CITY OF PORT PHILLIP

ANNUAL REPORT 2024/25

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ANNUAL REPORT
2024/25

Front cover: Albert Park Primary School students enjoying the new and improved Moubray Street Community Park.

The City of Port Phillip Council is proud to present this 2024/25 Annual Report to our community

At the City of Port Phillip, we are committed to transparent reporting on our performance and activities. The Annual Report is an important opportunity to provide our community and stakeholders with a detailed account of how we are delivering against the Council Plan and strategic directions, as well as important information on our finances, governance and organisation.

This report is designed for a wide audience that reflects the diversity of our community, including residents and ratepayers, workers and local businesses.

As part of our environmental commitment to reducing paper, we encourage you to read this report online at the City of Port Phillip website. If you prefer to view a printed version, copies are available for reading at our town halls and libraries.

Disclaimer

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

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.

Bunurong Elder Uncle Mark Brown delivering a cultural smoking ceremony at St Kilda Town Hall.

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Community vision

proudly port phillip

A liveable and vibrant City that enhances the wellbeing of our community

Nejat reading in Amharic at a Multicultural Storytime event at Emerald Hill Library.

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Welcome

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About the City of Port Phillip

Our history and geography

With 11 km of foreshore, in many ways Port Phillip is defined by its proximity to the bay.

Part of the Kulin Nations – a region spanning from the southernmost point of Victoria up into the Great Dividing Range – the area now known as the City of Port Phillip has been home to the Bunurong, Boonwurrung and Wurundjeri peoples for over 40,000 years.

Port Phillip is one of the oldest areas of European settlement in Victoria. Located in Melbourne's inner-south, encompassing the suburbs of Albert Park, Balaclava, Elwood, Middle Park, Ripponlea, South Melbourne, St Kilda, St Kilda West and parts of Port Melbourne, Southbank, St Kilda East and Windsor.

Attracting almost three million visitors a year, our City is one of the most visited places in metropolitan Melbourne and home to iconic landmarks, including Luna Park, Palais Theatre, South Melbourne Market, The Astor Theatre, Victorian Pride Centre and Jewish Museum of Australia.

The area is well-served by public and active transport options, including the St Kilda and Port Melbourne light rail, two railway stations on the Sandringham line, various tram and bus routes, and kilometres of bike and walking paths.

Our community

Port Phillip has a diverse community, where everyone is welcome. Our proud history of inclusion is an integral part of our City's success.

The Port Phillip community includes 112,669 people (2024 estimate).

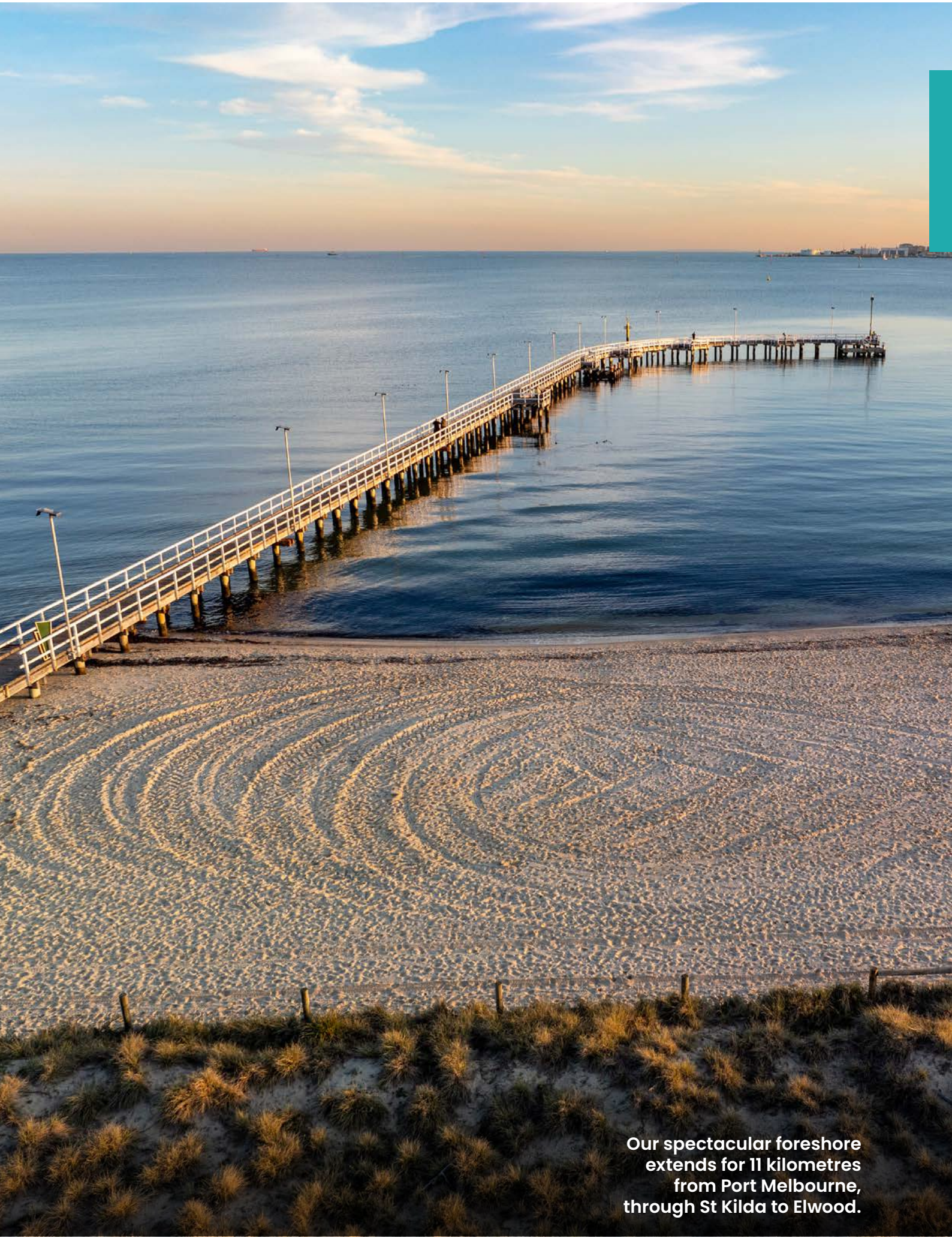
Of those:

- 33 per cent were born overseas
- 48 per cent are aged 18 to 49 years
- 41 per cent live alone
- 21 per cent speak a language other than English at home
- 44 per cent are purchasing or own their home, 49 per cent rent and 7 per cent other tenure.

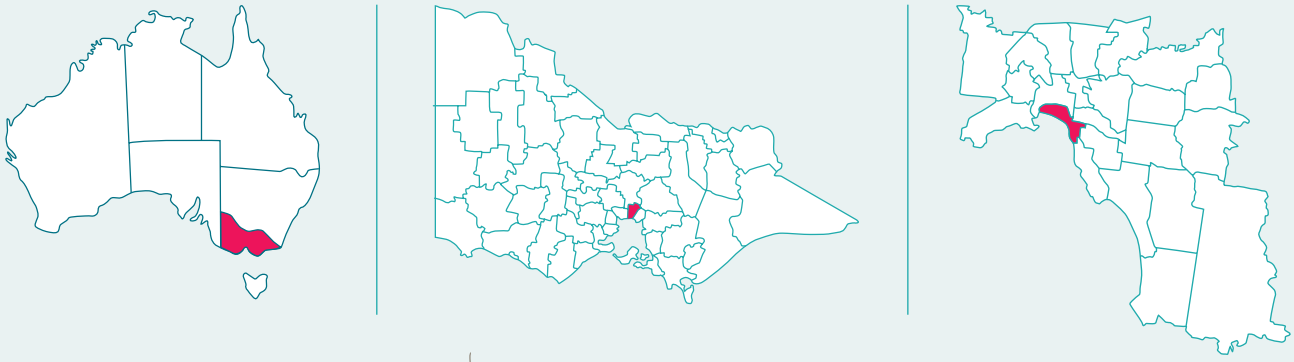
Our residents are generally highly educated, physically active and tend to self-report their health as good. Over a third of households have a total gross weekly income of $3,000 or more.

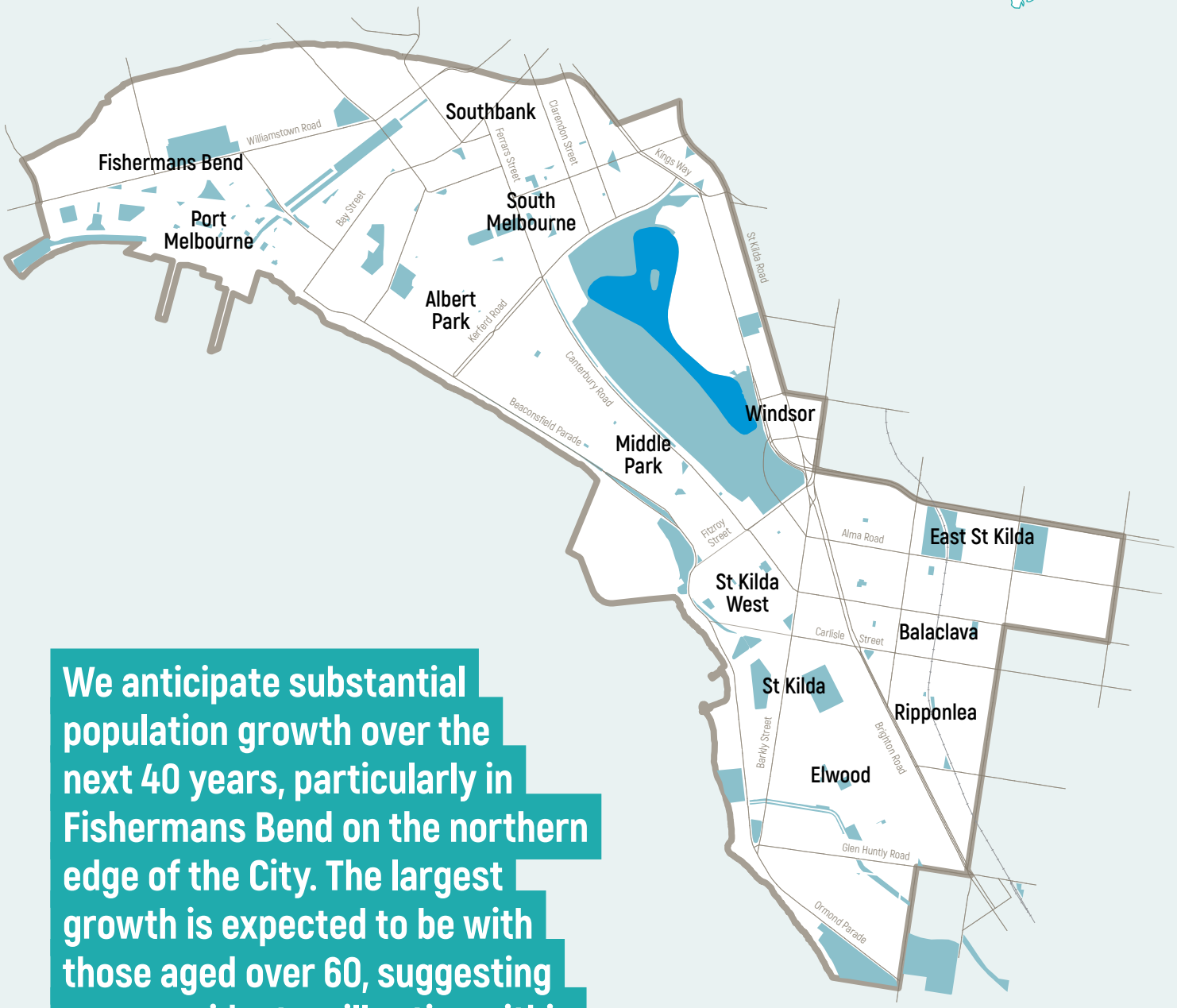
There are several pockets of disadvantage in Port Phillip, and some of our community's most vulnerable members experience mental health issues, substance abuse problems, and insecure housing and employment. Building a safer and active community with strong social connections is key to supporting the community we serve.

Our community also includes 21,508 businesses, which employ 93,347 workers. The major employment sectors are professional, scientific and technical services and construction. These three sectors account for 42 per cent of the local workforce followed by healthcare and social assistance, retail, accommodation and food services.



Our spectacular foreshore extends for 11 kilometres from Port Melbourne, through St Kilda to Elwood.





We anticipate substantial population growth over the next 40 years, particularly in Fishermans Bend on the northern edge of the City. The largest growth is expected to be with those aged over 60, suggesting many residents will retire within our community.

Population

>112k

Dwellings

>52k

Average household size

1.88

Gender

51.2%

female.

Median age

38

Largest age group (11.7%)

30-34

Culture and identity

33%

born overseas.

Employed population

94.7%

People with disability

3.7%

Source: .id (informed decisions)

Mayor's welcome

Councillor Louise Crawford

My fellow Councillors and I are pleased to present this Annual Report to you.

We took office in November, following the October 2024 council elections, so this comprehensive report reflects the efforts and priorities of both Councils in delivering outcomes to help achieve five strategic directions - an inclusive, liveable, sustainable, vibrant and well-governed Port Phillip - for our diverse community.

A range of fantastic open spaces were rolled out over 2024/25 for our community and visitors to relax, exercise and connect. These included the openings of the new Moubray Street Community Park and RF Julier Pump Track, upgraded Gasworks Arts Park playground and completion of the improved Port Melbourne Skatepark.

Looking ahead to our growing community's future needs, design is underway for a new open space in Johnson Street located in the Montague precinct within Fishermans Bend. Five parcels of land in St Kilda and St Kilda East were purchased to be transformed into open space for everyone to enjoy and we allocated an extra $4.5 million for the acquired Sandridge public open space.

Arts focused events, including our St Kilda Festival and St Kilda Film Festival, continued to enhance our City's reputation as a creative hub and bring vibrancy to our streets and dining venues.

St Kilda Festival received the Best Metro Festival Award at the Victoria Music Awards in October 2024 while St Kilda Film Festival achieved its biggest ever year in June.

Developing the 2025-35 Plan for Port Phillip (including the 2025/26 budget) was a huge priority for Councillors as this document is the roadmap for every single one of our projects and services, large and small.

Adopted in June 2025, the Plan spans 10 years, with a focus on our four-year term. I'd like to thank everyone who took the time to provide feedback during the extensive consultation, including our 40-member Community Panel.

Plan for Port Phillip has an over-arching theme of community safety, connection and cohesion, reflected in initiatives already delivered as well as those to come.

The Community Safety Roundtable we hosted in March, attended by more than 20 service providers and Victoria Police, helped inform the development of the Plan which includes an additional $250,000 to fund actions flowing from the Roundtable and the new updated Community Safety Plan we are developing.

The Plan includes funding for another Local Laws officer and investment in the public place CCTV network, boosted by $1.5 million after advocacy to the Australian Government.

An extra $250,000 was provided towards addressing loneliness and isolation, social connection and combating discrimination, racism and anti-Semitism and $2.3 million to be allocated over four years for affordable housing and homelessness.

Plan for Port Phillip has an over-arching theme of community safety, connection and cohesion, reflected in initiatives already delivered as well as those to come.

We know our community highly values amenity so the Plan contains an extra $200,000 for measures such as increased street cleaning and pressure washing as well as an additional $9 million over the next decade to improve roads and local infrastructure.

Supporting and celebrating the fantastic efforts of our arts community will continue, including through the $450,000 being redirected from the 2026 St Kilda Festival in the budget to Arts and Community Strengthening initiatives. Of course, St Kilda Festival will remain a must on the 2026 music calendar.

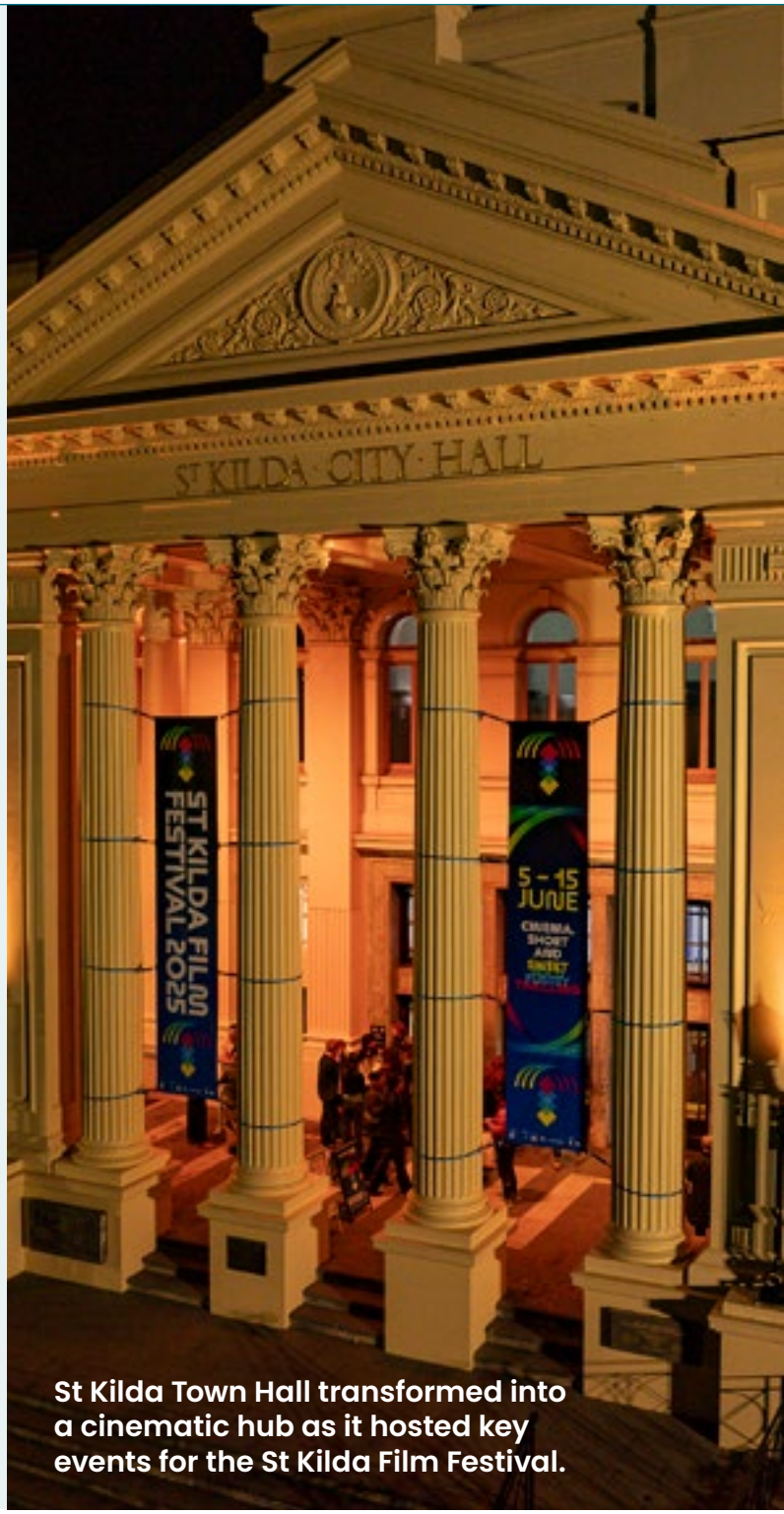
This is just a snapshot of Plan for Port Phillip – I encourage everyone to dive in to learn more about what is planned to keep our City the unique place we love while actively planning for the future within the boundaries of the Victorian Government's rates cap.

We all agree there is more work to be done to achieve the updated Community Vision of "a liveable and vibrant city that enhances community connection and wellbeing".

But we have the Plan to guide us and will continue to regularly seek feedback from our community as we work together for our beautiful City.

Louise Crawford.

Councillor Louise Crawford
Mayor, City of Port Phillip



St Kilda Town Hall transformed into a cinematic hub as it hosted key events for the St Kilda Film Festival.

CEO's overview

Chris Carroll

I'm pleased to present our Annual Report 2024/25 which reflects a year of strong progress, meaningful partnerships, and continued commitment to deliver high-quality services and infrastructure projects that strengthen our vibrant and liveable City.

Looking after and growing community infrastructure

Over the past financial year Council invested $103.9 million in infrastructure and community assets, including $51.2 million in land acquisitions to support population growth and create new parks and green open spaces.

This increase in investment has been supported by improvements in property management, asset planning, and project delivery. In May 2025 the Lagoon Reserve Sports Field Redevelopment received the Engineering Excellence Award from the Institute of Public Works Engineering Australasia.

We also made significant progress on the Fishermans Bend Urban Renewal Area project, settling with Australia Post on the 509 Williamstown Road site. This will become the Sandridge Recreation Precinct, a modern, open space and recreation facility.

Enhancing customer experience

Our customers are the heart of everything we do. We're focused on strengthening service delivery to ensure Council is equipped to deliver our program of work.

Enhancements to automated workflows, customer-facing systems, website content and communications led to 88 per cent of requests being resolved on time and a 20 per cent reduction in complaints.

Our waste and recycling services are consistently ranked among the most important services we deliver. We have recovered from the transition issues to a new waste provider, achieving community satisfaction levels to 8.5 out of 10 in 2025.

We also introduced a new renewals process for parking permits, allowing customers to view and manage their permits in one place. This digital transformation work saw us named a finalist in the LGPro Local Government Awards.

In addition, Council received the Consulting Surveyors Victoria Municipal Excellence Award for outstanding planning and development services helping residents and developers efficiently navigate property subdivisions, new developments and land consolidations.

Whilst there's more to do, our latest Community Satisfaction Survey showed good progress.

Supporting great places

We're continuing to strengthen our capability to deliver a place-based approach across our City by evolving our Great Places and Precincts program. This will focus on short, medium and long-term place-based development and investment aligned with service delivery.

Last financial year, we delivered projects including:

- Banners along the foreshore, Bay Street, Clarendon Street and Acland Street
- Painted signal boxes on Fitzroy, Carlisle, Clarendon and Acland Streets
- A mural on the vaults on Jacka Boulevard
- New seating on Fitzroy Street
- Lighting upgrades on Acland Street
- And feature lighting at the St Kilda Town Hall.

