June 2026	Oct 2026	43	67

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

Arts and culture

Creative & Prosperous City Strategy

Delivery of the Creative & Prosperous City Strategy is ongoing, with a full review of actions and progress underway ahead of its conclusion in late 2026.

Q3 was marked by strong activity across Arts, Festivals, Events and Economic Development, including the St Kilda Festival, a range of cultural and wellbeing events along the foreshore, the Picturing Democracy exhibition at Carlisle Street Arts Space, and a record number of entries to the St Kilda Film Festival.

Strategy review

Development of the next Creative & Prosperous City Strategy continued in Q3, with key actions including creative sector stakeholder consultation, a Gender Impact Assessment, benchmarking with metropolitan councils, and a review of the 2022–2026 Strategy actions.

Highlights:

Community Art Spaces

A new Community Art Spaces program has begun, offering local artist and creatives an opportunity to display their artwork and be seen by the many visitors to Port Melbourne Town Hall and Port Melbourne Library Services.

Exhibitions are selected through an annual open call-out, *with the third exhibition since the program's inception currently on display.*

The program seeks to *highlight our creative community and celebrate our creative and cultural history with a rotating exhibition program throughout the year.*

Mirka Mora Mural conservation

The Mirka Mora mural, located in St Kilda Library, has reached a significant milestone in its conservation. The mural has now undergone full treatment and is stabilised, cleaned and visually invigorated. While the verso paintings (on the back of the artwork) were not assessed as significant, they have been fully documented, providing valuable insight into the mural's origins and making process. The five panels are currently with framers, with reinstallation planned for early May, returning this much-loved work to public view in renewed condition.



Mirka Mora (and Children), Untitled (St. Kilda), 1980. Image shows the front of one of the 5 panels (top) and the verso (bottom) after conservation treatment

Economic development

Economic Development Activities Update

The Economic Development team has continued to provide evidence-based analysis and insights from Council IQ and are also working on leveraging mobility data to better understand visitation patterns, customer behaviour, and economic activity across the municipality.

[Economic data and research - City of Port Phillip](#)

[Bay Street Precinct Prospective Business Hub - City of Port Phillip](#)

The Economic Development Team maintains close collaboration with trader groups across the city. This includes both the Port Melbourne Traders Association and the South Melbourne Traders Association with their respective special rate schemes which are going to Council for a decision on the 22nd of April. This has included engagement on governance, expenditure priorities, and ensuring that funded initiatives align with broader economic development and place activation objectives.

In addition, officers have been working directly with traders operating along the foreshore and in the Station Pier precinct to identify opportunities to enhance the overall visitor experience. This engagement has focused on strengthening the visitor offering, improving activation and amenity, and maximising the economic benefits associated with increased visitation to these key destinations.

The Economic Development team has also played an active role in supporting traders impacted by the Melbourne Grand Prix. This has involved close coordination to ensure businesses were informed and supported, as well as identifying opportunities for collaboration between Council, local traders, and Grand Prix organisers to maximise positive economic outcomes and legacy benefits for surrounding precincts.

Baker Boy performs live at Albert Park College

On Friday 27 March, around 1,200 local students attended a landmark live music event at Albert Park College, where leading Indigenous hip-hop artist Baker Boy performed a special lunchtime concert. Delivered by youth music organisation The Push, Albert Park College was selected as the only participating Victorian school in recognition of its strong contemporary music program. The event was supported by Council's Live Music Lead and Youth Services team, with further investment from City of Port Phillip to showcase local talent through student band The Distasteful Microwaves as the opening act.



Baker Boy, live at Albert Park College

The concert marked the culmination of two years of strategic investment in youth music development, informed by the 2025 Soundcheck Youth Music Survey, the sold-out Soundcheck Youth Music Summit and the RAWKUS Live all-ages gig program. It directly supports the Live Music Action Plan by developing young talent and future audiences, while advancing the CPC Strategy through youth engagement, creative activation, and strengthening live music as a driver of cultural, social and economic vitality.

Festivals and events

St Kilda Festival delivers record audiences and strong cultural outcomes

The 2026 St Kilda Festival delivered outstanding outcomes across both days, reaffirming its status as Australia's largest free music festival and a flagship event for the City of Port Phillip. Saturday's First Peoples First program attracted a record-breaking audience of 30,000, demonstrating strong community support for First Peoples-led cultural programming and reflecting Council's commitment to championing First Peoples outcomes through major events. Big Festival Sunday welcomed approximately 330,000 visitors to the city, generating significant cultural and social benefits for St Kilda and surrounding precincts. Together, the two days highlighted the festival's continued relevance, scale and role in positioning Port Phillip as a leading destination for inclusive, high-quality cultural experiences.

Highlights

- Delivered a record-breaking First Peoples First program on Saturday, attracting 30,000 attendees
- Strong audience response demonstrated growing demand for First Peoples-led cultural programming and Council's commitment to championing First Peoples outcomes
- Big Festival Sunday attracted approximately 330,000 visitors to the city, reinforcing the St Kilda Festival's position as Australia's largest free music festival
- The festival generated significant cultural, social and visitation benefits for St Kilda and the broader municipality
- Continued to position Port Phillip as a leading destination for inclusive, high-quality major events



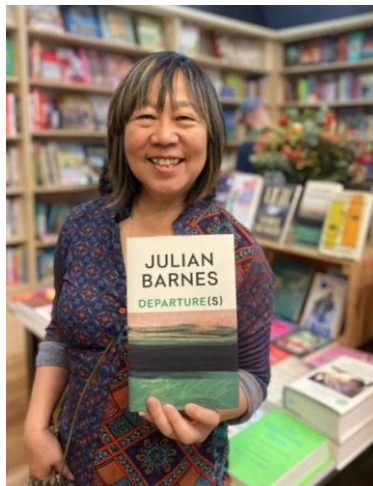
Mental as Anything from St Kilda Festival 2026

South Melbourne Market

Stall news

In quarter three, the Market farewelled Rod Cameron (The Merchant of Fairness) after 41 extraordinary years. Known for his book knowledge, big heart, and signature bow tie, Rod's bookstall curated a haven for stories and community with 600-800 new titles every week, focusing on unique, collectable, rare and unusual second-hand and antiquarian books

The Market welcomed Mary Martin Bookshop in February, well-known independent retailer formerly based in Port Melbourne. Owner Jaye Chin-Dusting offers a wide range of new books, and plans to host regular book clubs, book launches and events at the Market



Mary Martin Bookshop at South Melbourne Market

Market Highlights

Lunar New Year with traditional Lion Dancers to bring in the Year of the Horse. Hong De Lion Dance Association wowed crowds with their energetic performance, weaving their way around the Market to chase away evil spirits, welcome prosperous times, and usher in good luck and blessings to the community.