Our customers are the heart of everything we do. We're focused on strengthening service delivery to ensure Council is equipped to deliver our program of work.

This year, our renewed approach begins on Carlisle Street in Balaclava and Ripponlea, bringing together Council projects, with partners like Adass Israel Synagogue to transform this area.

Other upcoming projects include:

- Market Street, South Melbourne
- Bay Street, Port Melbourne
- George Street, Fishermans Bend
- And Duke Street, behind the library.

Additionally, we're focussing on the Lakeside and the Domain precincts, with short-term improvements around Bank and Wells Streets, coordination and communication of residential construction activity, and future planning to support growing communities.

Advocating on behalf of our community

Council advocates to the Victorian and Commonwealth Governments on issues that matter to our community, including funding for key local projects, services, and influencing policy outcomes. For example, during the 2024/25 federal election period, Council ran a successful advocacy campaign, where among the commitments was $1.5 million to council for CCTV improvements from the successful candidate. The City of Port Phillip was also awarded over $8 million in competitive grants over the past year for projects including the St Kilda Foreshore (landside) development, St Kilda Adventure Playground, improvements to Elster Creek Water Quality Improvements as well as a variety of other initiatives and services.

Prudent financial management and value for money

Despite cost pressures and the Victorian Government's rates cap set below inflation, we are committed to maintaining a financially responsible budget.

Council achieved $1.5 million in efficiency savings and a cumulative cash surplus of $3.1 million reinvested into our new Council Plan. Since the introduction of rate capping in 2016/17, cumulative compounded efficiency savings have exceeded $137 million. Our low-risk rating from the Victorian Auditor General's Office reflects our sound financial position which remains a focus in 2025/26.

Supporting the new Council and our community

Following October 2024 Council elections, we welcomed new councillors and worked with them to shape our strategic direction. This resulted in our new Council Plan and budget adopted in June 2025 following extensive community consultation which has a focus on projects, services and initiatives that support our strategic directions.

The plan provides clear direction , with greater focus on community safety, connection and cohesion. These are areas our community has told us are extremely important to them.

We continue to build an inclusive organisation. In May 2025 we launched our third Reconciliation Action Plan during NAIDOC week and began developing our first Multicultural Strategy to respond to our evolving cultural landscape, promoting social cohesion and addressing racism and antisemitism.

Finally, I want to acknowledge our former and current councillors and everyone who contributes to making Port Phillip a great place to live, work, and play.

Chris Carroll
Chief Executive Officer

Our challenges

A City of economic and social contrasts

While there are generally high levels of advantage in Port Phillip, disadvantage and poorer health outcomes exist in some of our neighbourhoods. For some people, necessities such as housing and food security are out of reach without support. Disadvantage has been further exacerbated by the COVID-19 pandemic and increases in cost of living.

Changing customer expectations and needs

As our population grows and changes, so does the demand for different services and facilities. Advances in technology and digital literacy are also shaping the way people want to communicate and engage with Council.

Government, legislative and technological changes

Victorian councils operate under a complex framework of over 120 laws, policies, and regulations. They face both opportunities and risks from evolving technology, while also dealing with cost shifting—where state and federal governments transfer responsibilities without funding—straining local budgets and services.

Climate change and the environment

Climate change is already impacting our lives. Taking action to prepare our community for a changing climate is crucial as we experience more extreme weather events, decreased rainfall and rising temperatures.

4.9%
People aged 15–64 received Jobseeker or youth allowance in May 2025.

60%
of customer requests and applications were completed through self-service.

87,400
Cybercrime reports received by the Australian Cyber Security Centre during the 2024/25 financial year.

1.2°C
Average annual temperature increase in Victoria since 1910.

8%
People live in low-income households.

5,474
People per square kilometre.

6
Minutes is the frequency of a cybercrime report made during the 2024/25 financial year, consistent with last year.

10.6 cm
Sea level rise in Melbourne since 1966.

~25
People sleep rough on the streets, parks and foreshore on any given night.

50-54
Age group with the largest growth.

2019
Australia's hottest year on record, 1.52°C above the long-term average.

The strength and diversity of our local economy

While the COVID-19 pandemic has passed, its impacts are still being felt by businesses and individuals, particularly in the hospitality sector. Despite this, the outlook is positive, with Port Phillip's creative and cultural industries experiencing a strong resurgence.

Getting around our City

As the most densely populated municipality in Victoria, our transport network – including roads, parking, bike paths and footpaths – is under constant pressure. While more people are working from home on a permanent basis, this hasn't reduced the number of trips being taken. Instead, it has changed when, how and why people travel.

Future-proofing our growing City

The Victorian Government forecasts an additional 38,290 people will move to our City by 2036, meaning it is vital to plan for increased service demand for everything from open space to waste collection.

Waste management

Household waste is increasing as our population grows. Victorian Government reforms to waste policies, aimed at supporting a circular economy, require Council to introduce new waste services. This, along with our newly introduced food and garden organics (FOGO) service will result in higher costs for Council.

$15.2B

City of Port Phillip's Gross Regional Product.

61,015

Number of residents who are employed.

57,000

Council managed parking spaces in Port Phillip.

117,952

Forecasted population by 2026.

$66

Increase in Victorian Government's landfill levy per tonne since the 2020/21 financial year.

21,508

Number of local businesses.

76.5%

Of households own one or more motor vehicles.

147,015

Forecasted population by 2036.

14,600

Houses and townhouses in Port Phillip that can now access the kerbside FOGO service.

$515M

Resident and visitor spend going to local business (first quarter 2025).

59 km

Combined distance of bike lanes and paths in Port Phillip.

Our 2031 focus

Proudly Port Phillip: A liveable and vibrant City that enhances the wellbeing of our community.

The Local Government Act 2020 requires councils to take an integrated approach to strategic planning and reporting. Our Council Plan and Budget 2021-31 is a roadmap to achieving the vision our community has for our City, and to enhancing the health and wellbeing of our residents. Knowing where we are heading and what we want to achieve enables us to provide the best possible outcomes for our City and community, now and into the future.

The Plan helps us to navigate the inevitable challenges that arise, including social, economic, political and environmental issues. It also helps us take advantage of opportunities by ensuring we are resilient and agile. The Council Plan is the roadmap for everything we do and is supported by the Port Phillip Planning Scheme and a range of other detailed strategies and delivery plans.

As of 30 June 2025, the Council Plan and Budget 2021-31 was superseded by the Plan for Port Phillip (including budget) 2025-35.

More information on the Council Plan and Budget is available at

portphillip.vic.gov.au/about-the-council/council-plan-and-budget

Strategic Direction	**Inclusive Port Phillip**	**Liveable Port Phillip**
Strategic objective	**A City that is a place for all members of our community, where people feel supported, and comfortable being themselves and expressing their identities.**	**A City that is a great place to live, where our community has access to high quality public spaces, development and growth are well-managed, and it is safer and easy to connect and travel within.**
We will work towards Our four-year strategies	• Port Phillip is more accessible and welcoming for people of all ages, backgrounds and abilities. • Port Phillip is a place where people of all ages, backgrounds and abilities can access services and facilities that enhance health and wellbeing through universal and targeted programs that address inequities. • People are supported to find pathways out of homelessness.	• Port Phillip has diverse and distinctive neighbourhoods and places and is proud of and protects its heritage and character. • Port Phillip is safer with liveable streets and public spaces for people of all ages and abilities to enjoy. • The City is well connected and easy to move around with options for sustainable and accessible transport.
Services that contribute	• Affordable housing and homelessness • Ageing and accessibility • Children • Community programs and facilities • Families and young people • Recreation.	• City planning and urban design • Development approvals and compliance • Health • Local laws and animal management • Municipal emergency management • Public space • Transport and parking management.

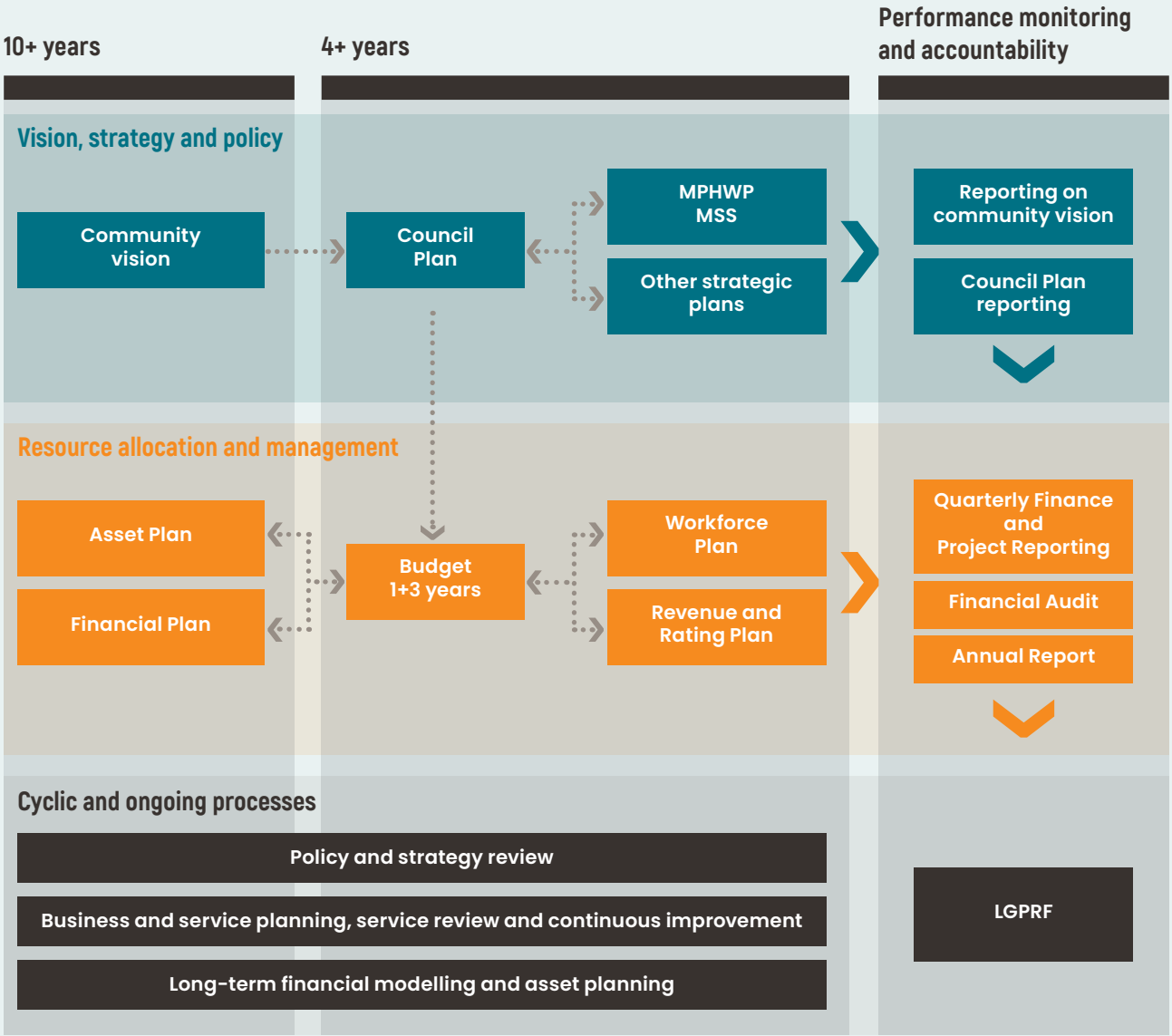
Strategic Direction

Sustainable Port Phillip	Vibrant Port Phillip	Well-Governed Port Phillip
Strategic objective		
A City that has a sustainable future, where our environmentally aware and active community benefits from living in a bayside city that is greener, cooler, cleaner and climate resilient.	**A City that has a flourishing economy, where our community and local businesses thrive, and we maintain and enhance our reputation as one of Melbourne's cultural and creative hubs.**	**A City that is a leading local government authority, where our community and our organisation are in a better place as a result of our collective efforts.**
We will work towards Our four-year strategies		
• Port Phillip has cleaner streets, parks, foreshore areas and waterways where biodiversity flourishes. • Port Phillip manages waste well, maximises reuse and recycling opportunities and supports the circular economy. • The City is actively mitigating and adapting to climate change and invests in designing, constructing and managing our public spaces to optimise water sustainably and reduce flooding (blue/green infrastructure).	• Port Phillip's main streets, activity centres and laneways are vibrant and activated. • Port Phillip is a great place to set-up and maintain a business. • Arts, culture, learning and creative expression are part of everyday life. • People in Port Phillip have continued and improved access to employment, education and can contribute to our community.	• Port Phillip Council is high performing, innovative and balances the diverse needs of our community in its decision-making. • Port Phillip Council is cost-effective, efficient and delivers with speed, simplicity and confidence. • Our community has the opportunity to participate in civic life to inform Council decision making.
Services that contribute		
• Sustainability • Waste management • Amenity.	• Arts and culture • Economic development and tourism • Festivals • Libraries • South Melbourne Market.	• Asset and property management • Communications and engagement • Customer experience • Finance and project management • Governance, risk and policy • People, Culture and Safety • Technology.

Delivering our 2031 vision

We follow an integrated approach to planning, monitoring and performance reporting. The following figure shows the relationships between our key planning and reporting documents.

Integrated Planning and Reporting framework for local government



Engaging and reporting on the Council Plan 2021-31

Community engagement

- Annual Council Plan engagement
- Community satisfaction surveys
- Have Your Say online

Integrated Council Plan

Over 10 years

- Strategic directions and outcomes
- Financial plan and project portfolio
- Outcome indicators

Over four years

- Priority initiatives
- Service performance measures
- Resources

Yearly

- Budget
- Neighbourhood profiles

Reporting and monitoring

- Annual report
- Quarterly report
- Monthly CEO Report
- Local Government Performance Reporting Framework
- Enterprise Reporting

Our values

Values are enduring and drive a workplace culture that will enable us to deliver the expectations of the Council Plan.

Working together

- We are open, we listen, we respect others and trust each other.
- We partner with others to deliver results for our community.

Creative and strategic thinking

- We innovate, embrace new technology, learn and grow.
- We are open to new ideas, encourage and value all contributions.

Personal Growth and Performance

- We are committed to constructive feedback, learning and performance culture.
- We lean into the uncertainty and complexity of change to find the big opportunities.

Courage and integrity

- We do not allow situations to continue that we know are wrong or not quite right.
- We are prepared to make decisions even when things are uncertain.

Accountability

- We do what we say we are going to do and deliver on our commitments.
- We own the problem, the solution and the outcomes.

Personal Community first

- We view what we do through the eyes of the community.
- We promote and provide an exceptional customer experience.

We offer a range of accessible services to ensure everyone can enjoy our beaches.

2

A summary of our year

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The year in review

2024

July

- We opened the new Moubray Street Community Park.
- The HerStory Exhibition opened at the Carlisle Street Art Space, celebrating the lives and legacies of women who have shaped Port Phillip.
- We completed the St Kilda West Beach Boardwalk accessibility upgrade.

August

- We completed the Palais Theatre and Luna Park forecourt revitalisation.
- Acland Street Village Traders Association held the inaugural Pet Fest, celebrating pets and their owners.
- 70 young leaders attended the first Port Phillip Youth Summit.

September

- We opened the RF Julier Pump Track.
- We launched our new 3D maps at Port Phillip – a new web tool to visualise future developments across the City.
- We completed the Gasworks Arts Park playground upgrade.

October

Photo: Monique Pizzica

- We held our biggest ever Seniors Festival, with over 43 events on offer.
- Spring Graze Southside arrived as a new food and wine event across more than 40 Port Phillip venues.
- St Kilda Festival was awarded the Best Metro Festival Award by the Victoria Music Awards.
-

2025

November

- We welcomed our new councillors following Council elections in October.
- We partnered with the Australian Government under a $3.1 million deal to make Lower Elster Creek, cleaner and greener.
- We undertook 90 cleanups in hotspot areas of Fitzroy, Acland and Clarendon Streets.

December

- We secured $2.6M for the St Kilda Pier Foreshore Upgrade.
- Local resident Jarra Karalinar Steel was awarded the 2024 Rupert Bunny Foundation Visual Arts Fellowship.
- To mark International Day of People with Disability we held a panel discussion at St Kilda Library with three Victorian disability advocates.

January

- The We-Akon Dilinja Mourning Reflection dawn ceremony honoured the rich and diverse culture of First Peoples on 26 January.
- We conferred 120 new Australian citizens at the first Citizenship Ceremony for 2025.
- Our 'Green Team' in 'Operation Findaspot' identified an additional 650 sites for tree plantings as part of the ongoing Greening Port Phillip Program.

February

Photo: Will Hamilton Coates

- We celebrated Midsumma Festival by raising the Pride Flag atop St Kilda Town Hall ahead of the Midsumma Pride March.
- St Kilda Festival attracted more than 325,000 attendees over two huge days to celebrate summer and live music.
- We held a Kitten Adoption Day at St Kilda Town Hall in partnership with the Lost Dogs Home.

2025

March

- We finished construction on the new and improved Port Melbourne Skatepark (Graham Street Skatepark).
- We saw 17 participants graduate from our Environmental Leaders Course.
- Council was awarded the 2025 Consulting Surveyors Victoria Award for Municipal Excellence.

April

- South Melbourne Market buzzed over the Easter period, holding its annual Easter Egg Hunt and celebrating Orthodox Easter with special offerings and family fun.
- A new Port Melbourne Town Hall Conservation Management Plan was endorsed, affirming the venue's heritage value.
-

May

- South Melbourne Market held the annual Mussel and Jazz Festival.
- The Cars and Culture Show returned to the St Kilda Triangle.
- We celebrated local design excellence at our Port Phillip Design and Development Awards night.

June

- We hosted another successful St Kilda Film Festival – Australia's largest and longest running film festival.
- Council adopted the Plan for Port Phillip (including budget) 2025-2035 – our guiding strategy for delivering services and projects for the community.
- We rolled-out digital parking permits, making the permitting process easier to manage.

We've upgraded the St Kila West Beach boardwalk to create a safer, more accessible passage for everyone.

We're proud to be a major partner of the Midsumma Festival and play host to the iconic Pride March.

Our performance at a glance

Council sets the strategic direction for the municipality, develops policies, identifies service standards and monitors performance. More detail on our performance for the year is provided in Chapter 4: Our performance.

Council Plan outcome indicators in progress or achieved.

78%

61 out of 78 indicators.

Local Government Performance Reporting Framework (LGPRF) indicators that met or exceeded expectations.

76%

29 out of 38 indicators.

Capital works projects completed during the 2024/25 financial year.

37

Council Plan initiatives in progress or completed.

97%

100 out of 103 initiatives.

Strategic direction

Inclusive Port Phillip

674
units of social housing have been delivered via the In Our Backyard Strategy since 2015.

88
Our sports facilities scored 88 in the annual Community Satisfaction Survey.

1,094
hours of support was provided to families across multiple early intervention programs.

22
Diversity and Ageing projects were funded by Council, supporting 1,066 residents.

922
hours of housing assistance was delivered via Launch Housing's Rough Sleeper initiative.

74
Multicultural Storytime sessions were delivered by the Libraries Team, with approximately 602 attendees.

An Arabic Multicultural Storytime event at Emerald Hill Library.

Marlborough Street community housing

JL Murphy Reserve

Strategic direction

Liveable Port Phillip

320

influenza vaccines were provided to community members and Council staff.

5

new parcels of land were aquired for public open space in St Kilda East and St Kilda.

9

local schools participated in Ride2School Day, with Council support.

44

new car share bays were installed across the municipality.

70+

cats and kittens were adopted at two Kitten Adoption Day events.

17

additional bike hoops were installed for bike parking.

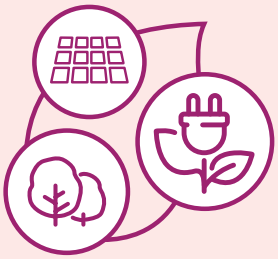
One of the many felines to find their home.

Ride2School Day

Autumn in Port Phillip

Strategic direction

Sustainable Port Phillip



86

Container Deposit Scheme (CDS) baskets installed on public bins.

464kg

of vapes collected for safe disposal via three vape recycling points.

12,500+

people participated in the EcoCentre's environmental education programs.

7,973

kerbside bins inspected across 541 multi-unit properties to support education on correct waste disposal.

53

Council-owned buildings underwent sustainability audits to drive energy, water, and emissions improvements.

38,280

native and indigenous plants added to biodiversity (above a 32,000 baseline).

A Container Deposit Scheme basket installed near Luna Park.

Port Melbourne Lookout

St Kilda Botanical Gardens

Strategic direction

Vibrant Port Phillip

1,722
community programs and events were delivered by the Libraries team, with 38,273 people in attendance.

1.03M
library loans marked the highest engagement with our collection in several years.

60%
of money spent in Port Phillip businesses came from visitors to the City.

$2B
total in-store spend going to Port Phillip businesses in the 2024/25 financial year.

350,000
the estimated number of visitors attending St Kilda Festival across two days.

70+
First Nations artists participated in First Peoples First as part of the St Kilda Festival.

Acland Street in St Kilda is a beloved summer hotspot for locals and tourists. Photo: Tiffany Garvie

Acland's Pet Fest

Cheri Eatery in South Melbourne

Strategic direction

Well-Governed Port Phillip

85%

first contact resolution reflecting ease and satisfaciton for our customers.

83

pop-up conversations held across the municipality by our Community Engagement team

$1.47M

in Council building renewal works delivered.

1.2M

Blocked nearly 1.2 million cyber threats and 15,000 malicious websites ensuring the protection of our systems and data.

Awards

Recognised at the **LGPro Local Government Awards** for our innovative improvements in issuing and managing parking permits.

Last year's Annual Report received a gold award from the Australasian Reporting Awards (ARA).

Pop-up conversations

Local Laws officers

"My biggest takeaway from the Youth Summit was that the Council is interested in hearing the opinions of young people, which is really nice to know." – participant feedback from the inaugural Port Phillip Youth Summit.

What happened in your neighbourhood?

Our City is home to eight neighbourhoods, each with their own distinctive character. Below is a brief summary of the projects and activities most relevant to each neighbourhood.

1 Port Melbourne

- Completed the Lagoon Reserve sports field and lighting upgrade as part of the Lagoon Reserve upgrade program
- completed the Rouse Street and Esplanade East safety improvement project
- hosted a Wellbeing and Connection pop-up event at Lagoon Reserve with Mind Australia, St Kilda Legal, Access Health, and the Salvation Army
- conducted three neighbourhood engagement pop-ups in Port Melbourne
- delivered a program of events and services through the Port Melbourne Library, Port Melbourne Community Centre, Liardet Street Community Centre, Sol Green Community Centre, Port Melbourne Toy Library, and Bubup Womindjeka Family and Children's Centre.

2 Fishermans Bend

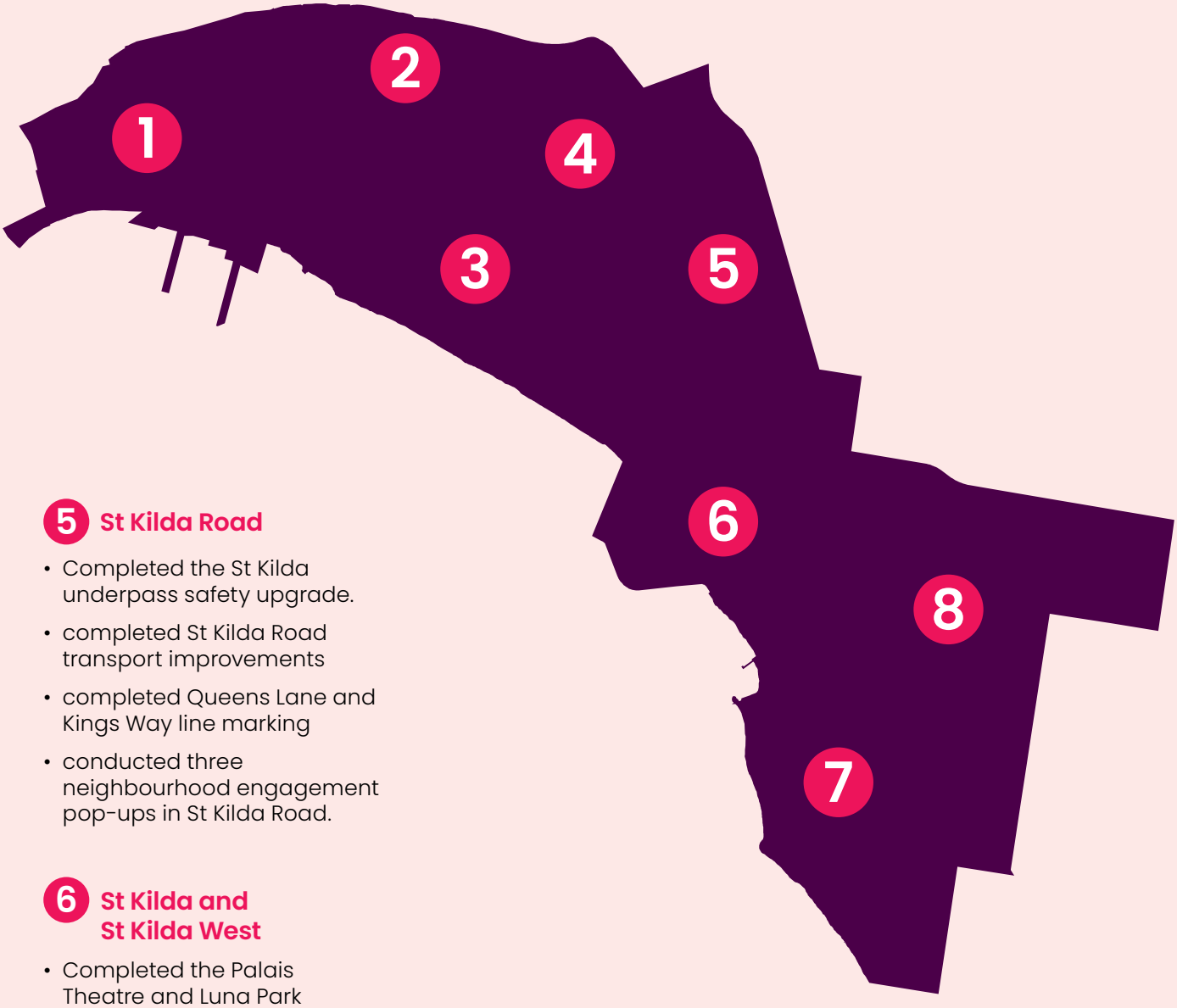
- Progressed Montague Community Park planning and design
- upgraded Gladstone Street Park with landscaping and new play equipment
- delivered new trees and greenery under the Greening Port Phillip program
- conducted two neighbourhood engagement pop-ups in Fishermans Bend.

3 Albert Park and Middle Park

- Completed the Moubray Street Community Park upgrade
- completed the Gasworks Arts Park playground upgrade
- completed the Water Sensitive Urban Design (WSUD) of Armstrong Street
- completed the Albert Park Library HVAC installation
- completed the Sandbar public toilet upgrades
- conducted three neighbourhood engagement pop-ups in Albert Park and Middle Park
- delivered a program of events and services through the Albert Park Library, Middle Park Library, Middle Park Toy Library, Middle Park Maternal and Child Health Centre and Gasworks Arts Park.

4 South Melbourne

- Completed the South Melbourne Structure Plan
- completed the Eville Street Laneway upgrade
- completed the Clarendon Street creative lighting project
- completed South Melbourne Market compliance works
- hosted Neighbour Day event at Sol Green Reserve with live music, kids' activities, and community stalls
- supported South Melbourne Market events and activations
- delivered a program of events and services through the Emerald Hill Library and Heritage Centre, the Maternal and Child Health Centre at South Melbourne Primary School and South Melbourne Toy Library
- conducted three neighbourhood engagement pop-ups in South Melbourne.



5 St Kilda Road

- Completed the St Kilda underpass safety upgrade.
- completed St Kilda Road transport improvements
- completed Queens Lane and Kings Way line marking
- conducted three neighbourhood engagement pop-ups in St Kilda Road.

6 St Kilda and St Kilda West

- Completed the Palais Theatre and Luna Park forecourt revitalisation
- completed the Acland Street bollard safety project
- completed the St Kilda foreshore lighting renewal
- completed the West Beach boardwalk accessibility upgrade
- completed footpath reconstruction for Beaconsfield Parade
- completed the Water Sensitive Urban Design (WSUD) of Dalgety Reserve
- conducted two neighbourhood engagement pop-ups in St Kilda.

7 Elwood and Ripponlea

- Completed the Bell Street Laneway upgrade
- completed an upgrade to the public space lighting at Elwood Foreshore
- conducted five neighbourhood engagement pop-ups in Elwood and Ripponlea

8 Balaclava and St Kilda East

- Completed the Hewison Reserve upgrade
- completed the carpark upgrade (Coles) in Balaclava
- completed the Alma Park amenities pavilion
- completed the Alma Park West boundary treatment
- conducted five neighbourhood engagement pop-ups in Balaclava and St Kilda East.

The iconic South Melbourne Market welcomed more than 5.4 million visitors in 2024/25.

Financial report overview

Council continued to deliver valued community services while investing $103.9 million in infrastructure and community assets. This included $51.2 million in land acquisitions to support population growth through the creation of new parks and green open spaces. These investments supported the delivery of priority projects and service enhancements, reinforcing our commitment to continuous improvement, operational efficiency, and keeping rates affordable.

General rates increased within the rates cap of 2.75% (this covers where some increases were below and some above due to property markets), despite rising costs associated with delivering Council's core services. These included indexation adjustment of 3.7 per cent for most contracted services and a statutory increase to superannuation guarantee charge to 11.5 per cent.

Cost pressures were offset by supplementary rates from residential property growth, efficiency savings, and favourable outcomes from paid parking and infringements.

Despite increasing cost pressures and rising expectation for service delivery, Council achieved $1.5 million in efficiency savings during the year. Since the introduction of rate capping in 2016/17, cumulative efficiency savings have exceeded $113 million.

A cumulative cash surplus of $3.1 million was achieved as expected and was allocated in the new Council Plan 2025-35. This includes initiatives for affordable housing and community safety.

Council is responsible for $3.7 billion in community assets. Changes in asset valuation methodology led to a $150 million increase in fixed assets value due to the new cost recognition criteria, impacting infrastructure assets such as roads, buildings and parks.

As planned, cash reserves were drawn down following record capital works investment and strategic land acquisitions for open space.

Recognising the burden of cost-of-living pressures from raising inflation to interest rates, Council provided additional community support including:

- increasing pensioner rates rebates to $220
- outreach services for rough sleepers
- expanded food relief programs
- continued business support under the Economic Recovery Package.

We acknowledge the community's expectation that we exercise prudent financial management and uphold the highest standards in the stewardship of communal assets.

Key financial highlights and indicators

An overall low risk rating on Victorian Auditor General's Office (VAGO) financial sustainability indicators

A cumulative cash surplus balance of $3.1 million

Positive net operating result of $30.2 million (10.6 per cent of total revenue).

A healthy working capital ratio of 283 per cent

An investment portfolio of $105.2 million.

No debt

Permanent ongoing efficiency savings of over $0.8 million during the year in addition to the $1.5 million included in the budget 2024/25. This builds on the $6.4 million in the last four budgets. Cumulative savings since the introduction of rates capping in 2016/17 are more than $113 million.

A summary of our performance is outlined below. Detailed information in relation to Council's financial performance is included within the financial statements and performance statement sections of this report.

Financial sustainability indicators

Prudent financial planning in prior years, coupled with disciplined budgeting during the 2024/25 cycle, enabled Council to maintain its low financial sustainability risk rating, even amid a volatile economic climate and persistent inflationary pressures. This rating is based on the financial sustainability indicators set by the Victorian Auditor General's Office (VAGO) and reflects Council's ongoing commitment to sound fiscal management.

Indicator	2020/21	2021/22	2022/23	2023/24	Result 2024/25
Net result Net result greater than 0 %	5.5 %	10.9 %	9.4 %	2.3 %	10.6 % ✓
Adjusted underlying result Adjusted underlying result greater than 5 %	0.8 %	5.0 %	6.6 %	(1.4 %)	6.0 % ✓
Working capital Working capital ratio greater than 100 %	309 %	390 %	449 %	461 %	283 % ✓
Internal financing * Net cashflow from operations to net capital expenditure greater than 100 %	341 %	408%	112 %	91 %	64 % ✗
Indebtedness Indebtedness ratio less than 40 %	1.5 %	1.1 %	1.1 %	3.6 %	3.4 % ✓
Capital replacement Capital to depreciation greater than 150 %	77 %	111 %	140 %	166 %	438 % ✓
Infrastructure renewal gap Renewal and upgrade to depreciation greater than 100 %	75 %	100 %	101 %	118 %	169 % ✓
Overall financial sustainable risk rating	Medium	Low	Low	Low	**Low** ✓

* Internal Financing was 64 per cent due to the planned cash reserve drawdown to fund strategic land acquisitions for new parks and open spaces.

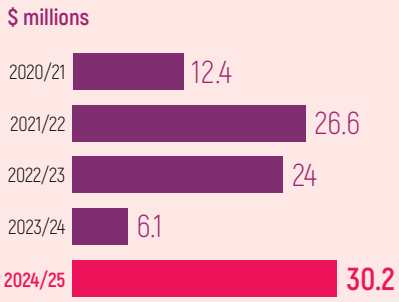
Cash surplus

As part of our financial strategy, the principal report used by Council to monitor its financial performance is the Income Statement Converted to Cash.

Our cash surplus places Council in a sound financial position, enabling the continued delivery of valued community services, maintain and renew our assets, and flexibility to respond to emerging community needs in 2025/26. This includes initiatives such as affordable housing and community safety programs, as outlined in the new Council Plan.

	$'000 2024/25	2023/24
Operating surplus	30,183	6,064
Add back depreciation and amortisation	25,371	24,626
Add back written down value of disposed assets	1,793	8,259
Add back balance sheet work in progress reallocated to operating	451	1,341
Less non-monetary contributed assets	(3,828)	(1,674)
Add share of net loss of associates and joint ventures	31	27
Less capital expenditure	(103,912)	(34,473)
Less lease repayments	(1,506)	(1,333)
Less net transfers to reserves	54,442	(11,109)
Cash surplus for the financial year	3,025	(8,272)
Brought forward cash surplus	113	8,385
Closing balance cash surplus/(deficit)	3,138	113

Net operating result



Achieving an operating surplus is a key component of Council's long-term financial strategy. It provides the capacity to renew our $3.7 billion worth of community assets, provide community services and manage the impact of financial risks as they arise.

Council's 2024/25 operating surplus of $30.2 million represents a $24.1 million increase on the 2023/24 result.

Total operating income increased by $21.7 million (8.3 per cent). Key movements include:

- $6.1 million in additional rates revenue driven by a rates cap increase of 2.75 per cent and growth in rateable property assessments.
- $5 million increase in revenue from parking fees and parking infringements due to higher utilisation in foreshore and tourist areas during summer, events periods, and warmer weather. Infringement income also increased due to extended enforcement hours in high traffic and tourist areas.
- $3.6 million increase in monetary contributions from open space developer contributions. These had declined in prior years due to economic conditions and the rise in exempt build to rent developments, but 2024/25 saw higher contributions from multiple developments.
- $2.2 million in additional non-monetary assets reflecting the transfer of infrastructure surrounding the new Anzac Station to Council for community use.
- $1.8 million increase in grants revenue resulting from the early receipt of the first instalment of the 2025/26 Victoria Grants Commission financial assistance grant.
- $1.6 million in additional temporary rental income from the Australia Post site in Fishermans Bend.

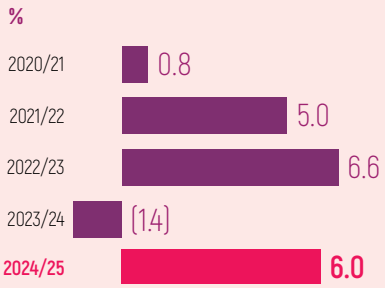
Total operating expenditure decreased by $2.4 million (one per cent) due to:

- $6.6 million decrease in net loss on asset disposals due to the transfer of $6.6 million of land to Port Phillip Housing for social housing development in 2023/24
- $3.0 million reduction in materials and services relating to maintenance and construction costs as we recognised additional costs as capital expenditure due to a change in accounting standard and valuation methodology.

Offset by:

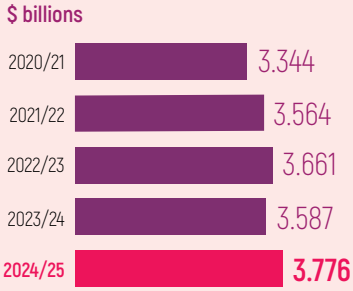
- $3.4 million increase in other expenses because of increased community grant payments
- $1.7 million increase in employee costs because of the 2.5 per cent increase in salaries and wages in line with the 2022 Enterprise Agreement, and the legislated 0.5 per cent increase in superannuation. Workcover increased due to higher industry rates impacting Council's premium.

Underlying operating result



The underlying operating result excludes capital related revenue (grants and open space contributions). Council's underlying operating result in 2024/25 is a surplus of $16.3 million, 6.0 per cent of total underlying revenue. This increase from last year's $3.5 million deficit is driven by the increased net operating surplus, and higher recurrent operating grants received in 2024/25.

Net assets



Council has approximately $3.8 billion in net equity (total Assets minus total Liabilities). The main driver is the impact of asset revaluations which takes place over a rolling three year cycle. Land is valued annually due to the carrying asset value and subject to larger fluctuations.

The following assets were formally revalued in 2024/25 in accordance with the Fixed Asset Accounting Policy 2025 with the following impact on the revaluation:

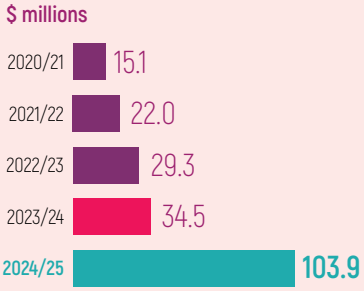
- Land – 0.1 per cent increase ($2.7 million)
- Drainage – 5.4 per cent valuation increase ($5.5 million)
- Heritage and works of art – 13.4 per cent valuation increase ($3.6 million)

Due to the changes to fair value accounting standards, the following assets were also revalued due to the following impact on the revaluation:

- Roads Footpaths, Bridges and Off-street Carparks – 22.2 per cent increase ($71.9 million)
- Buildings – 15.6 per cent valuation increase ($42.4 million)
- Parks and Open space – 33.2 per cent increase ($23.5 million)

The $150 million increase in asset valuations is attributable to recognition of new replacement costs in accordance with the change in accounting standards. This will result in higher depreciation in future years and require detailed long term asset management planning.

Total capital spend

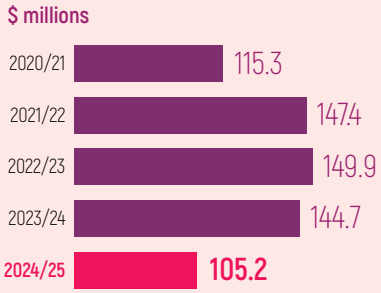


Council invested $103.9 million in 2024/25 to improve, renew, upgrade, and expand community infrastructure assets. This included $51.2 million in strategic land acquisitions for new parks and open space in the municipality.

Our Infrastructure Renewal Gap ratio of 169 per cent and the Capital Replacement Ratio of 438 per cent achieved a low-risk rating and is expected to be low-risk in future years. Both ratios significantly improved in 2024/25 reflecting our continuing commitment to the renewal, expansion, and upgrade of community assets and the record spend during the year.

Our 10-year Financial Plan includes average commitments of over $62 million per annum adjusted for inflation to ensure our assets are maintained and improved, whilst catering for service growth.

Investments



Council maintained a healthy investment portfolio balance in 2024/25 despite the decrease of $39.5 million to $105.2 million in 2024/25 ($144.7 million in 2023/24). This is due to the drawdown on cash reserves for strategic land acquisitions, and to fund the record capital spends to renew, upgrade and expand our community assets.

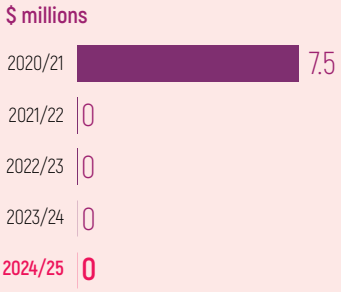
Investments fund statutory reserves including deposits held in trust, contractual reserve, strategic reserve, and general reserves.

We endeavour to maintain general reserves at levels sufficient to ensure liquidity and for contingencies.

Council's investment portfolio is mainly comprised of term deposits with financial institutions rated not lower than BBB+ to mitigate financial risks.

Council is committed to social, environmental sustainability as witnessed by our declaration of a Climate Emergency in 2019. Where practical, Council preferences financial institutions that do not directly or indirectly fund activities including offshore detention, tobacco, fossil fuel energy generation or distribution, gambling or entertainment involving animals including racing. At 30 June 2025, Council invested 78.3 per cent with fossil fuel free banks achieving our target range 60 to 80 per cent (71.7 per cent 2023/24).

Debt (Borrowings)



Through prudent fiscal management, Council has no debt.

Council repaid its seven-year $7.5 million loan in full in 2021/22 (as scheduled). There are no plans for future borrowings in our most recent 10-year Financial Plan. Borrowing will be reviewed annually as part of our Budget process and as needed for significant projects.

The year ahead

The first year of the Plan for Port Phillip 2025-35 begins in 2025/26, marking the launch of Council's integrated strategic planning document. Developed in collaboration with our newly elected councillors, the plan incorporates all legislated requirements including the Council Plan, Community Vision, Financial Plan, Asset Plan, Revenue and Rating Plan and Annual Budget, to ensure alignment between strategic priorities and the delivery of services, programs and projects.

For 2025/26, we have prepared a balanced budget with a $0.54 million risk buffer. This budget supports a broad range of services and sustained investment in strategic priorities, ensuring we continue to deliver the key services and priorities our community expects.

The budget reflects the community feedback on what matters most, with additional investments allocated to the following strategic priorities:

- **Community safety** - an additional $250,000 to fund actions flowing from the Community Safety Roundtable and new Community Safety Plan, including an additional Local Laws officer and investment in the public place CCTV network, boosted by $1.5 million following successful advocacy to the Australian Government.
- **Community connection and cohesion** - an additional $250,000 towards addressing loneliness, isolation, social connection and to combat discrimination, racism and anti-Semitism. A further $2.3 million over four years will support affordable housing and homelessness initiatives.
- **Improved amenity** - an additional $200,000 to enhance city amenity through increased street cleaning and pressure washing, plus an extra $9 million over the next decade for roads and local infrastructure improvements.
- **Events and festivals** - consolidation of St Kilda Festival for an additional $450,000 to be invested in arts and community strengthening initiatives.
- **Greener City, including access to open space** - an additional $400,000 to support greening efforts, including the development of urban forest precinct plans, and $4.5 million for the newly acquired Sandridge public open space.

The budget 2025/26 includes a fully funded project portfolio of $93.5 million to renew, improve, and grow our community infrastructure (including green assets), enhance service delivery and asset management, and develop plans for future investment.

General rates will increase by an average of three per cent, in line with the government gazetted rates cap. The resulting $4.1 million in incremental revenue will go towards delivering community services and projects.

Council will continue targeted support measures, including:

- A 4.5 per cent increase to the Council-funded pensioner rates rebate, raising it to $230 in 2025/26. Port Phillip remains one of the few councils offering this rebate in addition to the Victorian Government rebate.
- One-off rate waivers of up to $750 or 50 per cent of the general rates and charges (whichever is lower) on rateable land, for ratepayers experiencing extreme financial hardship.