Lunar New Year Lion Dancers at South Melbourne Market

Market Explorers 2.0

The launch of Market Explorers 2.0. Market Explorers is a fun and interactive education program that teaches children about the Market's history, how their food is produced, sustainability, and more. This year saw the launch of a new edition for children aged 8-12, and the introduction of 'Lil Market Explorers' for 5-7-year-olds.



Sport and recreation

Lagoon Reserve Pavilion Upgrade – Official Opening

On 19 March, the City of Port Phillip celebrated the official opening of the new Lagoon Reserve Pavilion, marking an important milestone for the Port Melbourne community. The Mayor officiated the opening and formally declared the Pavilion open, joined by Councillors, local residents and community members.

The new Lagoon Reserve Pavilion is a contemporary, community-focused facility designed to support inclusive, accessible and flexible use for sport, events and social connection. The opening event was well attended throughout the afternoon, reflecting strong local interest and excitement for the new facility.

The celebrations featured live music, face painting and more than 200 scoops of gelato enjoyed by community members. Council's Animal Management team had a highly successful day, registering new dogs and updating owner details, while the Waste team provided information and support to residents. The Venues team also received interest from community members keen to hire the Pavilion for future community and private events.

The opening of the Lagoon Reserve Pavilion represents a significant investment in high-quality community infrastructure and will provide a welcoming, multi-use space for the Port Melbourne community for many years to come.



Lagoon Reserve Pavilion – Official Opening



Lagoon Reserve Pavilion – Official Opening

Libraries

Libraries continued to perform well over the quarter, seeing an increase of 19% in loans compared to the same period last financial year. Digital collection loans were up 79% compared to last year.

Projects to refurbish our St Kilda and Middle Park branches are underway, with expected completion this financial year – we look forward to welcoming our community into our revitalised spaces.

Library RFID System Refresh

In March, Libraries installed a new RFID system, modernising our services, and creating a smoother experience for both staff and community. Our Libraries now sport brand new Self-Service Kiosks running more intuitive software, wider Security gates improving the ease of access and accessibility of our spaces, and new Sort Assistants, improving the efficiency of our workflows. Early feedback from the community has been very positive, with smoother transactions and fewer issues helping reduce wait times and allowing staff to spend more time assisting customers.

St Kilda Festival – Play & Create Hub

Libraries returned to the St Kilda Festival with the Play & Create Hub, delivered in partnership with Family Services. Across the weekend, more than 1,100 children and families kept the marquee busy and buzzing. On First Peoples First Day, we were joined by Jaeden from Biik Bunjil, who led sessions exploring Boonwurrung seasons and songlines through storytelling. Festival Sunday saw the return of our much-loved tote bag decorating, a familiar favourite that kept tables full all afternoon. Alongside instant prizes, Adopt A Book and a Family Chill Out Zone, the Play & Create Hub was a happy, generous space and a great reflection of the Library Service as a place of shared enjoyment and community life.

Port Melbourne Netball Infrastructure – Community Engagement

Council undertook targeted community and stakeholder engagement as part of the Port Melbourne Netball Infrastructure project. The engagement activities were designed to better understand current and future needs, challenges and opportunities for netball facilities in Port Melbourne and surrounding areas.

Engagement included participation from local clubs, user groups and the broader community, with strong interest shown across multiple sessions and channels. The feedback gathered will help inform future planning and ensure that any proposed infrastructure responds to community needs and supports sustainable participation.

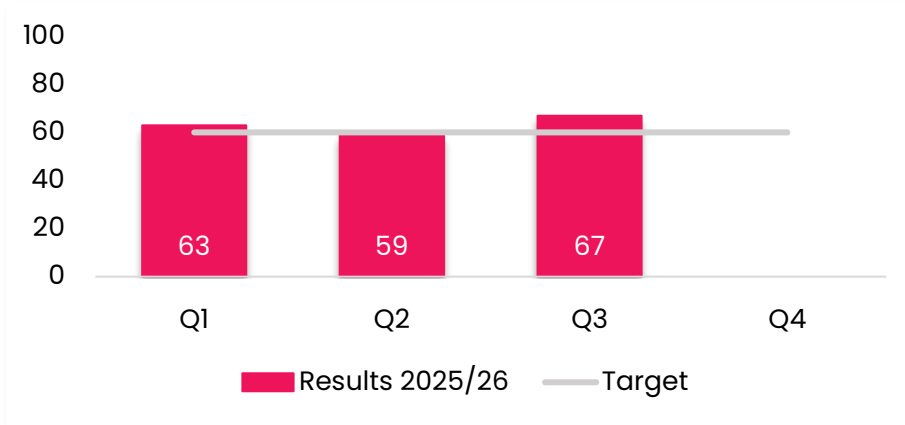
Outcomes from the engagement are currently being analysed and will be presented to Councillors and the community as part of future project reporting.