Despite cost-of-living pressures, the Victorian Government has replaced the Fire Services Property Levy with the Emergency Services Volunteers Fund. Most residential properties will see an increase of $50 to $150 in this levy, exceeding the three per cent rates cap. This is a Victorian Government tax; Council's role is limited to collection.

We have maintained investment in priority projects while staying within the rates cap through our disciplined financial strategy, which includes:

- maximising efficiency and achieving savings through better project planning and delivery ($0.84 million embedded in budget 2025/26)
- ensuring cost recovery through fair, appropriate and affordable user charges
- careful management and prioritisation of expenditure to align with strategic priorities and deliver best value
- sensible use of reserves to invest in new or improved assets where appropriate.

We remain committed to financial sustainability while managing several key risks. These include:

- rising service and portfolio costs due to inflation
- uncertainty around funding and financing plans for Fishermans Bend
- disruptions and cost pressures in the waste sector, including recycling
- low utilisation of long day care centres, impacted by declining birthrates and dropping attendance
- tightening state and federal budgets, which limits external funding opportunities
- delivery risks across both capital and operating programs
- reduced developer open space contributions due to build-to-rent developments
- a projected shortfall from Vision Superannuation on Defined Superannuation fund by 2030.

What you got for $100

We delivered a broad range of services to our diverse community of residents, traders, business owners and visitors. The following list shows how rates revenue was spent across these services for every $100 spent in 2024/25.

Read more about each of these Council services in **Chapter 4: Our Performance**.

Transport and parking	**Waste management**	**Technology**	**Asset and property management**	**Amenity**
$16.63	$11.22	$8.42	$8.08	$7.44
Recreation	**Governance risk and policy**	**Public Space**	**Children**	**Arts, culture and heritage**
$6.92	$5.25	$5.05	$3.85	$3.76
Libraries	**People, culture and capability**	**Sustainability**	**Ageing and accessibility**	**Community programs and facilities**
$3.49	$3.35	$3.07	$2.89	$2.63
Festivals	**City planning and urban design**	**Communications and engagement**	**Customer experience**	**Families and young people**
$2.58	$2.30	$2.18	$1.76	$1.69
Economic development and tourism	**Affordable housing and homelessness**	**Local Laws and animal management**	**Health**	**Emergency management**
$1.34	$1.11	$1.04	$0.78	$0.57
South Melbourne Market	**Development approvals and compliance**	**Financial and project management**		
($0.02)	($1.07)	($6.29)		

Note: a negative value indicates the service has achieved a net surplus for the financial year and that no rates income has been allocated to support the service.

The Luna Park and Palais Theatre precinct has been revitalised thanks to the creation of a safer, more attractive, pedestrian-friendly space.

3

Governing our City

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Role of local government

In Victoria, the role of a council is to provide good governance in its municipal district for the benefit and wellbeing of the local community.

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

Every Victorian council varies according to its community. However, all must operate in accordance with the *Local Government Act 2020.*

A council must perform its role to implement the following overarching governance principles:

- Council decisions are to be made and actions taken in accordance with the relevant law.
- Priority is to be given to achieving the best outcomes for the local community, including future generations.
- The economic, social and environmental sustainability of the municipal district, including mitigation and planning for climate change risks, is to be promoted.
- The local community is to be engaged in strategic planning and strategic decision-making.
- Innovation and continuous improvement are to be pursued.
- Collaboration with other councils, governments and statutory bodies is to be sought.
- The ongoing financial viability of the Council is to be ensured.
- Regional, state and national plans and policies are to be considered in strategic planning and decision making.
- The transparency of Council decisions, actions and information is to be ensured.

Some of the functions of councils include:

- advocating and promoting proposals which are in the best interest of the local community
- planning for and providing services and facilities for the local community
- providing and maintaining community infrastructure in the municipal district
- undertaking strategic and land use planning for the municipal district
- raising revenue to enable the council to perform its functions
- making and enforcing local laws
- exercising, performing and discharging the duties, functions and powers of council under the *Local Government Act 2020* and other acts
- any other functions relating to the peace, order and good governance of the municipal district.

Good governance at City of Port Phillip

An open and engaging Council

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

We actively involve our community in decision-making, building genuine partnerships and empowering people to help shape the future of their City. We provide inclusive, impartial opportunities for feedback on key Council initiatives and aim to engage people in ways that are comfortable and culturally safe.

To ensure continued opportunities for meaningful participation in Council's decision-making process, we offer multiple avenues for community input.

We encourage residents to speak at Council meetings in person or online. We value their contributions and invite individuals to submit statements and questions via our website, in accordance with our Governance Rules.

We keep closed and confidential reports to a minimum, making every effort to ensure most decisions are considered in open Council meetings. This includes tenders and legal matters, where possible.

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

Dates and venues for upcoming Council meetings are published on our website and via email notification to community members who opt-in to the service. Where urgent or special meetings are required, we publicise these details to our community with as much notice as possible.

We provide agendas for all Council Meetings in html and pdf versions, making them more accessible.

Model Councillor Code of Conduct

From 26 October 2024, the *Local Government Act 2020* requires all councillors to observe the Model Councillor Code of Conduct (Model Code of Conduct). The Model Code of Conduct is prescribed in Schedule 1 to the Local Government (Governance and Integrity) Regulations 2020. The Model Code of Conduct contains five key focus areas:

- Performing the role of a councillor
- Behaviours
- Good governance
- Integrity
- Robust public debate.

The Model Code of Conduct replaces the previous statutory requirements for councils to develop their own Councillor Code of Conduct and the previous Standards of Conduct.

The Model Councillor Code of Conduct is available at **portphillip.vic.gov.au.**

Our Council

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

In 2024, the Victorian local government electoral structure changed, with 39 councils undergoing reviews. These reviews, mandated by the *Local Government Act 2020*, resulted in 30 councils transitioning to single-member wards. This included the City of Port Phillip which was divided into nine single-member wards.

City of Port Phillip wards

- Albert Park Ward
- Alma Ward
- Balaclava Ward
- Elwood Ward
- Lakeside Ward
- Montague Ward
- Port Melbourne Ward
- South Melbourne Ward
- St Kilda Ward

Council's most recent general election was held on Saturday 26 October 2024.

On Thursday 14 November 2024, at a special meeting of Council, all nine councillor-elects took their Oath / Affirmation of Office. The term of office for each councillor ends at 6 am on Saturday 28 October 2028.

At the same meeting, Councillor Louise Crawford was elected as Mayor for a second, non-consecutive term, having previously served in 2020/21. Councillor Bryan Mears was elected Deputy Mayor.

The Mayor's role includes:

- providing guidance to councillors on their responsibilities
- ensuring councillors adhere to the Model Councillor Code of Conduct
- supporting constructive working relationships among the councillors
- acting as Council's principal spokesperson
- carrying out the civic and ceremonial duties of the Mayoral Office.

Outgoing councillors

The following councillors served in the 2024/25 financial year until the election was held in October 2024.

Canal Ward

- Councillor Tim Baxter
- Councillor Rhonda Clark

Gateway Ward

- Councillor Peter Martin
- Councillor Marcus Pearl

Lake Ward

- Councillor Andrew Bond
- Councillor Robbie Nyaguy
- Councillor Christina Sirakoff

The City of Port Phillip extends its appreciation and thanks to the outgoing councillors for their service to the community.

A major restoration project is underway at South Melbourne Town Hall.

Current councillors

Councillor Rod Hardy

Albert Park Ward
First elected 2024

With a background in policing and community protection in Victoria and the UK, Rod offers deep public service experience. As a former Mayor of the Shire of Macedon Ranges and long-time resident, he prioritises balanced heritage development, community safety, business support, and efficient council spending.

Councillor Justin Halliday

Alma Ward
First elected 2024

A local of St Kilda East, Justin brings expert project management experience spanning creative industries, data and stakeholder leadership. He's passionate about environmental advocacy and works closely with community climate action networks.

Councillor Libby Buckingham

Balaclava Ward
First elected 2024

An experienced educator and social policy leader, Libby brings deep knowledge from senior Victorian Government roles and advocacy work with the Victorian Council of Social Service (VCOSS). A Port Phillip local since 2010, she's passionate about community resilience, environmental sustainability, and equity. Libby holds a Master of Education Policy and is committed to building an inclusive City for all.

Councillor Louise Crawford
Mayor

Elwood Ward
First elected 2016
Re-elected 2020 and 2024

Now in her third term, Louise leads with a hands-on, community-first approach. She's driven major projects in social equity, arts funding, food and garden waste (FOGO) reform and housing. Her leadership style blends respect, active listening and civic participation – with a healthy dose of humility.

Councillor Bryan Mears
Deputy Mayor

Lakeside Ward
First elected 2024

Bryan brings broad leadership experience from global business and board roles to advocate for Lakeside residents. He's actively raised local issues like traffic safety and development impacts around Queens Lane and is committed to addressing complex community challenges.

Councillor Alex Makin

Montague Ward
First elected 2024

Former Mayor of Maroondah and long-time resident of Port Phillip, Alex combines private, not-for-profit and academic expertise in strategy and urban planning. He champions good governance, transport reform, public space and Fishermans Bend renewal, with strong advocacy for arts and amenity.

Councillor Heather Cunsolo

Port Melbourne Ward
First elected 2020
Re-elected 2024

Heather is an independent, inclusive leader with a background in architecture and sustainable design. As a two-term Councillor and former Mayor, she provides insight into planning and community engagement to help deliver a vibrant, well-designed Port Phillip future.

Councillor Beti Jay

South Melbourne Ward
First elected 2024

Beti is a local business owner and community advocate known for championing safer streets and empowering women through free self-defense classes. She supports fair parking and volunteers with charities focused on homelessness and food insecurity. Beti also serves on the South Melbourne Market Committee, promoting this vibrant local institution.

Councillor Serge Thomann

St Kilda Ward
First elected 2008
Re-elected 2012
Elected 2024

Independent, creative and community-rooted, Serge delivers bold projects and vibrant local advocacy. From the Palais Theatre to the skate park to the Pride Centre, he champions St Kilda's unique spirit. Focused on transparency, smart budgeting and public voice, he's also honored for his work with French communities.

Councillor mandatory training

The *Local Government Amendment (Governance and Integrity) Act 2024* made various amendments to the *Local Government Act 2020* that aim to enhance standards of governance and behaviour across the local government sector.

From 26 October 2024 all mayors, deputy mayors and councillors must complete mandatory training within certain time frames. The regulations prescribe the matters that must be covered in the delivery of the mandatory training and the timelines for the completion of the training. Mandatory training includes:

- **Mayoral training:** mayors, acting mayors (appointed for one month or more) and deputy mayors must complete within one month of being elected to the role
- **Councillor induction training:** all Councillors must complete within four months of taking the oath or affirmation of office
- **Professional development training:** all Councillors must complete annually, beginning in the first full calendar year after being elected.

City of Port Phillip's councillors completed a three-day induction program in November 2024 covering all modules prescribed by Local Government Victoria.

Signed attestations of completed mayoral and councillor induction training can be found on the Councillor Governance page of our website. Mandatory councillor professional development training will take place throughout the second half of 2025 and must be completed by 31 December 2025.

Council meetings

City of Port Phillip Council meetings are held at St Kilda Town Hall and livestreamed to Council's website and Facebook. In 2024/25, we held 16 Council meetings and three special meetings.

Council has a current meeting cycle of two ordinary Council meetings per month (typically the first and third Wednesdays), all starting at 6.30 pm.

The meeting calendar is available at **portphillip.vic.gov.au**

Councillor meeting attendance

1 July 2024 to 30 June 2025	Ordinary Council meetings	Special Council meetings	Attendance
Councillor Libby Buckingham	9	3	100 %
Councillor Louise Crawford	16	3	100 %
Councillor Heather Cunsolo	15	3	95 %
Councillor Justin Halliday	9	3	100 %
Councillor Rod Hardy	9	3	100 %
Councillor Beti Jay	9	3	100 %
Councillor Alex Makin	9	3	100 %
Councillor Bryan Mears	7	3	91 %
Councillor Serge Thomann	9	3	100 %
Outgoing councillors			
Councillor Tim Baxter	7	n/a	100 %
Councillor Andrew Bond	7	n/a	100 %
Councillor Rhonda Clark	7	n/a	100 %
Councillor Peter Martin	7	n/a	100 %
Councillor Robbie Nyaguy	7	n/a	100 %
Councillor Marcus Pearl	7	n/a	100 %
Councillor Christina Sirakoff	7	n/a	100 %

Notes:

- Cr Crawford and Cr Cunsolo returned to Council following re-election during the 2024/25 financial year
- Attendance statistics do not include Planning Committee Meetings.
- Cr Baxter had an approved leave of absence for one meeting held during this period.
- Cr Clark had an approved leave of absence for one meeting held during this period.
- Cr Cunsolo had an approved leave of absence for one meeting held during this period.
- An apology was received from Cr Cunsolo for one meeting held during this period.
- An apology was received from Cr Mears for one meeting held during this period.

Councillor allowances

Elected representatives are entitled to receive an allowance while performing their duties as a councillor. The *Local Government Act 2020* governs the payment of allowances.

The following table sets out the current annual allowances fixed for the Mayor and councillors as of 30 June 2025. Mayoral and councillor allowances are also subject to the addition of the equivalent of the superannuation guarantee, 11.5 per cent during the 2024/25 financial year.

The Victorian Independent Remuneration Tribunal determines mayoral, deputy mayoral and councillor allowances and reviews allowances annually.

Councillor	Allowance
Councillor Libby Buckingham	$27,725
Councillor Louise Crawford (Mayor) (includes previous term allowances)	$115,027
Councillor Heather Cunsolo (includes previous term allowances)	$64,058
Councillor Justin Halliday	$27,725
Councillor Rod Hardy	$27,725
Councillor Beti Jay	$27,725
Councillor Alex Makin	$27,725
Councillor Bryan Mears (Deputy Mayor)	$46,929
Councillor Serge Thomann	$27,725
Outgoing councillors	
Councillor Tim Baxter	$10,976
Councillor Andrew Bond	$10,976
Councillor Rhonda Clark	$10,976
Councillor Peter Martin	$10,976
Councillor Robbie Nyaguy	$10,976
Councillor Marcus Pearl	$10,976
Councillor Christina Sirakoff	$10,976

Councillor expenses

The following table sets out a summary of councillors' expenses for the 2024/25 financial year. All expenses are related to councillors' roles and were incurred in the course of their duties as councillor.

	Travel expenses	ICT expenses	Conference and training expenses	Childcare reimbursements	Total
Councillor Libby Buckingham	$1,298	$941	$1,104	-	**$3,343**
Councillor Louise Crawford (Mayor) (includes $7,667 for mayoral car operating costs)	$8,897	$1,166	$4,053	-	**$14,116**
Councillor Heather Cunsolo (includes $2,500 for mayoral car operating costs)	$2,526	$1,054	$717	$380	**$4,677**
Councillor Justin Halliday	$26	$841	$2,573	-	**$3,440**
Councillor Rod Hardy	$1,926	$877	$972	-	**$3,775**
Councillor Beti Jay	$26	$896	$890	-	**$1,812**
Councillor Alex Makin	$1,445	$947	$3,490	-	**$5,882**
Councillor Bryan Mears (Deputy Mayor)	$26	$688	$250	-	**$964**
Councillor Serge Thomann	$46	$921	-	-	**$967**
Outgoing councillors					
Councillor Tim Baxter	-	$340	-	-	$340
Councillor Andrew Bond	-	$288	-	-	$288
Councillor Rhonda Clark	-	$340	-	-	$340
Councillor Peter Martin	-	$228	-	-	$228
Councillor Robbie Nyaguy	-	$228	-	-	$228
Councillor Marcus Pearl	$12	$116	$709	$1128	**$1965**
Councillor Christina Sirakoff	-	$116	-	-	**$116**

Please note, Cr Crawford and Cr Cunsolo returned to Council following re-election during the 2024/25 financial year. Accordingly, their reported expenses include costs from both their previous and current terms, accrued across the reporting period.

Established in 1867, South Melbourne Market is the oldest continually running market in Melbourne.

Advisory committees

As part of our commitment to good governance, quality decision-making and community participation, we support a range of committees with community and external representation.

Advisory and reference committees

Council establishes advisory and reference committees to provide opportunities for members of our community to share their expertise on a range of topics. Specific terms of reference govern each committee.

Arts and heritage reference committees

Art Acquisition Reference Committee advises Council on its visual art acquisition program.

Cultural Heritage Reference Committee provides advice and feedback to Council about cultural heritage and local history.

Community advisory and reference committees

Friends of Suai/Covalima Community Reference Committee promotes and assists ongoing relationships between City of Port Phillip and Suai and Covalima (East Timor) communities.

LGBTIQA+ Advisory Committee provides advice and feedback to Council on matters affecting LGBTIQA+ residents, businesses and community members who live, work and visit our City.

Multicultural Advisory Committee (MAC) provides advice and feedback to Council on all issues affecting multicultural communities, refugees or asylum seekers in Port Phillip.

Older Persons Advisory Committee advises Council on policies, plans, issues and services affecting older people.

Youth Advisory Committee (YAC) advises Council on issues that are important to young people in the City of Port Phillip.

Strategic advisory and reference committees

Business Advisory Group advises Council on how best to retain, expand and nurture existing businesses and encourage new growth and investment in Port Phillip.

St Kilda Esplanade Market Reference Committee advises Council on the strategic direction of the St Kilda Esplanade Market.

South Melbourne Market Advisory Committee provides strategic advice and guidance on behalf of the South Melbourne Market as well as the development of a leasing strategy, and the delivery of capital works approved and delivered by Council.

Discontinued panels and committees

At the 21 May 2025 Council meeting, Councillors concluded their participation on a number of committees and panels These include:

- Community Grants Assessment Panel
- Cultural Development Fund Reference Committee
- Quick Response Grant Program Assessment Panel

This decision was based on *Recommendation 3* of the Victorian Audit General's Office report *Fraud Control Over Local Government Grants* report into the awarding of community grants.

Advisory committee review

At the 11 December 2024 Council meeting, Councillors endorsed a review of advisory committees to ensure they continue to reflect the needs and priorities of our community.

This initiative will establish a framework that clarifies the role, purpose and function of Council committees, with a particular focus on ensuring alignment with the new Plan for Port Phillip (including budget) 2025-2035.

The review will examine the effectiveness of committee structures, identify opportunities to strengthen engagement, inclusivity and representation in Council's decision-making processes in alignment with Council's Community Engagement Policy.

Statutory committees

Audit and Risk Committee provides independent advice to Council on the effectiveness of the organisation's systems, processes, and culture in managing risk. The committee also monitors Council's compliance with its legal, regulatory, and financial obligations

Chief Executive Officer (CEO) Employment Matters Committee advises and assists Council on matters relating to the CEO's employment, including recruitment, appointment, performance evaluation and contractual arrangements.

Special committees

Under the *Local Government Act 2020,* Council can delegate particular decisions to formally established committees, called 'delegated committees'.

Planning Committee makes decisions on planning applications by exercising all of Council's powers, duties and functions under the *Planning and Environment Act 1987,* in accordance with relevant policies and guidelines of Council.

Advocacy

Advocacy is the process of working with key decision makers to drive change that benefits the community. Council advocates to raise awareness and promote action on issues within its control and beyond. Advocacy is about establishing and maintaining strong partnerships and relationships with Victorian and Federal Government representatives and other stakeholders.

Advocacy at the City of Port Phillip

Advocacy at the City of Port Phillip is a strategic and collaborative process that enables Council to represent the community's needs and drive positive change. It involves structured planning, evidence-based decision-making and strong partnerships with stakeholders across all levels of government. Through this work, Council seeks funding, policy changes and support for building and improving local facilities and services that will enhance the wellbeing of residents and businesses. Council often advocates for initiatives beyond the traditional responsibilities of local government.

Some advocacy activities include:

- writing to and meeting with government ministers and Members of Parliament (MP)
- collaborating with other councils and peak bodies, such as industry associations or networks with shared interests
- participating in targeted campaigns which may involve engagement with media, community groups and residents.

35+

advocacy items actioned

13

submissions to government, influencing policy and sharing learnings

1

new Councillor advocacy briefing and orientation session

9

ministerial visits to the municipality, building relationships and presenting the City's great assets to the nation's decision makers

52,700+

impressions on election campaign social media posts and 3,300+ unique views on Council's 2025 Federal Election website

$1.5M

CCTV funding from the 2025 federal election campaign for community safety in Port Phillip

23

grants awarded from 32 applications

$8M+

competitive grants funding for council projects and capital works

Systems uplifts including a public webpage, intranet help page, and process development for grants and advocacy.

Advocacy highlights

Our Council Plan 2021-31 identifies five strategic directions to deliver outcomes for the health and wellbeing of our people and places. Advocacy is a key deliverable under our Well Governed strategic direction.

The past year marked a period of impactful advocacy for the City of Port Phillip. Council's proactive approach led to significant funding wins, strong community engagement, and strengthened relationships with government stakeholders. Our advocacy efforts contributed to enhanced services and infrastructure for our community.

Council uses a tiered system to prioritise advocacy initiatives to ensure our efforts are strategic, impactful and aligned with community needs. For more information see the City of Port Phillip Advocacy Strategy 2024-28 on our website: **Advocacy at City of Port Phillip - City of Port Phillip**

Tier one

In 2024/25, Council advocated across six key areas that required multi-year advocacy. These include:

Community safety and social cohesion
Council led an advocacy campaign in response to growing community concern over antisocial behaviour and public safety. Initiatives included hosting a community roundtable, engaging with Victoria Police and government stakeholders, securing federal funding commitments for safety infrastructure and supporting the rebuild of Adass Israel Synagogue through national advocacy efforts.

Children's centre infrastructure funding
Council continued to advocate for federal co-investment in the redevelopment of six childcare centres planned for delivery between 2026 and 2029. These efforts complemented successful grant applications to the Victorian School Building Authority and sustained engagement with state and federal MPs.

Live music and events
To support our City's dynamic arts and culture sector, Council secured state and federal grants for the St Kilda Festival, First Peoples talent programs, and other public art initiatives. We progressed planning reforms to recognise and promote Port Phillip as a Live Music Precinct and celebrated local musicians through cultural recognition activities.

Fishermans Bend precinct development
Council maintained strong advocacy for community and transport infrastructure in Fishermans Bend. We promoted investment in schools, recreational space, active transport routes and high-capacity public transport – including Melbourne Metro 2. Our advocacy included national policy submissions, joint campaigns and intergovernmental engagement.

Elwood Foreshore redevelopment
Council is planning a multi-year renewal of the Elwood Foreshore to upgrade ageing infrastructure, improve its accessibility and address climate risks. This year, Council's advocacy efforts focused on building foundational awareness of the project among state and federal government stakeholders.

South Melbourne Market
Council continued to advocate for long-term upgrades to the South Melbourne Market as a key destination for our community and visitors.

Tier two and three

Council progressed a range of advocacy efforts on emerging issues, funding gaps and strategic opportunities. These include:

Community and child care

- Advocated for additional funding for multicultural seniors groups.
- Advocated for food relief services affected by Victorian Government reforms.
- Supported redevelopment plans for St Kilda Primary School's hall.

Arts, music and events

- Secured grants for the Louisa Briggs statue
- Secured grants for St Kilda Festival programs.
- Advocated for and piloted precinct activations during the Australian Formula One Grand Prix.

Climate and environment

- Finalised $1.7 million in federal funding for Elster Creek.
- Secured Middle Park Beach renourishment funding.
- Raised concerns about ongoing foreshore erosion.

Planning and transport

- Advocated for investment into Station Pier, Park Street tram link and upgrades to the 109 tram route.
- Integrated flood controls into planning requirements.
- Raised concerns about planning delays and reform consultation.
- Achieved funding for bike paths and pushed for additional tram services.

Cost shifting

- Opposed levy changes and co-funding models affecting councils.
- Joined sector-wide campaigns to protect immunisation programs and canopy retention.
- Brought attention to cost implications of changes to the Emergency Services and Volunteers Fund Levy.

Sport and recreation

- Advocated for Albert Park asset upgrades and environmental improvements.
- Finalised accessibility funding for Port Melbourne Life Saving Club.
- Raised safety concerns at St Kilda Pier, advocated for greater safety measures.

In addition, Mayor Louise Crawford was appointed as a representative on the Victorian Local Government Mayoral Advisory Panel for 2025. This initiative aims to strengthen governance and address pressing issues within Victorian councils. Cr Crawford is one of nine mayors selected from across the state for this esteemed panel, and is a testament to her leadership and dedication to advocating on behalf of the Port Phillip community.

More information is available on our website: **portphillip.vic.gov.au/about-the-council/governance-performance-and-advocacy**

Competitive grants awarded in 2024/25

In 2024/25, our Council was awarded $8 million in competitive grants, reflecting a strong strategic approach to funding opportunities and intergovernmental collaboration. We submitted 32 applications, resulting in 23 successful outcomes. These include:

- 10 grants from the Australian Government
- 10 grants from the Victorian Government
- three grants from non-government and not-for-profit organisations.

Our successful applications comprised 12 capital grants and 11 operational grants, supporting a diverse range of initiatives across infrastructure, community services, arts and culture, environment, and planning.

Highlights

$2,606,458
for the St Kilda Foreshore (landside) project.

$1,026,237
for the St Kilda Adventure Playground project.

$1,700,000
for the Elster Creek Water Quality Improvements project.

$1,728,910
for a variety of road and traffic initiatives.

Successful projects:

Funder	Grant program
Urban Rivers and Catchment Program	Enhancing Port Phillip's Foreshore Revegetation and Biodiversity Conservation
Commonwealth Office for the Arts	Revive Live
Commonwealth Department of Infrastructure, Transport, Regional Development, Communication and the Arts	Housing Support Program
Victorian Department of Transport and Planning	IP43 Safe System Pedestrian Infrastructure Program
Victorian Department of Transport and Planning	School Safety Improvement Program
Safe and Equal	Safe and Equal Grant
Australia Day Community Events Fund	Australia Day grant program
Department of Government Services	Premiers' Reading Challenge Fund
Transport Accident Commission (TAC)	Local Government Grant
Department of Justice and Community Safety	Port Melbourne Life Saving Club
Department of Infrastructure, Transport, Regional Development, Communications and the Arts	Thriving Suburbs
Office for Youth (DFFH)	Engage!
Screen Vic	Screen Culture
Department of Infrastructure, Transport, Regional Development, Communications and the Arts	Active Transport Fund
Community Support Fund	Women's Public Art Program
Department of Health and Aged Care	Support At Home and new Aged Care Act Transition Support 2024-2025
Department of Infrastructure, Transport, Regional Development, Communications and the Arts	Black Spot Program
Department of Jobs, Skills, Industry and Regions	Change Our Game
Office for Youth, Department of Families, Fairness and Housing	Youth Fest

Working in partnership

Council partners with other levels of government, community, not-for-profit organisations, business, service providers and residents across a range of projects and services.

Working in partnership has many benefits. These include

- developing and strengthening relationships between Council and key stakeholders
- leveraging specialised knowledge, skills and relationships of partners for better outcomes
- empowering stakeholders, strengthening their voice and standing
- raising Council's profile across a wider area
- resource sharing
- providing greater influence when advocating for key priorities.

Strategic and external memberships

Council is involved in many external committees, associations and boards. Council may appoint individual councillors or, where appropriate, Council Officers to represent its interests. Attendance is often voluntary rather than by formal appointment. Councillors and Officers report to Council on the activities and outcomes of their participation, where relevant. These strategic and external memberships include:

- **Association of Bayside Municipalities (ABM)** represents the interests of 10 councils with frontage to Port Phillip Bay on various coastal and marine issues. The ABM is recognised by the Municipal Association of Victoria (MAV) as the key representative of local government in relation to the sustainable management and health of Port Phillip Bay.
- **Bubup Womindjeka Family and Children's Centre Board** oversees the provision of a range of services at the centre, such as long day care, sessional kindergarten, maternal and child health services, consulting space for allied health professionals and space for new parent groups, playgroups and other community group uses.
- **Committee for Melbourne** is a not-for-profit group promoting collaboration and strategic planning for Melbourne's future prosperity. It now operates under the Victorian Chamber of Commerce and Industry.
- **Gasworks Arts Inc. Board of Management** oversees management of the Gasworks Arts Park.
- **HousingFirst Board** oversees HousingFirst Ltd, an independent, not-for-profit community housing organisation. HousingFirst Ltd helps members of the local and wider community find suitable affordable housing and advocates on behalf of residents who require assistance to sustain their tenancies.
- **Linden Board of Management Inc.** oversees the day-to-day management of Linden New Art gallery.
- **Melbourne 9 (M9)** is an alliance of nine inner-city councils which work cooperatively and collectively advocate for issues and projects of mutual interest. It seeks to be a major influence on Victorian and Australian Government policy and funding, representing one in five Victorians and more than a third of Victoria's Gross State Product.
- **Metropolitan Transport Forum** is a local government-led group that advocates for better transport outcomes across metropolitan Melbourne. Representing over 20 councils, it provides a platform for collaboration, policy development and community-focused transport planning.
- **Municipal Association of Victoria (MAV)** is a representative and lobbying body for Victorian councils. It advocates for the interests of local government, raises the sector's profile, and provides policy and strategic advice and insurance services. Council works with the MAV across a range of areas, including governance, advocacy, project groups, insurance, technology and project procurement.

- **Multifaith Network Steering Committee** comprises representatives and leaders from a wide variety of religions and faith groups in the City of Port Phillip. The network meets every two months to discuss issues such as discrimination, social inequity, disadvantage and poverty.
- **South East Councils Climate Change Alliance (SECCCA)** is one of nine regional alliances across Victoria helping councils to achieve their emissions reduction and climate resilience goals. SECCCA focuses on projects to reduce greenhouse gas emissions and respond to the risks associated with climate change by leveraging the benefits of working regionally.
- **Victorian Local Governance Association** is the peak body for councillors, community leaders and local governments to build and strengthen their capacity to work together for progressive social change.

Council is a member of a number of strategic bodies that leverage the support of the collective when advocating for issues to government. Strategic memberships play a vital role in amplifying our advocacy. We conduct publicly-available biennial reviews of these memberships to ensure our community is receiving the maximum benefit from these memberships.

Over the past year, some of the organisations Council has worked with to advance regional advocacy priorities include:

- Association of Bayside Municipalities
- Committee for Melbourne
- Melbourne 9 (M9)
- Metropolitan Transport Forum
- Municipal Association of Victoria
- South East Councils Climate Change Alliance
- Victorian Local Governance Association

Our Council led the M9 Housing and Planning Working Group, which saw a coordinated approach to advocating for representation in planning reforms.

Working with these organisations allows us to advocate on issues of regional and state significance. This includes community safety and social cohesion, addressing housing and homelessness issues, planning reforms, coastal erosion, flooding, and public and active transport.

Community engagement

Community engagement is a vital process that empowers residents, businesses, and visitors to have a voice in the decisions that shape their lives and neighbourhoods. It is a planned, collaborative two-way exchange of information, built on mutual respect, transparency and trust. Through effective engagement, we invite people to share their ideas, insights and lived experiences to help inform and influence Council's planning and decision-making.

Council is committed to listening and responding to the diverse views across our community. Our goal is to ensure that everyone – regardless of background, age, or ability – can actively participate in shaping Council policies, services and projects. We aim to better align our decisions with the community's evolving needs, aspirations and values by facilitating meaningful and inclusive engagement activities.

Council regularly seeks feedback through a variety of engagement channels to ensure broad participation. Our efforts are designed to meet people where they live, work, and play. Some of the ways we engage with our community include:

- **Online interactive platforms:** Our dedicated engagement website, Have Your Say Port Phillip (**haveyoursay.portphillip.vic.gov.au**), hosts ongoing engagement projects where community members can learn more, provide feedback at any time.
- **Pop-up conversations:** Council holds informal, face-to-face chats in markets, parks, street corners or key public spaces where Council staff connect with community members where they live, work and play.
- **Workshops and forums:** These sessions provide a space for deeper discussion on specific topics, allowing for collaborative problem-solving and idea sharing – held online or in person.
- **Intercept surveys:** Council officers conduct face-to-face surveys in high foot-traffic areas, gathering spontaneous feedback from a cross-section of community voices.
- **Community panels:** Representative groups of residents and stakeholders work closely with Council to examine complex issues, consider trade-offs and co-develop recommendations for future direction.
- **One-on-one interviews:** Council has personal conversations with individuals or groups who may be more directly affected by a project or decision, ensuring their perspectives are heard and considered.

We strive to build a stronger, more connected community through our community engagement – one where people feel valued, heard and confident their input helps shape outcomes that matter.

Community engagement initiatives this year

Each year, we aim to engage meaningfully with our community, particularly those most affected by Council decisions. Activities for 2024/25 included:

- **Neighbourhood conversations:** Every few months, we host pop-up sessions in public spaces across eight or nine neighbourhoods in the municipality. These events showcase Council initiatives and invite community feedback on local projects. This year, 656 people participated in the program – an increase of more than 70 per cent compared to the 380 participants from the previous year.
- **eNewsletters:** Our monthly email newsletter informs the community about current opportunities to provide feedback and includes updates on engagement outcomes. As of June 2025, our subscriber base has grown to 4,161 people – an increase of 27 per cent compared to June 2024 (3,278 subscribers).
- **Community panel:** Following the local government elections in 2024, a new Council was formed for the City of Port Phillip. Under the *Local Government Act 2020*, Council is required to work with the community to define priorities for the electoral term. In response, an independently recruited, diverse community panel was convened. Across four in-person workshops held in February 2025, the panel reviewed and refined the Community Vision and provided Council with a set of recommendations reflecting community priorities. These insights informed the development of the new Council Plan, the Plan for Port Phillip (including budget) 2025-35.

Engagement this year

40
projects consulted on

81,385
visits to Have Your Say Port Phillip

43
workshops to deep-dive into topics of interest

65%
hadn't given feedback on Council projects in the past year of nearly 7,000 people surveyed

83
pop-up conversations across the municipality

5,600
feedback contributions submitted via the Have Your Say website

55
other face to face activities including interviews, meetings and drop-in sessions

9,931
other face to face activities via engagement activities (Participants may have provided feedback on multiple engagement projects)

What got you talking?

The initiatives that generated the most community interest and engagement this year were:

Plan for Port Phillip

Over four phases of community engagement, we asked our community to work with us on developing a plan for the future of our City.

5,438
visitors to the Have Your Say website

1,500
participants over four phases of community engagement

Sport and Active Recreation Strategy

We asked how our community members get active to help shape how we plan for sport and active recreation.

1,474
visitors to the Have Your Say webpage

1,225
participants across three surveys and eight pop-up conversations

Feel Safe. Be Safe. Community Safety in Port Phillip

We asked our community to help shape our new Community Safety Plan.

3,682
visitors to the Have Your Say webpage

902
participants across online and hardcopy surveys, 13 drop-in sessions, nine pop-up conversations, five workshops, six meetings and other activities

We host Neighbourhood Conversations to chat about what's important to you and your neighbourhood.

Accountability

To ensure we are accountable to our stakeholders – including residents, ratepayers, business and government – we must comply with the requirements of the *Local Government Act 2020* and other legislation.

Audit and Risk Committee

The Audit and Risk Committee plays a pivotal role in overseeing Council's governance, risk management, and internal control practices. This oversight assures the integrity and effectiveness of these systems. The committee supports the CEO and the Council by offering independent oversight of internal and external audit functions. The committee's charter outlines its specific objectives and is reviewed annually and adopted by Council.

The Mayor and councillor are appointed annually, while the independent members serve a three-year term, renewable once, with retiring members eligible to reapply.

The committee comprises three independent members, alongside the Mayor, and one other councillor. The Chair is an independent member. In alignment with best practice, Council will consider introducing a cap on the tenure of independent members in 2025/26.

In 2024/25, the committee met five times, four quarterly meetings and one planning workshop. At each meeting, committee members and Council officers declared any conflicts of interest. Meeting minutes are distributed to all members post-meeting, and bi-annual reports on committee activities are formally presented to Council.

Key matters considered in 2024/25

- Financial Reporting Framework including recommendations on the annual accounts and the performance statement for adoption by Council in principle (including asset revaluation and depreciation method reviews).
- Key Council policies including codes of conduct.
- Risk management updates from the Strategic Risk and Internal Audit Group (SRIA) including deep dives into strategic risks.
- Effectiveness of internal controls within the digital technology services environment.
- Organisational compliance, covering safety and wellbeing, councillor expenses, register of delegations and occupational health and safety.
- Waste Management Review Action Plan.

Internal audit and compliance reports presented

- IT Disaster Recovery and Business Continuity
- Road Management Plan
- Planning Compliance and Enforcement
- Subdivision Permits
- Developer / Open Space Contributions
- Rates Management
- Essential Safety Measures
- Property Leases and Licenses
- Payroll
- Child Care Centres

Additional reports and discussions

- Monthly and bi-annual occupational health and safety updates
- Child safety updates
- Contracts and procurement compliance updates
- Rates collection and outstanding reports
- South Melbourne Market governance
- Fishermans Bend updates
- Climate change risk responses
- Digital and Technology Services (DTS) updates, including ICT compliance
- Project portfolio delivery, including progress and root cause analysis
- Annual governance updates on Councillor Expenses, Register of Delegations, and Gifts and Hospitality
- Annual insurance update
- Customer Complaints Compliance
- Gender Equality Action Plan update
- Fraud and Corruption Control System
- annual insurance update.

Audit and Risk Committee membership

Independent representatives

Independent members are remunerated as per Council policy.

Mr Brian Densem
Member (December 2010 to current)
Chair (December 2019 to current)

Reappointed in February 2019 and re-elected as Chair in February 2024, Mr Densem is a Certified Practising Accountant (CPA), a Professional Fellow of the Institute of Internal Auditors and until very recently Chief of Audit at a leading Australian mutual company. He has retired from full time executive roles, focusing on non-executive governance positions.

He has extensive knowledge of internal audit, risk management and compliance processes, and has been exposed to numerous industries with a primary focus on financial services. Mr Densem also chairs Audit and Risk Committees in local government, health, and water catchment sectors.

Ms Helen Lanyon
Member (December 2011 to current)
Chair (February 2014 to December 2019)

Ms Helen Lanyon was reappointed as an independent member by Council in September 2020. Ms Lanyon is a Fellow of CPA Australia and a graduate of the Australian Institute of Company Directors. Over a 40-year career, Ms Lanyon has held numerous senior executive roles, primarily in local government. She has broad experience in the corporate services portfolio across a range of disciplines, including finance, governance, human resource management, marketing, customer service and information technology.

Ms Lanyon also has extensive experience on a broad range of advisory committees and is a member of the Audit Committee of St Vincent de Paul Society.

Ms Kylie Maher
Member (October 2018 to current)

Ms Kylie Maher was reappointed as an independent member by Council in September 2024. Ms Maher has expertise in governance, risk and compliance, spanning various sectors including education, health, and government. As a CPA and graduate of the Institute of Company Directors (GAICD), Kylie has formerly served in Partner/Director capacities at Moore and KPMG leading internal audit and assurance services.

She has a wealth of governance experience serving on boards, audit and risk committees. She currently occupies roles across six local governments (City of Port Phillip, Wyndham, Yarra, Stonnington, Moonee Valley, and Cardinia), the Australian Accounting and Auditing Standards Board, Education Services Australia, BioGrid, RMIT and IPC Health. Kylie also has ongoing involvement in risk management and compliance projects as an independent consultant.

Internal representatives

Mayor Heather Cunsolo
(November 2022 to October 2024)

Mayor Louise Crawford
(November 2024 to present)

Councillor Christina Sirakoff
(December 2020 to October 2024)

Deputy Mayor Bryan Mears
(November 2024 to present)

Risk management

Capability and commitment

Council is committed to the effective management of risk and compliance. This is achieved through the work of the Risk Team and the oversight provided by the Strategic Risk and Internal Audit Group (SRIA).

Since its establishment in February 2018, the SRIA has focused on managing strategic and operational risks and compliance matters, while identifying opportunities to build greater trust between our Council, the community and stakeholders.

The SRIA meets monthly and plays a key role in providing assurance and support to the Audit and Risk Committee. This ensures that strategic and operational risks, opportunities and internal audit and compliance matters are effectively managed, and that a positive risk culture is fostered across the organisation.

SRIA membership comprises:

- the Executive Leadership Team (including the CEO)
- the Head of Risk and Assurance
- a member of the Leadership Network who attends three consecutive meetings to gain insight into the committee's operations and risk management practices at Council.

The SRIA invites relevant managers and staff to participate in meetings to support the discussion of specific items.

In 2025, the Risk Team recommended to the SRIA that common operational risks across departments (such as health and safety, asset management and customer service) be consolidated into corporate risks. There are currently 15 corporate risks at various stages of development, all recorded in departmental operational risk registers. Within Council's risk hierarchy, strategic risks (externally focused) are considered principal risks, followed by corporate and operational risks (generally internally focused).

The SRIA applies the 'waterline principle' – a decision-making tool that helps choose the level of management and oversight (risk tolerance or appetite) required to address opportunities, risks or compliance issues.

Council has a strong commitment to proactive operational risk management. We aim to optimise strategic and operational decision-making, performance, transparency and accountability. These practices contribute to the City's liveability and sustainability by avoiding, minimising and managing risks and compliance issues that may impact the organisation, community and visitors.

Structure and improvement

Council manages risk and compliance through its Risk Management Policy and Framework, and Compliance Policy and Procedure. These documents promote a culture of accountability across the workforce and are aligned with relevant international standards. The Risk Management Policy and Framework and Compliance Policy and Procedure are endorsed by the Executive Leadership Team via the SRIA, the Audit and Risk Committee and Council.

We review these documents according to our policy review cycle or when standards are updated. In 2023/24 we reviewed the Risk Framework to reflect changes in Council's operating model and organisational structure. The next review is scheduled for 2027/28, unless an updated standard is released earlier.

As part of an overarching integrity framework, the Risk Team has started a comprehensive legislative and statutory compliance program. This program ensures Council operations comply with legislative and common law requirements, industry codes, organisational standards, and principles of good governance, risk management, ethics and community expectations.

While we have already successfully implemented several elements of the integrity framework, further improvements are underway to strengthen its foundations. We are introducing new compliance plans and control testing, supported by dashboard reporting, database development and process enhancements to ensure expected outcomes are achieved. An electronic solution to manage, record, and report on compliance program outcomes is currently under consideration.

This year, we developed four compliance plans in response to high-rated legislative obligations. Two are finalised, while the remaining two are progressing with the SRIA's oversight.

Our City is renowned for its iconic music venues and unique festivals and events which require responsible risk management. The Risk Team reviews risk, evacuation and insurance plans to support organisers deliver safe and memorable events.

With the introduction of OneCouncil as an integrated enterprise software solution, we anticipate that risk management will transition to the dedicated functionality within the new system.

Risk registers, treatments and reporting

Council's risk registers encompass strategic, corporate, and operational risks. While risk management is a continuous process, we review the risk registers in full at least annually to inform budget and planning decisions.

Council considers strategic risks, controls and improvement actions documented in the Strategic Risk Register at the start of the annual planning process.

Departmental risk registers detail corporate and operational risks, including existing controls and mitigation actions. We reflect priority risk reduction activities requiring financial investment in the business planning and budget process.

Council provides an overview of all risk registers to the Audit and Risk Committee and the Internal Auditor as part of developing the annual Internal Audit and Compliance Plan. The SRIA reviews the Strategic Risk Register at least bi-annually and has introduced regular deep dives into individual strategic risk profiles.

The SRIA also maintains visibility of all high and extreme-rated operational risks and associated treatment actions, reported monthly. We develop treatment plans for any high or extreme operational risks to reduce them to acceptable medium or low levels.

Business continuity planning

In 2024/25, Council significantly strengthened its business continuity capability by implementing all recommendations from the Business Continuity and Disaster Recovery Internal Audit. We updated all departmental sub-plans and completely revamped the organisation-wide Business Continuity Plan (BCP) with support from RiskLogic in collaboration with departmental managers.