Port Melbourne Netball Infrastructure – Community Engagement

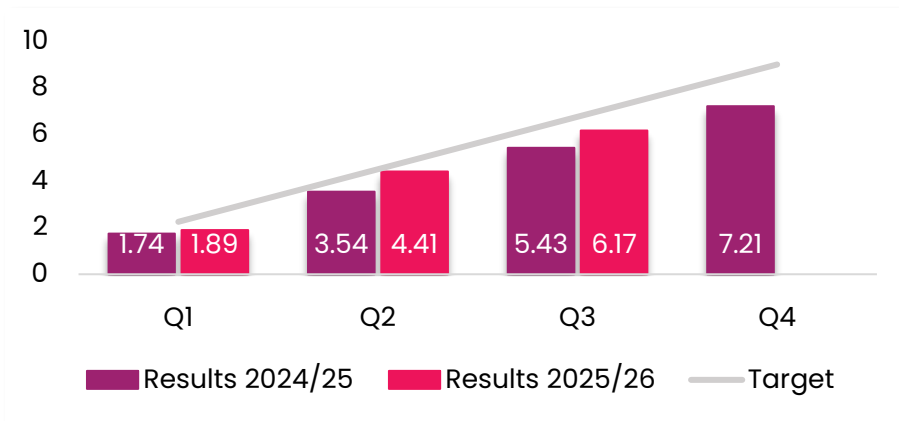
Service performance measures

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



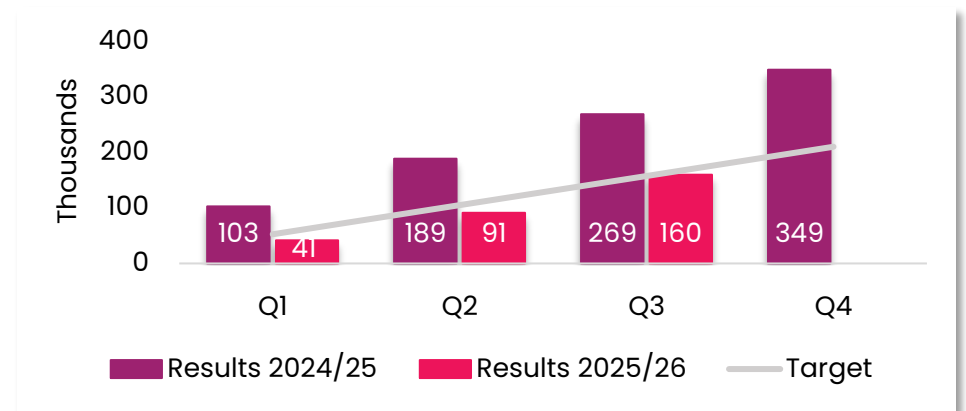
In Q3 we were 67% compliant meeting the small business charter and exceeding the 60% target.

Library Loans per head of population



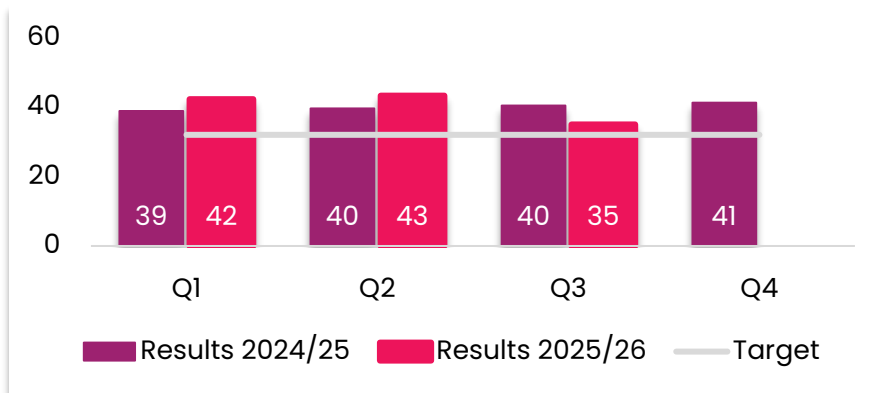
In Q3, Libraries experienced a notable increase in loans from our digital collection, up 79 per cent from the same period last financial year. This brings our year-to-date loan per head of population to 6.17, falling slightly below our Q3 target of 6.75.

Esplanade Market visitation



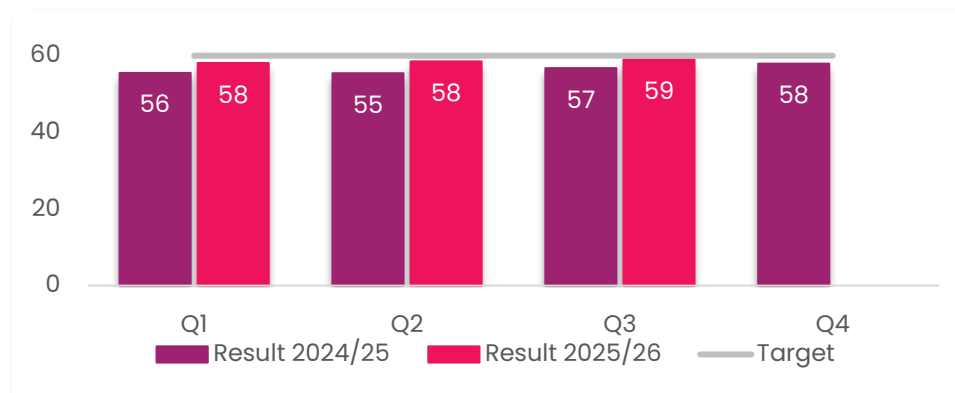
As at 31 March 2026, visitation has slightly exceeded the year-to-date target. The variation in results from year to year can be attributed to the introduction of a different visitation counting system in 2025-26.

Library membership



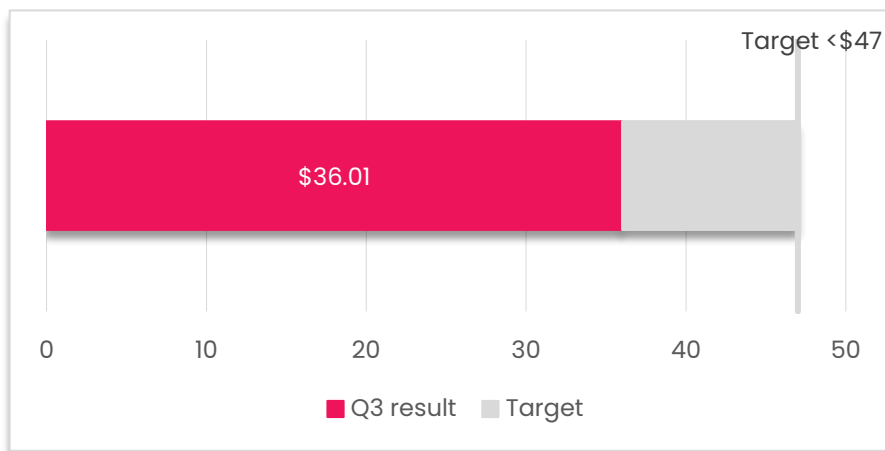
In Q3, 35 per cent of the population of the City of Port Phillip are a registered member of Libraries. This is above our target of 32 per cent.

Recently purchased library collection



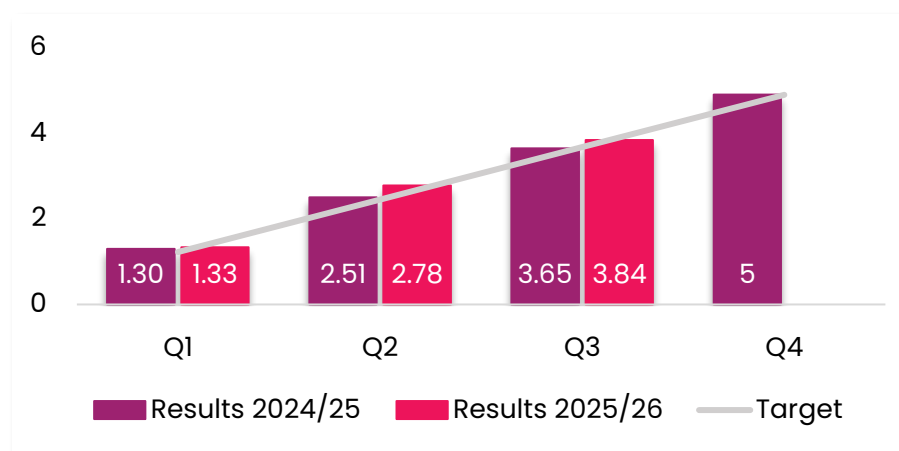
In Q3, 59.01 per cent of our Library collection has been purchased which is slightly below our target of 60 per cent. This includes hardcopy/printed material as well as audio, visual and digital material that has been bought over the last five financial years.