Key initiatives to ensure the ongoing effectiveness of the program include:

- **Governance and oversight:** We are formalising the role of the BCP Recovery Committee, introducing regular reporting to summarise testing outcomes, lessons learned and updates to continuity plans.
- **Technology and automation:** Council is leveraging OneCouncil and Microsoft Teams to manage version control and track changes to continuity plans. We are also exploring future systemisation options.
- **External validation:** Council is engaging external experts to independently assess the robustness of its continuity planning and testing processes.

In March 2025, RiskLogic facilitated a desktop exercise to test the updated plans. We are currently implementing findings and improvement actions from this exercise.

Looking ahead to 2025/26, Council has proposed partnering with an external consultant to develop a cross-organisational review, training and testing program aligned with an Integrated Critical Incident Management Framework.

Our commitment to business continuity ensures we are well-positioned to respond to disruptions, maintain critical services and uphold community confidence.

Immy Owusu performing at the 2025 St Kilda Festival. Picture: Joshua Braybrook

4

Our performance

Delivering Year Four of the Council Plan 2021-31 **4-79**

Strategic Direction
Inclusive Port Phillip **4-81**

Strategic Direction
Liveable Port Phillip **4-109**

Strategic Direction
Sustainable Port Phillip **4-137**

Strategic Direction
Vibrant Port Phillip **4-155**

Strategic Direction
Well-Governed Port Phillip **4-175**

Health and Wellbeing Plan **4-197**

A City Amenity Officer speaking to a local trader on Clarendon Street, South Melbourne.

Delivering Year 4 of the Council Plan 2021-31

The Council Plan 2021-31 sets out a vision for a liveable and vibrant City that enhances the wellbeing of our community. Council plays its part in contributing to the vision by delivering on five Strategic Directions highlighted in the plan. This chapter details our progress against the objectives and initiatives in Year 4 of the Council Plan 2021-31.

Our strategic directions and objectives

Strategic Directions				
Inclusive Port Phillip	Liveable Port Phillip	Sustainable Port Phillip	Vibrant Port Phillip	Well-Governed Port Phillip
Strategic Objectives				
A City that is a place for all members of our community, where people feel supported and comfortable being themselves and expressing their identities.	A City that is a great place to live, where our community has access to high quality public spaces, development and growth are well-managed, and it is safer and easy to connect and travel within.	A City that has a sustainable future, where our environmentally aware and active community benefits from living in a bayside city that is greener, cooler, cleaner and climate resilient.	A City that has a flourishing economy, where our community and local businesses thrive, and we maintain and enhance our reputation as one of Melbourne's cultural and creative hubs.	A City that is a leading local government authority, where our community and our organisation are in a better place as a result of our collective efforts.

How this chapter is structured

For each of our Strategic Directions and objectives, this chapter provides a detailed report of our performance, including:

- status of City and Council indicators
- progress in relation to the major initiatives identified in the budget
- services funded in the budget, including key actions, activities and achievements delivered under each service area
- an outlook for the future.

City of Port Phillip's Health and Wellbeing Plan is integrated into the Council Plan, recognising that our five Strategic Directions go to the heart of the health and wellbeing outcomes we aspire to achieve for our community. The final section of this chapter details our progress in Year 4 of the Health and Wellbeing Plan.

Understanding our indicators

City indicators measure Port Phillip's progress against our aspirations. Progress against these indicators is dependent on a range of factors external to Council, including actions from other levels of government.

Council indicators are the performance measures we use to track our progress against the strategic objectives in the Council Plan. They include the Local Government Performance Reporting Framework (LGPRF) measures, as well as several other measures that are important to our community. The LGPRF is a mandatory system of performance reporting for all Victorian councils

Strategic Direction

Inclusive Port Phillip

A City that is a place for all members of our community, where people feel supported and comfortable being themselves and expressing their identities.

Four-year strategies:

- Port Phillip is more accessible and welcoming for people of all ages, backgrounds and abilities.
- Port Phillip is a place where people of all ages, backgrounds and abilities can access services and facilities that enhance health and wellbeing through universal and targeted programs that address inequities.
- People are supported to find pathways out of homelessness.

Contributing service areas:

- Affordable housing and homelessness
- Ageing and accessibility
- Children
- Community programs and facilities
- Families and young people
- Recreation

In this section:

- Status of City and Council indicators.
- A detailed update of each contributing service area.
- Our outlook for the future.

$ 000	
Budget	57,167
Actual	54,331
Variance	2,834

City and Council indicators

City indicators

Indicator	2022/23	2023/24	2024/25
Community satisfaction with recreation facilities	69	68	8.4^
Proportion of residents satisfied with their life	71%*	78%	78%*
Proportion of lifetime prevalence of depression and anxiety	Not available	Not available	Not available
Proportion of residents who agree Port Phillip is a welcoming and supportive community for everyone	85	Not available	8.1^
Number of people experiencing homelessness on Port Phillip's by-name list	55	66	58
Number of people actively sleeping rough	33	33	34
Proportion of adults who meet physical activity guidelines	Not available	39.9%	40%*
Social housing as a proportion of total housing stock	6.6%	Not available	Not available
Proportion of residents who consider our relationship with the Aboriginal and Torres Strait Islander community to be very important	Not available	Not available	7.9^

^ Community Satisfaction Survey (CSS) rating scale and survey methodology changed in 2024/25. Results are reported on a 10-point scale

* The VicHealth survey was conducted in 2020 and 2023

Council indicators

Indicator	2022/23	2023/24	2024/25	Target 2024/25	Status
Participation in maternal and child health services ♦	77%	80%	81%	75%	✓
Number of children in community-managed Council-funded early childhood education and care services who are accessing the maximum Australian Government Additional Child Care Subsidy (quarterly average)	4.08	14.25	11.75	15	✗
Number of children in Council-managed early childhood education and care services who are accessing the maximum Australian Government Additional Child Care Subsidy (monthly average) ♦	23.5	23	31	25	✓
Proportion of users satisfied with community services that support residents to live independently	93	95	7.5^	85	●
Participation in four-week Key Age and Stage visit	95%	92%	94%	90%	✓
Participation in Maternal and Child Health (MCH) service by Aboriginal children ♦	84%	86%	94%	80%	✓
Cost of the MCH service per hour of service delivered ♦	$100	$117	$84	$104.50	✓

Community Satisfaction Survey (CSS) rating scale and survey methodology changed in 2024/25. Results are reported on a 10-point scale.

Legend

✓ Met or exceeded target.

● Data unavailable or target being rebaselined.

✗ Did not meet target.

♦ Also required as part of the Local Government Performance Reporting Framework (LGPRF).

Affordable housing and homelessness

The affordable housing and homelessness service supports people experiencing housing stress or loss, homelessness and rough sleeping. The service aims to increase affordable housing and reduce homelessness by increasing housing availability and fostering partnerships and programs with different levels of government and community organisations.

2024/25	$ 000
Budget	4,170
Actual	4,122
Variance	49

Status of Council Plan initiatives

The following table outlines our progress towards each key initiative identified in Year 4 of the Council Plan under the affordable housing and homelessness service area.

Council Plan initiative	Our progress
The Victorian Government to introduce mandatory 'inclusionary zoning' and strengthen 'voluntary housing agreements' to increase housing delivered through the planning system that is affordable to very low, low, and moderate-income households.	We advocated for Inclusionary Zoning in two submissions to the Victorian Government. These included advocating to: • the Department of Transport and Planning on its draft Plan for Victoria in August 2024 • Infrastructure Victoria on its draft infrastructure plan in April 2025
The Victorian Government, community housing organisations, and the philanthropic and private development sectors to facilitate new affordable and social housing within the municipality, including the renewal of existing social housing sites to achieve the outcomes identified as part of our In Our Backyard Strategy. **	We contributed funding towards 26 supported social housing units (14 net units) for people experiencing rough sleeping homelessness. This is part of the Wellington Street Common Ground project in St Kilda. Council contributed $4.755 million and transferred a surplus, adjoining laneway valued at $400,000. The project is delivered by St Kilda Community Housing and is expected to be completed by October 2025. We negotiated a cash contribution of $2.442 million in lieu of the contribution of 10 units from a developer in Normanby Road, Fishermans Bend. This will help fund community housing on another site in Fishermans Bend by Housing Choices Australia. We supported the planning for the redevelopment of the Barak Beacon public housing site in Port Melbourne. Construction has started on the project, which will provide 130 social housing units – a 46 per cent increase from the former 89 public housing units on the site. It will include 82 private affordable housing units.
Launch Housing and other homelessness, health and housing agencies through the Port Phillip Zero initiative, to deliver assertive outreach and a Housing First approach to creating pathways out of homelessness, particularly for those sleeping rough.	Funded by a Council funding agreement, Launch Housing's rough sleeper worker contacted 194 people and worked with them for a total of 922 hours.

** Major initiative

In Our Backyard 2015-2025

The In Our Backyard strategy guides our efforts to increase social (public and community) housing and private affordable housing in Port Phillip. We have started engagement for the new Homelessness and Affordable Housing Strategy, which we aim to release by end of 2025.

Over the 10 years of the strategy to 30 June 2025 we delivered more than 620 units of social and private affordable housing through direct contributions as well as project facilitation and brokerage.

Direct contributions

- We supported the delivery of 26 units (14 net units) of social housing for people experiencing homelessness, rough sleeping, at the Madden House in St Kilda (formerly Wellington Street Common Ground project). Council contributed $4.755 million and the land from a surplus lane worth $400,000. St Kilda Community Housing are delivering the project, completing in August 2026.
- We supported the delivery of 46 units of community housing in Marlborough Street, Balaclava for singles, older persons and families. This includes the transfer of air space over a replacement Council car park.

Project facilitation and brokerage

- 30 affordable housing units were facilitated under a long-term lease in Park Street, South Melbourne.
- 50 units of new community housing facilitated in St Kilda (St Kilda Apartments).
- Six units of private affordable housing delivered by a private developer brokered in Carlisle Street, in return for the transfer of surplus Council land at 351 St Kilda Road, St Kilda.
- 354-405 units of social and affordable housing negotiated in planning permits with private developers in Fishermans Bend under an affordable housing planning mechanism (the range in unit numbers reflects options in permit conditions).
- 130 social housing units, a 46 per cent increase on the 89 original units, and 82 affordable housing units currently being delivered through the redevelopment of the Barak Beacon public housing estate in Port Melbourne.

The strategy has seven deliverable policies in its policy and action plan:

Policy	Our progress
Policy one: Provide a pipeline of Council property assets and supporting cash contributions for the purposes of delivering new community housing units in the City of Port Phillip.	Construction is 85 per cent complete of Madden House which will start taking residents from late August 2025. This is on top of the 46-unit Marlborough Street community housing project delivered by HousingFirst on Council land (air space) in May 2023.
Policy two: Pursue inclusion of community housing as a component of private development on divested Council land.	We are transferring a small piece of surplus land at 351 St Kilda Road, St Kilda to a benevolent developer. The developer owns the adjoining property at 92 Carlisle Street, Balaclava. They will deliver six community housing units in return. The developer is also planning to deliver Specialist Disability Accommodation (SDA) units on the balance of the Carlisle Street site. We're also helping them identify state or federal funding opportunities for delivery of community housing units across the sites.
Policy three: Facilitate opportunities to increase affordable housing yield and diversity on existing social housing sites through transfer, redevelopment, or sale and reinvestment.	We facilitated Homes Victoria to redevelop the Barak Beacon public housing property in Port Melbourne delivering: • 130 social housing units • 82 private affordable housing units • 196 market rental units. The project will be leased to a consortium for 40 years through a public-private partnership.
Policy four: Facilitate Housing First to leverage existing property assets to deliver an increased supply of community housing.	We continue to support HousingFirst's redevelopment of community housing at Grosvenor Street, Balaclava. Construction starts in the first quarter of 2025/26. This project will replace 10 family town houses and 10 older persons units with 68 units, each featuring one-to-three bedrooms. It is due for completion in 2027.
Policy five: Apply planning mechanisms that encourage the private sector to deliver new affordable housing units.	We advocated to the Victorian Government to establish a planning mechanism, such as Inclusionary Zoning, for the delivery of social housing contributions by private developers. This includes advocating to the Department of Transport and Planning on its draft Plan for Victoria in August 2024 and to Infrastructure Victoria on its draft infrastructure plan in April 2025.
Policy six: Facilitate the delivery of affordable housing projects by others.	No activity under this policy occurred in 2024/25.
Policy seven: Foster innovative models to achieve a broader spectrum and diversity of affordable housing.	No activity under this policy occurred in 2024/25. The Common Ground Housing Model Practice Manual was prepared in 2022 by the Australian Housing and Urban Research Institute. It was used to inform initial planning for the Wellington Street Common Ground project.

Achievements and updates

Other achievements include:

housing 72 older persons through our Housing and Homelessness Service via the Sponsorship Housing Agreement with Homes Victoria

responding to all 652 enquiries about housing and homelessness through our Housing and Homelessness Service.

Port Phillip Zero

- Port Phillip Zero is a collaborative partnership focused on increasing access to housing and reducing rough sleeping in our community. Port Phillip Zero achievements in 2024/25 include:
- housing 24 people, including eight residents who moved into self-contained community housing
- merging the Port Phillip Zero and Stonnington Zero executives to form a single executive group, strengthening advocacy efforts and recognising shared priorities across both local government areas. Southside Justice joined the network as a new partner, further expanding expertise and support for people experiencing homelessness
- Port Phillip Zero became a member of the Victorian Alliance to End Homelessness, a statewide collaboration of eight Zero projects
- Port Phillip Zero made advocacy submissions to the Department of Fairness, Families and Housing regarding the High-Rise Tower Redevelopment Project and presented to the public inquiry into the tower redevelopments.

New Homelessness and Affordable Housing Strategy 2025-2035

The development of a draft Homelessness and Affordable Housing Strategy 2025-35 is underway following an initial round of community engagement with homelessness and community housing organisations.

Ageing and accessibility

Council facilitates independence and promotes social connectedness for older people and people with disability, through the provision of high-quality support services and community building initiatives.

2024/25	$ 000
Budget	4,902
Actual	4,747
Variance	155

Status of Council Plan initiatives

The following table outlines our progress towards each key initiative identified in Year 4 of the Council Plan under the ageing and accessibility service area.

Council Plan initiative	Our progress
Delivery of services and programs including community transport and social support that enable people to feel connected, part of their local community and maintain independence as they age.	We established the "village model" and a new Community Connector service. The service provides individualised, tailored support and linking services for older people looking to access support services and connections locally. We expanded the Social Support Group service's program offerings, focusing on increasing the breadth and reach to support increases in participation. We delivered aged care information hubs at Port Phillip libraries. These hubs incorporated information sessions on aged care support services and assessment processes and included information on how to maintain wellness and practical steps to age well at home. We continued to provide opportunities for increased digital literacy at our libraries by reintroducing our Young Mentors program. This allows high school students to assist older people with their digital queries. It builds the digital confidence of older residents and provides opportunities for intersectional connectivity between generations. We provided significant support for senior's groups through our grants and funding programs during 2024/25. These included: • funding 22 local projects at a total value of $22,000 through our Diversity and Ageing grants. These grants benefitted 1,066 residents mainly from multicultural senior's groups. • awarding 22 Seniors Festival grants to organisations worth $15,530 to deliver activities contributing to the festival. • eight grants awarded to seniors' groups or for seniors' specific projects with a total value of $11,890.

Council Plan initiative	Our progress
Deliver client services and programs that support inclusive and accessible activities including people who identify as LGBTIQA+, people with a disability, people from culturally and linguistically diverse backgrounds, Indigenous backgrounds and people experiencing homelessness.	We celebrated International Day of People with Disability with a panel discussion at St Kilda Library with three prominent disability advocates. We continued to deliver the Accessible Beaches program, which provides beach matting, a powered wheelchair (used 60 times) and a mobi-chair (used by 30 different users). Both chairs provide increased independence for people with disability, ensuring that everyone has the opportunity to enjoy our beaches during the summer period. We continued to implement the LGBTIQA+ Action Plan. We were proud to support the Midsumma Festival in 2025. Our involvement included hosting a Pride Flag Raising Ceremony at St Kilda Town Hall with guest speakers and a musical performance. Councillors and staff also participated in the annual Pride March in St Kilda to celebrate the LGBTIQA+ community. We acknowledged International Day Against Homophobia, Biphobia, Intersexphobia and Transphobia (IDAHOBIT) on 17 May by illuminating the St Kilda Town Hall facade in rainbow colours and by flying the progress pride flag from our community flagpole. St Kilda Library also hosted a Rainbow Storytime event for children and their carers.
Partner with the Australian Government to effectively address the recommendations from the Royal Commission on Aged Care Services.	This initiative was completed via our programs and activities to promote social connection, inclusion, and community participation for older people.
Deliver a Diversity and Inclusion Framework to guide inclusion of our diverse community across the City.**	An operational Diversity, Equity and Inclusion Framework has been developed to align Council's policy commitments and guide work.

** Major initiative

Achievements and updates

In addition, Council continued to support the LGBTIQA+ Advisory Committee, Multicultural Advisory Committee, Older Persons Advisory Committee and Multifaith Network.

Service updates

The introduction of the *Aged Care Act 2024* incorporates improved and strengthened rights-based framework for people accessing funded aged care services.

Children

Children services enable children and families to be healthy and connected by providing support services and programs that promote optimal development for children.

2024/25	$ 000
Budget	21,005
Actual	20,758
Variance	247

Status of Council Plan initiatives

The following table outlines our progress towards each key initiative identified in Year 4 of the Council Plan under the children service area.

Initiative	Progress update
Deliver the Children's Centres Improvement Plan to upgrade six childcare centres.**	This year, we worked on design, development, community consultation and service planning. Construction will start on the first service in 2026.
Deliver services and programs for children, young people and their families and caregivers in our City that meet the aspirations of our Every Child, Our Future: Children's Services Policy. Including providing universal and enhanced maternal and child health services as well as family support services to assist parents, carers and families to increase their capacity and capability.	We offered Universal and Enhanced Maternal and Child Health Services to all families who gave birth to a new baby or moved into the area and had children aged 0 to 6 years. Offered the Sleep and Settle Program to families as outreach and group sessions. In 2024/25 the State Government announced this program would cease. Delivered 6,148 consultations and provided 547 hours of group sessions.
Deliver services and programs for children, young people and their families and caregivers in our City that meet the aspirations of our Every Child, Our Future: Children's Services Policy. This includes increasing access of quality early education and care to vulnerable children in the City.	Through the Early Years Assertive Outreach program, we provided advice, support and referrals to families with children from infancy to eight years old, with a specialised lens to increase access to early childhood education and care. We supported 110 referrals and funded 13 applications for Early Education Grants.
Deliver services and programs for children, young people and their families and caregivers in our City that meet the aspirations of our Every Child, Our Future: Children's Services Policy. This includes planning and support for children's services in the municipality to help all children and young people to develop to their full potential and minimise the effects of disadvantage.	We supported early education and care via: • linked funding agreements and subsidised leases for 11 community managed early education and care services • our new central registration system, which helps to streamline vulnerable families' access to care • redeveloping six Council-owned children's services properties, aiming to increase access to fully funded kindergarten places via the addition of 85 licenced places in safe, functional, accessible facilities meeting current education and care standards.

Initiative	Progress update
Deliver services and programs for children, young people and their families and caregivers in our City that meet the aspirations of our Every Child, Our Future: Children's Services Policy including providing high quality Council-run early education and care services.	All our services were rated as 'Exceeding National Quality Standards' under the National Quality Framework. This reflects our centres' commitment to engage in critical reflection while working with our families to embed high quality practices.
Deliver services and programs for children, young people and their families and caregivers in our City that meet the aspirations of our Every Child, Our Future: Children's Services Policy including programming and funding to create opportunities for children in their middle years to participate regardless of their background or circumstances.	• Expanded programming created inclusive opportunities for middle years children, regardless of background. This includes supporting vulnerable children through daily school holiday programs, partnerships with youth and sports organisations and targeted teen initiatives. We also delivered activities at local primary schools enhancing access to recreation and community connection.
Deliver upgrades to the St Kilda Adventure Playground and Skinners Adventure Playground.**	• We progressed through the design phase of St Kilda Adventure Playground upgrade. • We deferred the Skinners Adventure Playground upgrade to 2026/27, pending a response from Homes Victoria about its proposed adjacent redevelopment project.

** Major initiative

Every Child, Our Future: Children's Services Policy

Delivery of services and programs for children, young people and their families and caregivers in our City meet the aspirations of our Every Child, Our Future: Children's Services Policy. The following table provides a progress update on each policy objective.

Policy objective	Update
Council will work with partners to ensure that every child, regardless of their abilities or background, will have access to affordable, safe, accessible, quality early years services to support development to their full potential.	We introduced Multicultural Storytime in libraries in Amharic, Arabic, Hindi and Mandarin. Multicultural Storytime runs in partnership with Space2b Social Design, Better Health Network and FKA Children's Services with funding provided by the Victorian Government. We piloted the Health Justice partnership with Southside Justice to provide free onsite legal advice through our maternal and child health services. Networking between community playgroups and toy libraries provided increased opportunities for collaboration.
Council will understand current and future needs of families in the city and influence the provision of early years services to meet those needs.	We're redeveloping six Council-owned children's services properties to deliver safe, functional, and accessible facilities that meet current education and care standards. This investment will increase capacity by 85 licensed places, helping more families access high-quality early childhood services in their local community.
Early years services will be financially sustainable and consistently aligned with relevant policies and legislation at the local, state and federal level.	A range of measures to improve financial sustainability and utilisation were introduced across Council-managed early years education and care services during the financial year. By the end of this period, utilisation at Bubup Nairm Family & Children's Centre and North St Kilda Family & Children's Centre had improved significantly.
Council will encourage collaboration across all early year's services.	We worked in partnership to provide family services and maternal and child health promotion and education through our libraries. This included having a presence at Multicultural Storytime sessions and delivering parent information sessions. Our Maternal and Child Health Services also delivered food sessions for babies and toddlers at South Melbourne Market and attended immunisation sessions to provide families with sleep and settle information, helping to engage families who missed Key Ages and Stages consultations. A Lead Family Worker is now available to work with families at Bubup Womindjeka Family and Children's Centre and South Melbourne Primary School.
Families will have access to the services and information they need, at the times they need it, to make choices appropriate for their needs.	Family Services, Maternal and Child Health Services and Middle Years and Youth Services conducted outreach activities including new parent groups, parent information sessions, workshops and youth events in Council services and community settings including Park Towers, schools and libraries. We maintained up-to-date information on our Family, Youth and Children webpages. The Family Support team worked with the Park Towers Breakfast Club to promote services available for families with young children.
Early years services will be supported by safe, accessible, contemporary, fit-for purpose, sustainable facilities and environments.	As part of the Skinners and St Kilda Adventure Playground redevelopments, we completed design work, engaged in community consultation, and removed unsafe structures. In support of the redevelopment of six Council-owned children's services sites, we undertook design and development work, community consultation, and service planning. Construction of the first service is scheduled to begin in 2026.
Children will have access to natural environments that allow them to learn about and experience play in nature. This includes natural environments within early years' services.	We facilitated two Nature Play programs at Skinners Adventure Playground promoting the benefits of outdoor play and nature-based activities to parents and carers. We held supported playgroup sessions outdoors, exploring the local parks and play spaces, highlighting the ease of access to natural environments for families.