Cost of library service per population



As of 31 March 2026, the cost of library service per population is \$36.01. This is on track to meet our annual target of \$47.

Visits to libraries per head of population



As of 31 March 2026, the visits to libraries per population is 3.84. This slightly above last year's result and ahead of our target. It is also on track to reach our annual target of 5.



Strategic direction 5




An engaged and empowered community



Plan for Port Phillip community engagement

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
Audit and Risk Committee Charter Enhance Council's Audit and Risk Committee by benchmarking and updating its charter, to enable it to manage risk across the organisation more effectively	Complete		The Audit and Risk Committee Charter was 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.	Aug 2025	Operating Budget	
Community Engagement Strategy, and Community Engagement Policy Develop and implement a Community Engagement Strategy to guide a contemporary approach which reflects Council's goals and renew Council's Community Engagement Policy.	Complete		This is now complete. 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	
Community Satisfaction Survey Facilitate delivery of the Community Satisfaction Survey, analyse and publicly release the	Delivery		The 2026 Community Satisfaction survey is in the collection phase during March and April.	Jun 2026	Operating Budget	

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

Major Initiative

Stage

Status

Update

results in a timely manner and act to improve service delivery.

Council Plan Development
Develop and update the Council Plan and Budget.

Delivery



Development of Council Plan and Budget Year 2 is progressing as planned. This quarter has focused on consolidating key strategic inputs, including community feedback and considerations relating to organisational capacity, financial sustainability, and the management and prioritisation of the project portfolio. Community engagement remains a key focus. Planning for the second phase of engagement is currently underway, with activities scheduled to commence in late April to align with the release of the draft Budget.

Jul 2034

70

70

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 to be run this year.

Ongoing

Operating Budget

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

Major Initiative	Stage	Status	Update	Completion Date	Forecast \$'000	Budget \$'000
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		During Q3 of 2025-26, the plan is tracking well with 89% of actions on track. Highlights from this year's work so far include: <ul style="list-style-type: none"> • Improvements completed for customers reporting illegally parked vehicles to streamline communication with clearer expectations and outcomes. • New feedback survey included at the end of the Planning Applications process to better understand applicant's overall experience. • The contact us page on the website has a new look and feel to better support customers to raise self-service requests. 	Jun 2026	Operating Budget	
Governance Rules 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

Strategy review

During quarter three, Council continued to progress its advocacy and partnership priorities, with a strong focus on community safety, place-based investment and positioning Council ahead of the State Election. We strengthened relationships with State and Federal stakeholders, leveraged high profile community events to elevate Council priorities, and secured significant external funding to deliver tangible infrastructure and precinct improvements. Proactive media and advocacy activity reinforced Council's leadership on safety and amenity issues, particularly along the foreshore and within key activity centres.

Council formally launched a State Election Campaign, including the development of advocacy collateral and a website hub for community members to remain informed about candidates in the electorates with interface with the municipality. Council also produced a media release and facilitated social media activity, as well as began sending correspondence and hosting meetings between the Mayor and election candidates.

Highlights

- Announced \$1.5 million in CCTV grant funding alongside local MP Josh Burns, Victoria Police and the local trader association, strengthening community safety and supporting local businesses.
- Hosted Minister Harriet Shing to announce the Pick My Park program at Clarke Reserve in Elwood, including confirming \$1.5 million in funding across six projects in the City of Port Phillip to enhance local parks and open spaces.
- Generated media coverage outlining Council's position on a "jet ski ban" around St Kilda Pier and the foreshore, reinforcing advocacy for improved safety and shared use of coastal areas.
- Secured two Victorian Government grants totalling \$237,200 under the Multicultural Business Precinct Revitalisation Program, enabling

targeted improvements to Bay Street, Port Melbourne and Carlisle Street, Balaclava to celebrate cultural heritage, support local traders and attract visitors.

- Secured \$2 million in Australian Government funding to reconstruct and strengthen the Broadway Bridge under the Safer Local Roads and Infrastructure Program, matched by a \$2 million Council contribution through a 50:50 partnership.
- Made a policy submission to the DEECA's electrical line clearance review, seeking an environmental lens is applied to the new policy.



Multicultural street art

Communications

During Q3, the Communications, Brand and Media team delivered proactive, consistent communications to strengthen community trust and visibility of Council priorities. Activity focused on supporting major community moments, promoting services and projects, and reinforcing positive behaviour in shared spaces during periods of high visitation. Communications amplified local stories and campaigns, providing residents, businesses and visitors with clear, accessible information to engage with services and events, while owned channels continued to perform strongly, driving increased reach and engagement through responsive, community-centred content.

Highlights

2025-26 Summer Destination Campaign



Summer campaign creative design

The Summer Destination Marketing integrated campaign delivered out-of-home advertising across major transport and pedestrian hubs, including Flinders Street Station and Melbourne Central, supported by a high-reach inner-city street poster campaign. Digital activity included Google Ads, Meta advertising and ongoing summer-themed social content. Targeted

marketing activity on owned channels and digital advertising encouraged residents and visitors to explore local businesses, with activity aligned to St Kilda Festival, New Year's Eve and Midsumma Festival. Content partnerships, including two bespoke features on @visitmelbourne, reached over two million people, and showcased City of Port Phillip precincts, high streets and the St Kilda Festival visitor experience.



Summer campaign out of home signage at Melbourne Central

Community engagement

Highlights

During Q3 we asked for feedback on 12 projects. The 'Have Your Say' (online) website had 16,906 unique visitors and 1,909 contributions.