Achievements and updates

Childcare

The Children's Services Integrated Registration and Enrolment Scheme (CSIRE) has been operating for over 12 months, providing families with childcare placement offers aligned with their preferences. The scheme includes participation from 11 Council and community-managed early years education and care services.

Childcare place utilisation across Council-managed Children's Services increased by 7.2 per cent compared to the previous year. Bubup Nairm Children's Centre achieved its fourth 'Exceeding National Quality Standard' rating in its 2025 assessment. In preparation for the relocation of children and staff to Bubup Nairm Children's Centre in 2026, we engaged families and staff at North St Kilda Children's Centre.

KidsROAR

We delivered KidsROAR across all Council managed children centres. KidsROAR is a program that empowers children and adults to help reduce child vulnerability to abuse, neglect and unsafe situations. Our delivery included a parent information evening, professional development for staff and a face-to-face children's program for kindergarten aged children. Parent participants and staff gave very positive feedback.

The numbers on maternal and child health

- 929 birth notices received
- 966 children enrolled in the maternal and child health service
- 6,148 Key Age and Stage and additional consultations completed
- Participation rates for children enrolled for each Key Age and Stage consult:
  - Home visit: 103.8 per cent
  - Two week visit: 107 per cent
  - Four week visit: 103 per cent
  - Eight week visit: 103.8 per cent
  - Four month visit: 106.4 per cent
  - Eight month visit: 96 per cent
  - 12 month visit: 88.6 per cent
  - 18 month visit: 77.8 per cent
  - Two year visit: 82 per cent
  - 3.5 year visit: 61.5 per cent
- 1,094.53 hours of support delivered to vulnerable families through the enhanced maternal and child health program.

Outreach

The Sleep and Settle program supports infants and families experiencing issues with sleep and settling their child. We provided 428 hours of outreach service this year.

In October 2024, one of our Maternal and Child Health nurses began providing outreach Key Age and Stage visits for children aged two – three-and-a-half years old across all Council, community, and private childcare centres and kindergartens. By the end of June 2025, we completed 139 outreach consultations, identifying several children with developmental delays and referring them for early intervention support.

Service updates

The Sleep and Settle group sessions run as part of the Sleep and Settle Program will cease due to Victorian Government funding cuts. The maternal and child health Sleep and Settle outreach program will continue in a reduced capacity.

Community programs and facilities

The community programs and facilities service encourage inclusiveness and connection through enabling the usage of our community facilities and programs

2024/25	$ 000
Budget	4,909
Actual	4,469
Variance	440

Status of Council Plan initiatives

The following table outlines our progress towards each key initiative identified in Year 4 of the Council Plan under the community programs and facilities service area.

Council Plan initiative	Our progress
Provide action that addresses the drivers of family violence and all forms of violence against women by tackling gender inequality in our community and organisation, and ensuring our staff are trained in risk assessment for family violence where that is relevant to their role.	We built on our commitment to the Being Equal Program in three of our early learning centres by engaging allies and leaders in preventing violence against women through community events as part of the 16 Days of Activism against Gender-Based Violence. We continued to deliver our organisational Gender Equality Action Plan in the workplace. We provided family violence training to leaders contributing to implementation of the workplace Family and Domestic Violence Policy.
Provide a commitment to integrating the principles of universal design in council buildings, streets, public spaces, and beaches as part of our ongoing capital works program and advocacy on Victorian Government projects.	We adopted universal design in numerous projects – meaning they are planned to be more accessible and inclusive for everyone. Key examples include the refurbishment of the Emerald Hill Library, providing advice on Anzac Station as part of the Metro Tunnel works and when considering road safety upgrades for Inkerman Street, Balaclava.
Provide a third Reconciliation Action Plan that continues our commitment to work with the Boonwurrung Traditional Owners, the two Registered Aboriginal Parties for the City, and local Aboriginal and Torres Strait Islander people to achieve reconciliation.	We launched our third Reconciliation Action Plan (RAP) 2025-27 in May 2025. We developed the plan with input from Traditional Owners, Registered Aboriginal Parties, and the Aboriginal and Torres Strait Islander community. This is a meaningful step in our ongoing commitment and journey towards reconciliation with First Nations peoples. Our vision is a City that elevates First Peoples' voices, enables self-determination, and creates a culturally safe and inclusive future. The action plan will guide Council's delivery of reconciliation activities and commitments over the next two years.
Partner with our Older Persons Advisory Committee, Youth Advisory Committee, Multicultural Advisory Committee, Multi-Faith Network, LGBTQIA+ Advisory Committee and establish other committees, where relevant, to ensure the diversity of our community's experience is represented in decision-making.	We continued to support our advisory committees. Advisory committees provide valuable insight and input into a range of projects, programs, and services. This ensured that diverse lived experience was represented in Council's decision-making.

Council Plan initiative	Our progress
Partner with local community agencies via multi-year funding deeds to enable delivery of programs to persons facing or at risk of social and economic disadvantage that promote learning and skills development.	Council has funding agreements with Port Phillip Community Group and South Port Community Centre to deliver programs promoting learning and skills development. The programs support community members from diverse backgrounds and those facing barriers to develop and grow their skills, knowledge and confidence.
Partner with local community agencies via multi-year funding deeds to enable delivery of programs to persons facing or at risk of social and economic disadvantage that address health inequities.	Council has a funding agreement with Launch Housing to employ a person full time to their Rough Sleepers Program. This program provides outreach support to people sleeping rough in Port Phillip. This outreach support is critical to the Port Phillip Zero Project as it can capture people onto the By Name List for further ongoing support. Council also has a funding agreement with Port Phillip Community Group to support referral to other agencies.
Partner with local community agencies via multi-year funding deeds to enable delivery of programs to persons facing or at risk of social and economic disadvantage that provide access to nutritious and affordable foods and meals in social settings.	We provided $84,000 to Port Phillip Community Group to deliver the Share the Food Program with warehouse support and coordination of emergency food relief. This supports 14 member organisations to access and deliver food relief to vulnerable members of the community. We provided a total of $14,200 to six multicultural seniors support groups to support provision of culturally appropriate social meals for 168 community members at risk of isolation. The funding leveraged 2,819 hours of volunteer work to deliver 6,200 meals.
Partner with local community agencies via multi-year funding deeds to enable delivery of programs to persons facing or at risk of social and economic disadvantage that provide access to recreation activities that build social connections.	We have funding agreements with Port Phillip Community Group and South Port Community Centre to provide access to recreation activities that build social connections. Their programs support community members facing barriers to participation and social connection with supported access to activities such as bushwalking, fishing and excursions for disadvantaged families.
Partner with community groups through grant programs to strengthen and leverage the capacity of local groups and networks.	We funded 34 grants across four programs totalling $114,316 that strengthen and leverage the capacity of local groups and networks.
Partner with community groups through grant programs to support programs that increase opportunities to participate in community life.	We funded 20 grants across seven programs totalling $50,050 to increase opportunities to participate in community life.
Partner with community groups through grant programs to enable access and inclusion of culturally diverse groups and persons facing or at risk of social and economic disadvantage.	We funded 74 grants across 10 programs totalling of $238,497 to enable access and inclusion of culturally diverse groups and persons facing or at risk of social and economic disadvantage.
Partner with community groups through grant programs to increase participation for people underrepresented in existing sport and recreation opportunities in the City.	We funded 22 grants across seven programs totalling $122,580 to increase participation for people underrepresented in existing sport and recreation opportunities in the City.

Council Plan initiative	Our progress
Partner with the Victorian Government, relevant agencies and community health agencies to support health planning, health prevention activities and participation in health promotion campaigns in our municipality.	We facilitated a Health and Wellbeing Stakeholder Workshop with 27 key stakeholders. The workshop explored opportunities for partnership and will provide a strong foundation for how Council works with stakeholders to respond to the health and wellbeing needs of our community. We continued to participate in regional health networks.
Partner with the local community organisations to promote volunteering, provide opportunities for Council staff to volunteer under our Corporate Responsibility Program and support and train volunteers to enhance the provision of community services and support.	We lead the Port Phillip Volunteer Coordinator Network, with 45 organisations joining quarterly meetings. We issued eight electronic updates. We awarded seven grants to strengthen volunteering opportunities in local non-profits. Four Council staff volunteered at the Friends of Suai/Covalima trivia night.
Provide enhanced environmental, social and economic wellbeing of our community through designing and delivering our services and infrastructure in a socially responsible way and supporting a staff volunteering program in our community.	Council staff volunteered to assist Friends of Suai/Covalima on their annual trivia night to raise funds for the Covalima Community Centre.
Partner with the Victorian Government to fund services and supported housing that meet the needs of people with complex mental health needs and implement the recommendations of the Victorian Mental Health Royal Commission.	Our Housing and Homelessness Program continues to refer people moving into high-rise public housing into the Older Persons High Rise Support Program. This program provides an on-site health service to connect older persons in public housing with health services.
Deliver the actions of the 2019-25 Community Safety Plan, which provides the framework for public safety management in the municipality. This work includes delivering upon the commitments of the Public Place CCTV Policy.	All action items in the Community Safety Plan are in progress or completed. We have started renewing Public Place CCTV. We started developing the next Community Safety Plan 2025-29, starting with community engagement.
Deliver the actions of the Positive Ageing Policy supporting the needs and aspirations for older people in our municipality.	All action items in the Positive Ageing Policy are in progress, with no items yet to start.

Community Safety Plan 2019-25

See 'Amenity' in the Sustainable Port Phillip section for more information about community safety.

The current Community Safety Plan has three priority areas: Creating Safe Spaces, Building Resilience, and Living Healthy. It is delivered across all areas of Council's work including lighting, traffic and transport, community building programs and grants, activation of public spaces, maintenance and development of open spaces. Highlights include:

- Starting the planned renewal of the Public Place CCTV network across four precincts in St Kilda (Grey Street, Fitzroy Street, Acland Street, Foreshore and entertainment precinct)
- Working with Victoria Police to deploy Council's mobile CCTV trailer across the municipality
- Supporting Neighbourhood Watch community information sessions in Port Melbourne on 31 October 2024 and St Kilda East on 5 February 2025
- Supporting Victoria Police's Neighbourhood Policing Forum on 3 December 2024
- Continuing to advocate in support of an acoustic camera trial by the Environmental Protection Authority to monitor and mitigate dangerous driving
- Hosting the Community Safety Roundtable on 19 March 2025
- Developing the next Community Safety Plan.

Trauma Aware Port Phillip

We started Trauma Aware Port Phillip (TAPP), a community-led, evidence-informed project to strengthen resilience and reduce the impact of trauma and shame in the Port Phillip community. The TAPP working group, made up of community members and organisation representatives, meets monthly to progress this work. They're developing a toolkit to address areas of activities including education and community awareness, direct intervention and prevention, research, data and evaluation, and communication.

Achievements and updates

In addition, we delivered or partnered in the delivery of the following events:

Reconciliation and acknowledgement of First People

We celebrated the beginning of NAIDOC week with a flag raising ceremony on the lawn of St Kilda Town Hall. The 2024 theme, "Keep the Fire Burning", is a reminder that the reconciliation process is ongoing.

We-Akon Dilinja 2025, delivered in partnership with the Boonwurrung Land and Sea Council (BLSC), continued the tradition of acknowledging and honouring First Peoples on a day holding complex meaning. The event opened with a culturally guided Welcome to Country and smoking ceremony. This was followed by reflections from community leaders and performances from local First Nations artists. It remains one of the few civic events in Victoria held on 26 January that centres First Nations voices.

We acknowledged Reconciliation Week with a flag raising ceremony on the lawn of St Kilda Town Hall. This event was held in partnership with the BLSC where Elder N'Arweet Carolyn Briggs AM delivered a heartfelt address, sharing powerful cultural stories and speaking to the significance of reconciliation in creating a more united future. The ceremony featured the raising of the Aboriginal and Torres Strait Islander flags by community Elders and concluded with a smoking ceremony. Attendees participated in the cultural cleansing ritual, reaffirming the importance of preserving and sharing cultural traditions in public life.

16 Days of Activism against Gender-Based Violence

We focused on positively engaging men as allies, role models and leaders in preventing violence against women with two community events for our 16 Days of Activism against Gender-Based Violence campaign. These included:

- "Conversations that Matter: An Evening for Men" at Caulfield Park Pavilion. This event was hosted in partnership with the City of Glen Eira and City of Stonnington.
- "No Buts: Twelve inspiring stories from men who changed their violent or abusive behaviour" at St Kilda Library. A panel discussion with three men who have changed their violent and abusive behaviour.

Promoting diversity and inclusion

As part of the United Nation's (UN) International Day for the Elimination of Racial Discrimination (21 March 2025) and Cultural Diversity Week (17-23 March 2025), we hosted a Campfire Stories at St Kilda Library featuring First Nations Elders from the Bunurong Land Council and a panel of multicultural storytellers. The event captured the power of storytelling in strengthening social cohesion and community harmony.

For World Refugee Day 2025, we lit up St Kilda Town Hall in light blue, the colour associated with the UN Refugee Agency's (UNHCR) logo. To affirm Council's commitment as a Refugee Welcome Zone, we displayed our 'Refugees Welcome Here' banners at customer service counters during the week.

For International Women's Day (IWD) in 2025, We hosted a special in-conversation event at MEMO Music Hall as part of ROAR Fest, the inaugural women's music festival held in St Kilda. This event featured three legends of the Australian music industry – Kate Ceberano AM, Ella Hooper and Tania Doko – and was moderated by musician and broadcaster, Chelsea Wilson. The panel discussed the lack of representation of women in the Australian music industry, gender pay gaps, resilience and longevity, mentorship and lessons learnt about gender equality from other countries, aligning with the UN theme of 'March Forward for ALL women and girls.

Council is a proud supporter of the Midsumma Festival and Pride March is a celebration of our LGBTIQA+ community. A diverse mix of LGBTIQA+ artists, performers, communities and audiences unite for three weeks of queer cultural celebrations. Midsumma features a program of about 200 events, with 30 of those hosted in Port Phillip in spaces such as Gasworks Arts Park, Theatre Works, Temperance Hall and the jewel in St Kilda's rainbow crown, the Victorian Pride Centre.

Families and young people

The families and young people service provides a range of services, including day care, maternal child health services, support and programs to the community to enable accessible, safe, informative opportunities for children, young people and their families.

2024/25	$ 000
Budget	3,933
Actual	3,358
Variance	575

Status of Council Plan initiatives

The following table outlines our progress towards each key initiative identified in Year 4 of the Council Plan under the family and young people service area.

Council Plan initiative	Our progress
Partner with young people and schools to provide opportunities to enable youth leadership and inclusion of young people's voices in decision-making.	In August 2024, we held our inaugural Youth Summit, supported by the Youth Advisory Committee (YAC). It was attended by 70 young people from secondary schools and education centres. Young people took centre stage, presenting their innovative solutions to local issues and collaborating with peers. The YAC played a crucial role in planning and facilitating the event, showcasing their leadership skills. Workshops, panel discussions, and networking opportunities provided a platform for youth to develop their ideas and advocate for change. The summit culminated in recommendations presented to Councillors, which Council are reviewing for potential implementation.
Deliver services and programs for children, young people and their families and caregivers in our City that meet the aspirations of our Every Child, Our Future: Children's Services Policy including providing and enabling childhood, adolescent and adult immunisations to protect from vaccine preventable diseases	Offered vaccines at no cost to all eligible community members across various locations. The program expanded to offer protection for the respiratory syncytial virus (RSV) to pregnant mothers and eligible infants. The school program expanded to include vocational non-mainstream schools. The vaccines are funded through the National Immunisation Program.
Partner with the Victorian Government to ensure it provides adequate provision of public open space for vertical schools to support the health and wellbeing of the young people of our City.	Continued to advocate to the Department of Education for the funding of additional open space to support new schools, consistent with the priority action in the Places for People: Public Space Strategy 2022-2032. Preparing a guideline to support schools to access Council's public open spaces.

Achievements and updates

Supporting play and story

We introduced Multicultural Storytime in Port Phillip libraries in Amharic, Arabic, Hindi and Mandarin. We held 74 sessions with approximately 602 attendees. In addition to regular sessions, we celebrated two Islamic festivals, Eid al-Fitr at Emerald Hill Library and Eid al-Adha at South Melbourne Market. They included expanded activities including music and Middle Eastern cuisine. The program is a partnership with Space2b Social Design, Better Health Network and FKA Children's Services, with funding provided by the Victorian Government.

A local nature playgroup expert facilitated two Nature Play programs at Skinner's Adventure Playground. Maternal and Child Health and other council services were present, creating connections between services and community. Following the program, parents and carers reported an increase in their time spent in natural environments and that they learned new ways to play in nature.

We supported 613 families to access toy library memberships across four community-run sites.

We delivered a highly successful gaming pop-up at St Kilda Festival 2025, designed to connect young people with the Middle Years and Youth Services and showcase Council-led programs. The vibrant space featured high-energy tournaments in Mario Kart, Smash Bros. and Rocket League – plus innovative local indie games curated by local game design and event collective Hovergarden. This engaging initiative attracted more than 120 young people aged 10 to 25, fostering community connections and sparking interest in Council programs.

In May 2025 Skinners Adventure Playground hosted a commemorative farewell event for its original play structures "The Ship" and the iconic "Thomas" face, prior to removal as part of ongoing upgrade works. Approximately 40 past and present community members attended the event which honoured the playground's 47-year legacy. Activities included a "message in a bottle" memory-sharing session, a parent-child table tennis match, a shared meal and a nostalgic video montage. Skinners Adventure Playground staff delivered a heartfelt speech, acknowledging the profound impact of the equipment on generations of users.

Families at risk

The Integrated Family Services program supported 39 families with 19 identified as experiencing current or historic family and domestic violence.

The Lead Family Worker program is an early intervention program for families with the aim to enhance the wellbeing of caregivers and children to reduce social isolation, challenges accessing services and increase safety. In 2024/25 the program received 161 referrals for short term early intervention. We provided over 700 hours of support to the 90 referrals who became cases. Disclosures of current or historic domestic violence were made in 68 of the referrals.

The Lead Family Worker program was relocated to South Melbourne Primary School for one day each week. This enhanced collaborative support practices across Barring Djinang Kindergarten, the primary school and Maternal and Child Health. These teams worked together to:

- consult on child safety issues
- link families experiencing domestic and family violence with relevant services
- support NDIS navigation
- use a multidisciplinary approach to ensure the best outcomes for children accessing this site.

Service updates

We supported the relocation of St Kilda Playgroup to Betty Day Community Centre. This provides the playgroup with opportunities for additional memberships and weekend access.

Longstanding FReeZA funding ceased in October 2024. In late 2024, Council was awarded a Victorian Government Engage! Grant of $150,000, allocated over three years. The higher valued grant will allow us to expand our efforts in youth development and community engagement.

Recreation

The recreation service plans, delivers and activates sport, recreation and open space facilities and services to improve the community's health and wellbeing.

2024/25	$ 000
Budget	18,245
Actual	16,877
Variance	1,368

Status of Council Plan initiatives

The following table outlines our progress towards each key initiative identified in Year 4 of the Council Plan under the recreation service area.

Initiative	Progress update
Deliver the Accessibility Action Plan (also known as a disability action plan) to demonstrate our commitment to equitable participation and inclusion of people with disability within our community and within our organisation.	We delivered the Accessible Beaches Program over an extended summer season (October – April) to allow increased accessibility, ensuring everyone could enjoy our foreshore. This program includes providing beach wheelchairs and beach matting for free community use. We actively delivered the priorities of the Accessibility Action Plan through the design of sport and recreation infrastructure projects, and development of the renewed Sport and Active Recreation Strategy.
Provide, as part of Elder Smith Redevelopment, improved netball infrastructure in Port Melbourne through the design and construction of new netball courts, pavilion, car parking and lighting at Elder Smith Reserve.	This project was renamed Port Melbourne Netball Infrastructure. We continued designing the proposed new netball facility at Elder Smith Reserve, with four netball courts, a pavilion and carpark. We further analysed site constraints and investigated the feasibility of alternative sites. This project will continue in 2025/26.
Provide community spaces and facilities that are designed and programmed to be welcoming and accessible for all members of our community and to encourage social connection for all ages, cultures and backgrounds	We provide multiuse community spaces and facilities that are welcoming and accessible for the community. Design considerations include access and materials used in sportsground redevelopments (JL Murphy pitch 3 conversion to synthetic) and provision of infrastructure (seats and lighting) to support social connection. In addition, we started renewal of the Sport and Active Recreation Strategy. The new strategy increases focus on groups in the community who typically participate less in sport and physical activity and have historically had fewer and less access to opportunities.