We asked for feedback on the following projects:

- Community Amenity Local Law Amendment 2026
- Roadmap to Zero: Safe Travel Strategy and Action Plan 2026-31
- Plan for Port Phillip, Year 2
- JL Murphy Reserve netball courts
- Shaping the future of St Kilda Festival
- Tidy Walks- DAMP Amendment (dog poo bags)
- Accessibility Action Plan
- Greening Albert Park and Middle Park
- Greening St Kilda and St Kilda West
- Community Infrastructure Plan (Stage 2)
- Basketball netting at JM Reserve
- Port Melbourne Beach Public Toilet Upgrade project

Customer experience

In Q3 we completed 42,002 community requests, averaging over 14,000 a month. Despite the high volume of requests, a sustained high performance was achieved with 89% completed on time. High-volume service areas – including Waste Services, Parking Services, and Street and Beach – continued to deliver reliable services amid increasing demand.

We recorded, 1,989 complaints resolved, with 1,552 related to missed bins, and missed hard and green waste collections. These achieved a great result, with 91.2 per cent resolved on time.

We continue to analyse complaint and direct experience feedback data, and address root causes to improve service delivery.

Q3 saw several customer experience improvements under development and/or implemented, including:

- Enhancements to customer callbacks, including system updates and the introduction of a new customer callback dashboard to improve visibility and ensure callbacks are timely.
- implemented a new survey for Planning Applications to capture customer feedback at the conclusion of the process and better understand their overall experience.
- Updated, the contact us page on the website with a new fresh look and layout. These changes were made to address insights that the previous layout was not successfully supporting customers to raise self-service requests.

Governance

International Women's Day 2026

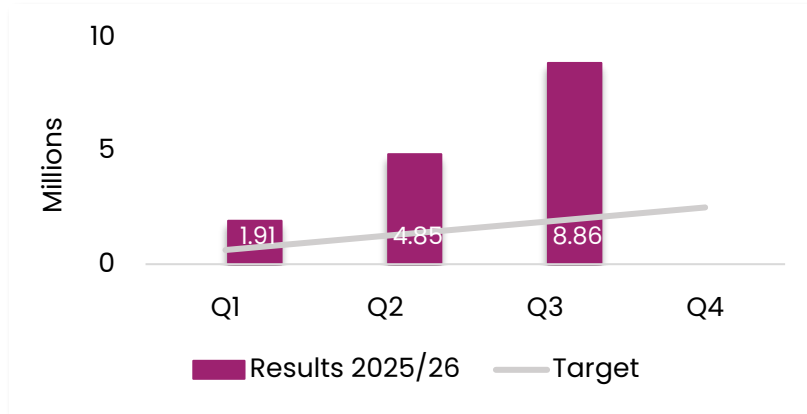
Council delivered a successful International Women's Day event in 2026, providing an opportunity to recognise and celebrate the achievements and contributions of women across the community. The event brought together community members, invited guests and representatives in a welcoming and reflective setting and was well received. The occasion reinforced Council's ongoing commitment to equality, recognition, and community connection with keynote addresses from Leila Gurruwiwi, Indigenous media commentator and cultural awareness advocate, Rabbi Allison Conyer, of Temple Beth Israel and Professor Nicole Kalms, XYX Lab, Monash University.

Harmony Week Citizenship Ceremony

As part of Harmony Week, Council hosted a Citizenship Ceremony that conferred Australian citizenship on 168 new citizens. The ceremony was attended by Josh Burns MP, Mayor Alex Makin and Councillors, who assisted with reading the names of conferees and presenting plants to Australia's newest citizens. The Elwood Choir performed two songs during the ceremony, contributing to the celebratory and welcoming atmosphere. The event marked an important milestone for conferees and their families and highlighted Council's commitment to celebrating cultural diversity and fostering community belonging.

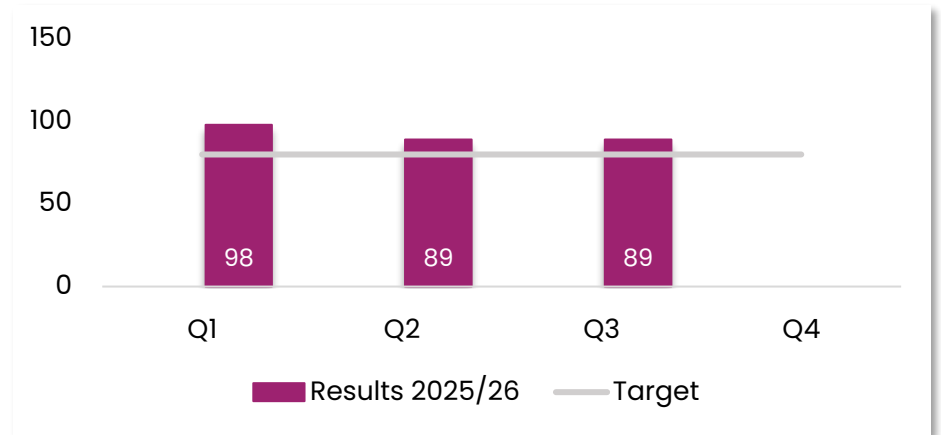
Service performance measures

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



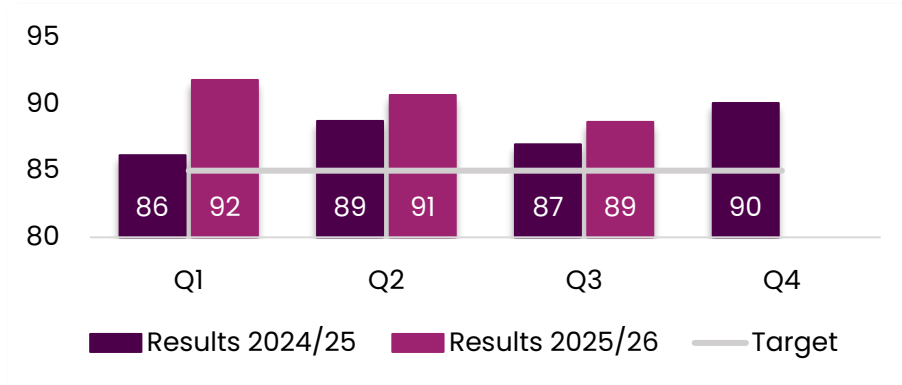
As at 31 March 2026, the City of Port Phillip has been awarded \$8,861,749 in external competitive grants. This exceeds our target for the year of \$2.5 million.

Customer experience improvement plan actions on track



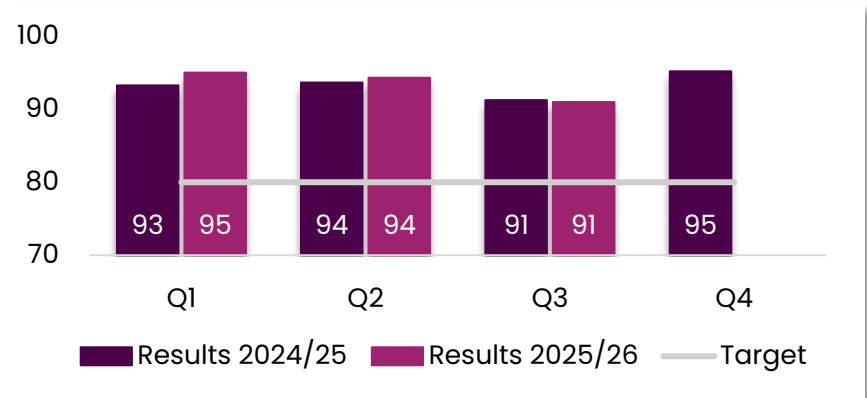
In Q3, 89 per cent of Customer Experience Improvement actions are on track or completed, exceeding the target of 80 per cent.

Community service requests resolved within agreed timeframes



In Q3, 89 per cent of community service requests were resolved with in timeframes, exceeding our target of 85 per cent.

Complaints resolved within agreed timeframes (Includes missed bins)



In Q3, 91 per cent of complaints were resolved with in timeframes, exceeding our target of 80 per cent.



Strategic direction 6



A trusted and high-performing organisation







Elwood foreshore lighting upgrade.


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
Asset management modelling 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 enabling more informed, financially aligned decision-making across asset planning, long-term financial planning and budget development. The completion of road condition audits represents a shift toward proactive asset management, directly informing investment priorities, optimising funding allocation across the transport network, and strengthening risk management. Ongoing audits of buildings and facilities will further enhance asset intelligence, supporting prioritised investment, improved performance outcomes, and long-term asset sustainability.	Ongoing	Operating budget	
Clever Port Phillip Deliver and refine annually our Clever Port Phillip Action Plan to support innovation, improved productivity, customer experience and financial efficiency.	Delivery		This program of work encapsulates several projects. Currently we have 6 projects in progress, 100% of which are On Track for delivery on time and within budget. During Q3 staff time savings were achieved through several key initiatives:	Ongoing	656	564

Major Initiative	Stage	Status	Update	Completion Date	Forecast \$'000	Budget \$'000
			<ul style="list-style-type: none"> • Implementation of the Planning subdivision certification process for the Planning team to meet statutory requirements • Implementation of customer related initiatives including improvements to illegal parking communications and the change of details forms. • Implementation of a mandatory audit register and a proactive 5-year maintenance schedule for Council properties to identify and manage asbestos-containing materials 			
Cost and Efficiency Review 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.	Completed		Councillors were provided with a series of briefings on Council services. Following these briefings, the Councillors Summer Reading Pack included the remaining of services that did not have an in person briefing. This review process supported the update to the year 2 Council Plan and informed the development of Budget 2026/27.	Ongoing		Operating Budget
Human resource and payroll system renewal 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		The public tender process is progressing to procure a new system. Submissions are currently being assessed in line with Council's procurement requirements. Project planning and	Jul 2027	716	1,249

Major Initiative	Stage	Status	Update	Completion Date	Forecast \$'000	Budget \$'000
			timeframes have been updated to reflect progress to date.			
Information and Communications Technology (ICT) and Artificial Intelligence (AI) Strategy Review and deliver our ICT Strategy and the Enterprise Architecture Framework including our approach to managing the risk and opportunity of AI.	Completed		The review of our ICT Strategy and the Enterprise Architecture Framework including our approach to managing the risk and opportunity of AI is now complete. We have now moved into the implementation phase of these documents.	Mar 2026	Operating Budget	
People and Culture Strategy Ensure values-based leadership and attract, develop and retain a diverse, high-performing and engaged workforce.	Delivery		During Q3, key People and Culture initiatives progressed, with a continued focus on employee engagement, safety and wellbeing. On the 17 March, the Annual Employee Survey opened for three weeks, providing employees with an opportunity to share feedback on their experience of working at the City of Port Phillip. Results will inform future priorities by identifying key strengths and opportunities for improvement. Safety and wellbeing initiatives advanced in line with the Safety Annual Plan. The Psychological Health and Psychosocial Hazards Policy was finalised and published,	Ongoing	Operating Budget	

Major Initiative	Stage	Status	Update	Completion Date	Forecast \$'000	Budget \$'000
			<p>strengthening organisational commitment to safe, respectful and productive relationships across Councillors, staff and the community. Teams were also upskilled in Child Safety Standards to align with recent regulatory changes.</p> <p>The implementation of the Wellbeing Plan progressed with the delivery of a staff webinar, Navigating Global Events, focused on psychological wellbeing and resilience. The session was well attended, with 105 staff participating.</p>			
<p>Portfolio Delivery Improvement Plan Enhance project portfolio management, delivery and outcomes by benchmarking our capability and developing and implementing an improvement plan.</p>	Delivery		<p>Progress has been made relating to the governance streams within the improvement plan, with an organisation focus on governance forums with outcomes and implementation due to commence in quarter four. Delivery of other improvement streams has been temporarily paused due to impacts incurred by changeover in key roles and a required focus on development of the 26/27 budget, including the portfolio build.</p>	Ongoing	Operational budget	

Major Initiative	Stage	Status	Update	Completion Date	Forecast \$'000	Budget \$'000
			Rebuilding momentum will be a key focus in FY26/27.			
Property Policy 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.	Delivery		Following presentation, feedback received from internal stakeholders is being reviewed and incorporated in the draft policy, with finalisation of the draft expected during Q4.	Ongoing	Operating Budget	
Workplace Plan 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		Overall, the program continues to progress; however, it is currently assessed as At Risk, pending approval of a Change Request to realign FY25/26 deliverables. The proposed realignment allows targeted soft uplifts to continue while formal building condition assessments are undertaken across key sites. This sequencing ensures near-term workplace improvements can be delivered, while establishing a consistent evidence base to support the prioritisation and sequencing of higher-value facility upgrades. The condition assessments respond to previously identified gaps in asset condition data and will inform a revised business case and future delivery approach. Subject to approval of the Change Request, this approach is expected	Jun 2034	320	320

Major Initiative	Stage	Status	Update	Completion Date	Forecast \$'000	Budget \$'000
			to stabilise delivery for FY25/26 and return the program to On Track.			

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

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.

Outlined below are several projects and programs of work completed during Q3 2025/26:

Copilot Training Program continues to be rolled out across the organisation, empowering staff (390 staff trained to date) with AI-driven tools to enhance productivity and drive efficiency gains.

Development of a subdivision certification process for Planning Permits completed, providing the Council's planning team with a more streamlined process to support subdivisions certifications.

Mandatory Audit Register and Maintenance Schedules implemented to proactively identify and manage asbestos containing materials across Council assets.

People, culture and safety

Annual Employee survey

Our annual Employee Survey opened 17 March for a 3-week period to invite employees to provide feedback on the experience of working at the City of Port Phillip to identify strengths and opportunities for improvement

Safety & Wellbeing

The Safety Annual Plan initiatives progressed, including improvements to manual handling practices and contractor safety management across relevant departments.

The Psychological Health and Psychosocial Hazards Policy was finalised and published to promote healthy, respectful, and productive relationships among Councillors, staff, and community members.

Relevant teams were upskilled in Child Safety Standards to align with recent regulatory changes.

Wellbeing Plan Progressed: A staff wellbeing webinar, Navigating Global Events, focused on psychological wellbeing and resilience, was delivered and attended by 105 staff members.

Asset and property management

Update:

During the quarter, Council continued to progress its asset management program through targeted asset audits across all portfolios. This work has strengthened the integrity of Council's asset information and enhanced the evidence base required for informed decision making, service planning, and long-term financial sustainability.

A strong focus was placed on improving data quality to support risk-based prioritisation, lifecycle planning, and alignment with Council Plan objectives.

A key milestone achieved during the reporting period was the completion of the Transport condition audit. The audit has significantly improved Council's understanding of the condition, performance, and risk profile of the transport asset portfolio, providing greater visibility across the network.

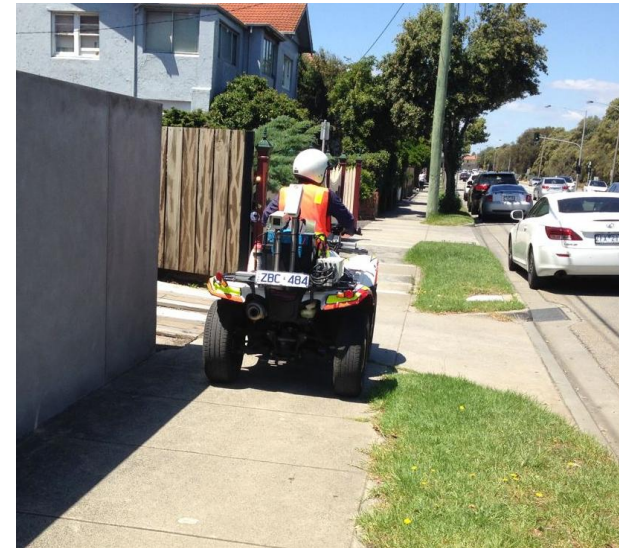
Findings from the audit are being used to inform future capital works programming, maintenance prioritisation, and investment decisions, ensuring resources are directed to areas of highest need and greatest community benefit.

Collectively, these initiatives position Council to better manage its asset base, mitigate long term risk, and support sustainable service delivery. The continued focus on data maturity and asset governance will underpin future planning and support transparent, defensible investment decisions.

Highlight

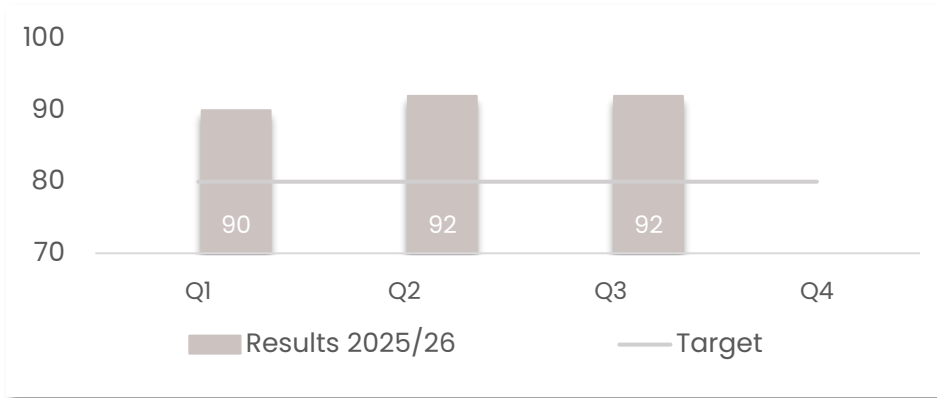
Completion of the Transport condition audit marks a significant step forward in strengthening Council's asset management capability. The audit has delivered clearer visibility of asset condition across the network, enabling a more informed, risk

based approach to prioritising capital investment and maintenance activities. This ensures funding is directed to areas of greatest need and community benefit.



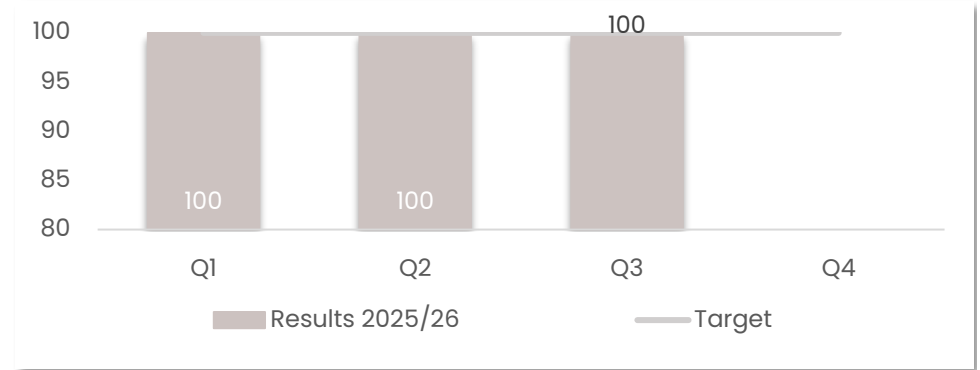
A footpath condition data being collected using specialist audit vehicle. management

Percentage of gender equality action plans on track



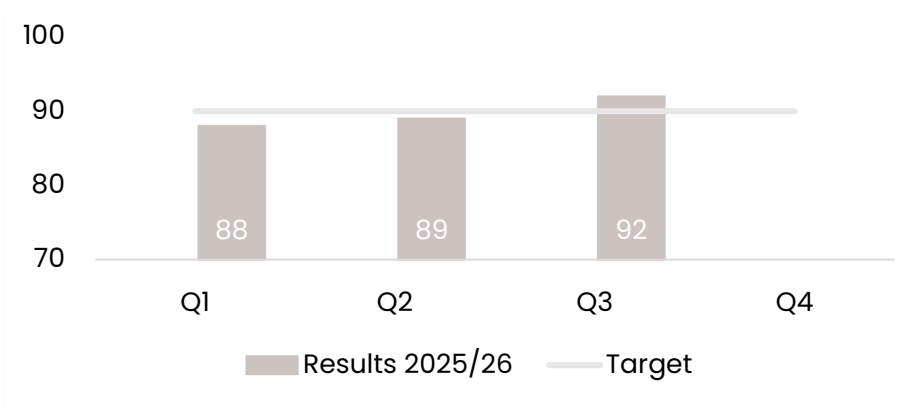
In Q3 2025, 92 per cent of gender equality action plan actions were on track, exceeding the 80 per cent target.

Percentage of Freedom of Information applications resolved in legislative timeframes



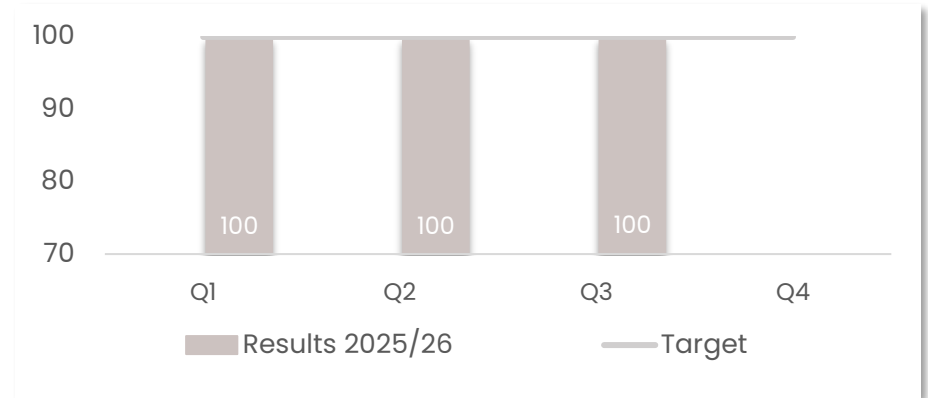
In Q3 2026, we resolved 100 per cent of Freedom of Information applications within the legislative timeframes.

Digital and Technology Service incidents service levels met



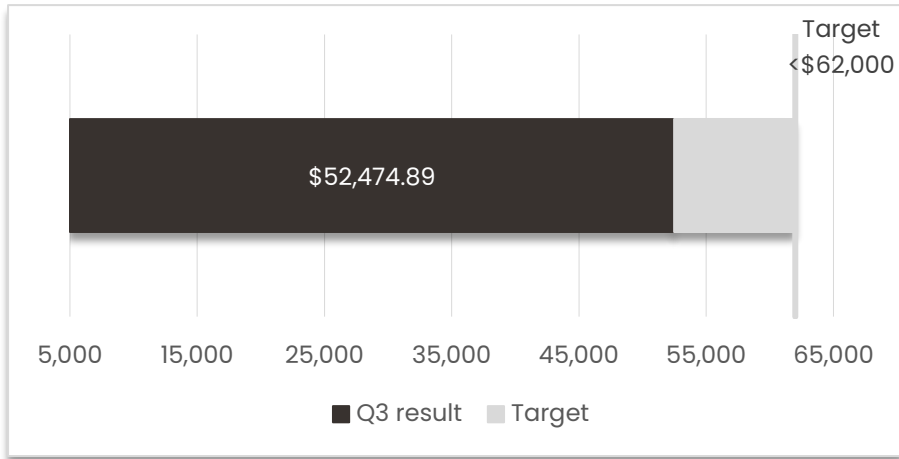
In Q3, we achieved a 92 per cent service level for Digital and Technology Service incidents. This is above our target of 90 per cent.

Critical incidents reviewed within 7 days



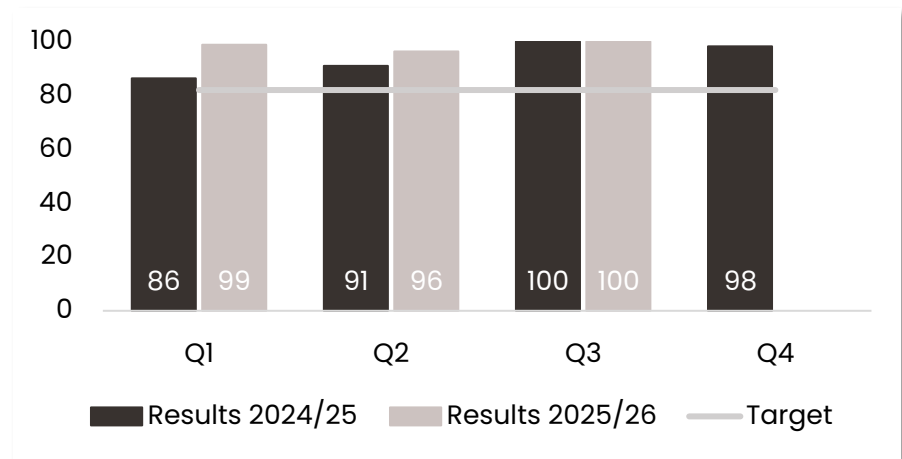
In Q3, all incidents were reviewed within seven days which meets our target.

Cost of elected representation



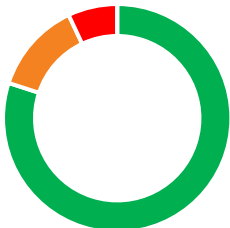
As of 31 March 2026, the cost of elected representation is \$52,474.89 per elected representative. In Q3, Councillors invested in professional development through the Australian Institute of Company Directors (AICD).

Councillor attendance at council meetings



In Q3 Councillors attended 100% of all Council meetings

Project Portfolio Overview



On track 67%

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

At risk 22%

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

Off track 11%

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

Portfolio status trend

	12-month average	Dec 2025	Jan 2026	Feb 2026	Mar 2026
On track	76%	80%	75%	69%	67%
At risk	16%	13%	17%	20%	22%
Off track	8%	7%	8%	11%	11%

Portfolio financial performance

	Number of projects	Annual budget (\$ million)	Annual forecast (\$ million)	FYTD forecast (\$ million)	FYTD budget (\$ million)	FYTD variance (\$ million)
Capital	199	80.9	76.3	51.3	61.4	(5.7)
Operating	110	12.6	12.4	8.1	11.5	(2.2)
Total	309	93.5	88.7	37.7	72.9	(7.9)

Our current financial status is provided in the Q3 Financial Report which can be found in the Council Meeting minutes on our [website](#).



proudly port phillip