Initiative	Progress update
Deliver high-quality sport and recreation infrastructure designed for shared community use that enables people of all ages, backgrounds and abilities to participate, including major projects such as JL Murphy, Lagoon Reserve, North Port Oval, RF Julier, Port Melbourne Netball Courts, Wattie Watson Oval and other sports field lighting and minor recreation infrastructure renewals, subject to available budget funding.**	We made significant investment in sport and recreation infrastructure redevelopments to provide high-quality facilities for the community. Sports facilities scored 88 in the Community Satisfaction Survey. We completed: • upgrades to JL Murphy Reserve, including the redevelopment of pitch 2 and 3, including installation of our first synthetic pitch, and construction of the baseball infield • redevelopment of Lagoon Reserve, including a new sportsground surface, cricket net and sportsground lighting • redevelopment the Port Melbourne Skatepark • Installation of a BMX pump track at RF Julier Reserve • Installation of bicycle and skateboard repair stations at RF Julier Reserve and Turville Reserve • maintenance upgrades at JL Murphy Reserve – Woodruff Oval • Installation of new changerooms at Elwood Park • Installation of a new electronic scoreboard at Peanut Farm Reserve in partnership with St Kilda City Football Club. We started: • construction of a new pavilion at Lagoon Reserve • The replacement of the roof of Elwood Angling Club • the masterplan process for the development of the Australia Post site in Fishermans Bend. Other projects being designed, or nearing construction include: • upgrades to the pavilion at Albert Park Bowls Club • reinstating Head A and Head B sportsgrounds and the Elwood Croquet Club Pavilion and Courts at Elwood Park following the Melbourne Water Main Drain Duplication Project.
Provide advocacy support to individual clubs within Albert Park which are applying for funding through third parties	Our support included: • advocating to Parks Victoria about the Albert Park Pit Building Redevelopment project in support of sports clubs and active recreation opportunities • providing advocacy support for sports clubs • engaging with the Albert Park Sports Club Tenants Association • discussing funding opportunities for sports infrastructure with Parks Victoria • acting as auspice for grant applications to the Victorian Government • supporting Cricket Victoria with its strategic programs and a proposal to install lighting infrastructure at Junction Oval.

Initiative	Progress update
Partner with local sporting clubs, schools, recreation providers, not-for-profit organisations and brands to facilitate and encourage participation in recreation and leisure activities to enable everyone in our community to be more active.	We provided funding though community grants to support sports clubs and organisations to grow engagement. We completed the first phase of engagement for the Sport and Active Recreation Strategy. This included engaging with sporting clubs, schools, recreation providers, state/national sporting associations and community members to better understand how Council can support the community to be more physically active on both an individual and systemic level. We ensured compliance of sports clubs with leases and licences and issued permits for the use of public space to provide community sport. We also issued permits for commercial recreation and personal training providers, enabling diverse and vibrant recreation and fitness activity offers that get our community active. Minor updates to the Personal Training and Outdoor Commercial Recreation policies in 2023/24 resulted in a change in the type and number of permits issued. We reviewed the Expression of Interest (EOI) process and assessment matrix to support the next season of Outdoor Commercial Recreation providers. The application process now includes a new online form, aligned assessment criteria, a trailer permit application process and assessment matrix. The indoor court at South Melbourne Primary School, the only one managed by Council, continued to have high use – particularly by basketball providers. We progressed the upgrade of the multipurpose courts in Alma Park to design stage in consultation with St Mary's Parish and associated schools, for delivery in 2025/26. We delivered the Accessible Beaches Program at St Kilda Beach in partnership with St Kilda Life Saving Club, at Port Melbourne Beach in partnership with Port Melbourne Life Saving Club and at Elwood Beach. Accessible Beaches services include beach matting, accessible mobi and motorised wheelchairs, and a Changing Places Facility at St Kilda Lifesaving Club. The service is free of charge for community use. Over the 2024/25 extended summer season (October – April) we had the most uses of the motorised chair since its introduction in 2023. We created a short promotional clip with interviews and videos of people using the services with the support of our local lifeguards. We will use the images and video in the marketing campaign in the lead up to next season.

Initiative	Progress update
Partner with sport and recreation providers to improve access and gender equity within their programs.	We completed Gender Impact Assessments for all sports and recreation projects We implemented the Fair Access in Sport Policy and Action Plan, including developing a Sports Club Fair Access in Sport Audit Tool for clubs to assess their gender inclusivity. We obtained $10,000 from the Victorian Government through the Change Our Game funding program. The funding will be used to respond to the Fair Access in Sport Policy Action Plan and deliver professional development through Council's inaugural Women in Sport network.
Partner with Parks Victoria to improve communication and engagement with Albert Park users and clubs.	We maintained regular meetings and ongoing communication with Parks Victoria and continued to engage sports clubs based at Albert Park and the Albert Park Sports Club Tenants Association to discuss priorities, projects and strategic direction. We provided allocations of sportsgrounds in other parts of Port Phillip to sports clubs based at Albert Park Reserve during the Grand Prix occupation. Council supported Parks Victoria to assess grant applications for its funding of clubs. We engaged sports clubs based at Albert Park Reserve on the review of the Sport and Active Recreation Strategy. This included workshops and a pop-up session in Albert Park Reserve.
Partner with Parks Victoria over time to align plans for sport and recreation within Albert Park with broader municipal sport and recreation strategies over time.	We worked with Parks Victoria to understand its priorities and projects planned for delivery in the draft Albert Park Sports Management Plan. We engaged with Parks Victoria during the first consultation phase for Council's renewed Sport and Active Recreation Strategy.

Getting Our Community Active – Sport and Recreation Strategy 2015-2024

Our Sport and Recreation Strategy 2015-2024 guides the provision of sport and recreation facilities and services for the Port Phillip community. It defines Council's role in engaging with and supporting the community, guiding the shape of our local places for sport and recreation, and responding to changing sport and recreation participation trends.

Following the conclusion of the strategy at the end of 2024, we are undertaking a review that will inform the development of a new Sport and Active Recreation Strategy to be launched in 2026.

The table below provides an update on our progress towards each focus area in the strategy.

Focus Area	Our progress
People: provide and facilitate a diverse range of sport and recreation programs and services to the Port Phillip community.	We continued to provide diverse opportunities for our community to be active by supporting sports clubs, community groups, commercial providers, delivery partners, and partnerships with Parks Victoria and local schools. We delivered support by: • increasing communication to sport and recreation providers • providing permits for commercial recreation activities • celebrating the achievements of sports clubs and community groups, including the introduction of new women's football teams and junior girls' soccer teams • hosting and attending meetings and special events, such as come and try days, and special rounds • providing access to development opportunities • supporting operations with community grants • facilitating participation opportunities within the community, including the Accessible Beaches Program • implementing the actions of the Fair Access in Sport Policy • collaborating with State Sporting Associations, Parks Victoria and local schools to support access to sport and recreation facilities. To inform the renewed strategy, we facilitated the first round of engagement with the community, sports clubs and sport and recreation providers to understand how people get active in Port Phillip.

Focus Area	Our progress
Places: plan, provide and maintain quality sport and recreation spaces for the Port Philip community.	To inform the renewed strategy, we reviewed the status of actions from the current strategy. We also completed a literature review and background research, including analysis of private and public facilities. We continued planning sport and active recreation for Fishermans Bend. We started a masterplan for the development of the Australia Post site to provide new sport and recreation spaces and facilities. To provide quality sport and active recreation spaces we have delivered new and upgraded facilities in 2024/25. Some of these included: • upgrades to JL Murphy Reserve – the redevelopment of pitch 2 and 3, including installation of our first synthetic pitch, and construction of the baseball infield • redevelopment of Lagoon Reserve – new sportsground surface, cricket net and sportsground lighting • redevelopment of the Port Melbourne Skatepark • installation of a BMX pump track at RF Julier Reserve • installation of bicycle and skateboard repair stations at RF Julier Reserve and Turville Reserve • maintenance upgrades at JL Murphy Reserve – Woodruff Oval • installation of new changerooms at Elwood Park • installation of a new electronic scoreboard at Peanut Farm Reserve in partnership with St Kilda City Football Club. We provided permits to a diverse range of active recreation providers including personal trainers, wellbeing activities, skydiving, stand-up paddleboarding, beach volleyball, kite boarding and adventure water sports. We have increased maintenance practices of all sporting surfaces to ensure facilities are compliant and fit for purpose.
Processes: ensure good governance in the management of sports and recreation in Port Phillip.	Governance of sports and recreation in Port Phillip is guided by: • Sport and Recreation Strategy 2015-2024 • Sports Club Conditions of Use Guidelines • Sports Facilities Plan • Informal Recreation Audit • Fair Access in Sport Policy and Action Plan • Fitness Trainer Policy • Outdoor Commercial Recreation Policy • the increased performance of our online booking and allocation system Collaboration is a vital way we can help provide the community with diverse sports and recreation opportunities: • We collaborate with Parks Victoria for use of Albert Park Reserve. • Collaboration with other councils has ensured consistent and streamlined governance within sport and recreation, knowledge and resource sharing, and more extensive support for sport and active recreation. • We collaborate with sports clubs, State Sporting Associations, Sport and Recreation Victoria, VicSport and funding bodies to support the governance of sports and sports clubs.

Achievements and updates

Key achievements this year include:

- Installation of the first synthetic pitch in Port Phillip at JL Murphy Reserve in Port Melbourne.
- an increase in usage of the powered wheelchair at St Kilda Life Saving Club. Through increased marketing and connections with community organisations, the wheelchair reported 65 uses over the summer season (October – March), supporting members of our community to access the foreshore.
- establishing the Sport and Recreation Planning Cross Council Collaboration – an officer-level network to share information, knowledge and learnings with our neighbouring councils.
- obtaining $10,000 of funding from the Victorian Government through the Change Our Game funding program to deliver on actions from the Fair Access in Sport Policy.

Inclusive Port Phillip: outlook for the future

With Year 4 of the Council Plan 2021-31 completed, we move next year to delivering our new Council Plan – the Plan for Port Phillip 2025-35 (including budget). In 2025/26 we will focus on the activities outlined below.

Policy and strategy updates

In 2025/26, we will progress several important updates, including:

- Developing a **Multicultural Strategy** and significant dates calendar
- Launching the **Trauma Aware Port Phillip toolkit**
- Creating the **Community Safety Plan 2025–2029**
- Renewing Every **Child, Our Future: Children's Services Policy** to remain responsive to community needs
- Updating the **Sport and Active Recreation Strategy** to guide the next decade
- Developing the **Accessibility Action Plan**, scheduled for completion in 2025/26.

Children's Services and Early Years

We are planning significant improvements for children and families, including:

- **Bubup Nairm Children's Centre:** relocating some North St Kilda programs in 2026, with new licensed rooms becoming available. Indoor and outdoor spaces will be upgraded to support the transition.
- **Kindergarten central registration and enrolment scheme:** following approval from the Department of Education, we are engaging stakeholders and developing an online system for registrations from 2026, supporting children to access two years of funded kindergarten from 2027.
- **Health Justice Partnership with South Side Justice:** after a successful pilot, legal services will continue to be embedded in maternal and child health services, giving families direct access to advice.
- **Outreach maternal and child health visits:** expanding services in early years settings to increase participation.
- **Ambulance Victoria partnership:** continuing to deliver tailored information sessions for parents and carers of young children.
- **Dadfit Program:** supporting new fathers' mental and physical health through a five-week program at Middle Park Community Centre.

Play, learning and family connection

We will continue to support opportunities for families to connect and learn by:

- Promoting and growing community-run toy libraries and playgroups, with the Supported Playgroup relocating to Elwood Community Playgroup for a one-term trial from July 2025.
- Expanding promotion of adventure playgrounds to increase engagement, particularly among families experiencing vulnerability.

Sport and active recreation

In 2025/26 we will deliver several major projects, including:

- A new pavilion at Lagoon Reserve
- Pavilion upgrades at Albert Park Bowls Club
- Design works for Port Melbourne Bowls Club
- Amenity upgrades at Port Melbourne Life Saving Club
- A masterplan for the Australia Post site in Fishermans Bend
- Management of sports clubs displaced by Melbourne Water's Elwood Main Drain Duplication works.

We will also:

- Complete the **Sports Club Fair Access Audit Tool**, develop an **action plan** for clubs, and establish a Women in Sport network.

Accessibility and Inclusion

We will continue to deliver and expand initiatives that support inclusion, including:

- Enhancing the **Accessible Beaches Program** to support foreshore access
- Best efforts to support community groups such as **Back to Bikes, SES, Port Phillip Men's Shed and Fishermans Bend Gymnastics Club** to access facilities, ensuring they can continue providing vital services and connections.

Strategic Direction

Liveable Port Phillip

A City that is a great place to live, where our community has access to high quality public spaces, development and growth are well managed, and it is safer and easier to connect and travel within.

Four-year strategies

- Port Phillip has diverse and distinctive neighbourhoods and places and is proud of and protects its heritage and character.
- Port Phillip is safer with liveable streets and public spaces for people of all ages and abilities to enjoy.
- The City is well connected and easy to navigate with options for sustainable and accessible transport.

Contributing service areas

- City planning and urban design
- Development approvals and compliance
- Health
- Local laws and animal management
- Municipal emergency management
- Public space
- Transport and parking management

In this section

- Status of City and Council indicators
- A detailed update of each contributing service area
- Our outlook for the future

$ 000	
Budget	129,447
Actual	131,380
Variance	(1.935)

City and Council indicators

City indicators

Indicator	2022/23	2023/24	**2024/25**
Proportion of residents who agree the local area is vibrant, accessible and engaging	83%	Not available	**Not available**
Proportion of residents who are proud of, connected to and enjoy living in their neighbourhood	90%	Not available	**Not available**
Proportion of residents who feel a sense of safety and security in Port Phillip.	71%	Not available	**Not available**
Proportion of residents living within short, easy and safe walking distance of public open space. That is, without having to cross major roads or other physical barriers such as railways or waterways.	85%	Not available	**Not available**
Number of fatal, serious or non-serious transport related crashes.	306	320	**251**

Council indicators

Indicator	2022/23	2023/24	2024/25	Target 2024/25	Status
Percentage of registered food premises that receive an annual food safety assessment ♦	100%	100%	100%	100%	✓
Sealed local roads maintained to condition standards, below the intervention level ♦	94%	95%	95%	95%	✓
Planning applications decided in required timeframes ♦	57%	61%	72%	65%	✓
Cost of statutory planning service per planning application received ♦	$3,356	$3,593	$3,136	$4,000	✓
Number of properties being investigated for heritage protection in the planning scheme	1,636	413	629	652	
Time taken to action animal management requests (days) ♦	1	1	2	1	✗
Proportion of residents that agree that the Parking Management Policy addresses the City's existing and future growth and transport challenges	34%	32%	Not available	50%	●
Proportion of residents that agree that the Parking Management Policy provides fairer and more reliable access to parking	37%	34%	Not available	50%	●
Proportion of residents that agree that the Parking Management Policy provides fairer and more reliable access to parking	36%	Not available	Not available	50%	●
Percentage of successful animal management prosecutions ♦	100%	100%	100%	100%	✓
Percentage of collected animals that are reclaimed by owners ♦	41%	37%	46%	50 %	✗
Percentage of unclaimed collected animals that are rehomed ♦	32%	52%	47%	15%	✓
Cost of animal management services per population ♦	$13	$10	$10	$11	✓
Percentage of critical and major non-compliance outcome notifications (about food premises) that are followed up by Council ♦	100%	100%	100%	100%	✓
Time taken to action food complaints (days)	1.71	1.53	1.65	<2	✓
Cost of food safety services per food premises ♦	$713	$762	$789	$730	✗
Time taken to decide planning applications (days) ♦	106	93	66	100	✓
Community satisfaction with sealed local roads ♦	59	57	7.2	61	✓
Sealed local road requests per 100 kilometres of sealed local roads ♦	44	53	49	70	✓
Cost of sealed local road reconstruction per square metre ♦	$65	$262	$123	$115	✗
Cost of sealed local road resealing per square metre ♦	$32	$25	$30	$65	✓

^ Not a Council Plan indicator in 2024/25

* There has been a significant delay in receiving authorisation from the Minister of Planning to amend the Port Phillip Planning Scheme.

** Reporting frequency was changed from being monthly, due to availability of data for reporting.

Legend ✓ Met or exceeded target ✗ Did not meet target ● Data unavailable or target being rebaselined
♦ Also required as part of the Local Government Performance Reporting Framework (LGPRF).

City planning and urban design

The city planning and urban design service provides strategic planning, controls and urban design outcomes to enhance Port Phillip's character and create a liveable, attractive and sustainable City.

2024/25	$ 000
Budget	4,627
Actual	4,379
Variance	247

Status of Council Plan initiatives

The following table outlines our progress towards each key initiative identified in Year 4 of the Council Plan under the city planning and urban design service area.

Council Plan initiative	Our progress
Partner with the Victorian Government to improve the safety of buildings in our City particularly with unsafe cladding.	Complete.
Provide an updated Port Phillip Planning Scheme, including a Municipal Planning Strategy, Housing Strategy and precinct-based structure plans, that provide a framework of local policies and controls to effectively manage growth, land-use change and support community sustainability, health and wellbeing.**	We're continually updating the Port Phillip Planning Scheme to effectively manage heritage and character, growth, land-use change whilst supporting community wellbeing and health in a sustainable and equitable way. We adopted a new Housing Strategy which supports residential housing choices for our community. We also adopted a new Spatial Economic and Employment Framework. Along with the Housing Strategy these foundational strategies ensure we respond to community needs, supports appropriate housing, and supports employment and economic growth. Council adopted the South Melbourne Structure Plan, and we've progressed the Planning Scheme Amendment to implement its recommendations into the Port Phillip Planning Scheme. This will ensure appropriate growth in South Melbourne. We're in the final stages of the Heritage Implementation Program which reviews and updates our heritage properties to ensure they are appropriately protected. Council adopted the St Kilda Live Music Precinct Planning Study 2024, and we've prepared the amendment to incorporate the plan into the Port Phillip Planning Scheme.

Council Plan initiative	Our progress
Provide planning scheme amendments to strengthen land-use and development policy and controls, to manage growth and maintain local amenity and character in areas undergoing significant change.	We progressed planning scheme amendments to ensure our Planning Scheme is up to date and implement strategic planning projects. This includes implementing the Live Music Precinct Policy, reviewing Heritage Overlay 7 and developing the South Melbourne Structure Plan.
Provide a South Melbourne Structure Plan to inform future planning control in South Melbourne, develop Council's public realm projects and manage growth through aligning with partnership, transport, employment and sustainability goals outlined in key Council strategies.**	We endorsed the South Melbourne Structure Plan in August 2024. The Planning Minister authorised the amendment to implement this plan (C219port) to progress to exhibition in June 2025. Exhibition will allow the community to comment on the amendment and provide a written submission to Council.
Partner with the Victorian Government, Parks Victoria and other key stakeholders to maintain and enhance all 11 km of foreshore for the benefit and active use by all Victorians.	We partnered with the various stakeholders to ensure the works to reinstate Elwood Reserve to deliver on the ambitions of the Elwood Masterplan. The Elwood Main Drain Duplication project will add 660 metres of new drain from Elsternwick Park to the Elwood foreshore – improving drainage and helping manage stormwater during heavy rain, storms, and floods.
Partner with the Victorian Government to deliver outcomes in the Fishermans Bend strategic framework. Provide the Fishermans Bend Program and urban renewal vision guides land use, development, infrastructure and service delivery in Fishermans Bend to 2050. The program has three phases – establishment, development and delivery – and focuses on minimising four strategic risks to Council.	We worked with the Victorian Government to develop the Fishermans Bend Development Contributions Plan (DCP) in 2024/25. The plan sets out how $2.4 billion of infrastructure funding will be allocated and delivered in the precinct. The DCP was subject to a Standing Precincts Advisory Committee panel hearing in November-December 2024. This led to a panel report being issued in April 2025 which responded favourably to Council's submissions made during the process. We restarted work with the Department of Transport and Planning towards finalising the draft Montague Precinct Implementation Plan – a key outcome of the Fishermans Bend Framework. We started scoping design and delivery of early DCP-funded infrastructure projects. Johnson Street Park and Smith Street upgrades are in design phase, and master planning for the Sandridge Recreation Precinct project has begun. Responsibility for the planning and delivery of Fishermans Bend sits with the Victorian Government.
Partner with the City of Bayside to contribute to improved amenity and biodiversity improvements in the Elsternwick Park Nature Reserve and will develop a business case and detailed designs for the wetlands and stormwater harvesting scheme for further consideration by Council.	The City of Bayside started construction of their wetlands project, due for completion in 2025/26. We will continue joint stormwater harvesting from the system as per our existing agreement.

Council Plan initiative	Our progress
Partner with the Victorian Government, Port of Melbourne Authority and other key stakeholders to explore opportunities to improve the public realm at Waterfront Place for residents, our broader community and visitors to enjoy.	The Victorian Government's 2022 Commercial Ports Strategy reaffirms Station Pier as the state's primary cruise hub, committing over $70 million to infrastructure upgrades that balance operational needs with heritage preservation. The departure of TT Lines opened opportunities for redevelopment, prompting calls from stakeholders for a holistic masterplan to guide future use, public access, transport connectivity, and sustainability – although planning is not prioritised by the government. Council continues to advocate for long-term, structured planning for the Waterfront Place precinct, drawing on established frameworks and community engagement to shape future improvements. This included a submission to the Victorian Government's Port Development Strategy.
Partner with the Australian and Victorian Government funding to support delivery of new and upgraded infrastructure and public spaces in our City, including Waterfront Place and Station Pier.	We successfully advocated for funding towards the purchase and construction of new open spaces within Fishermans Bend through the Fishermans Bend Development Contributions Plan panel hearing process. We continue to advocate with Station Pier, as above.
Partner with the Victorian Government to effectively manage site (soil and groundwater) contamination and management of open space sites, including at Gasworks Arts Park.**	Council adopted the Site Contamination Management Policy, which defines all our legislated obligations in the management of contaminated soils. All open space projects are managed in line with legislated requirements. We're currently redeveloping Gasworks Arts Park. We will manage all contamination in line with the Contamination Management Framework 2023 adopted by the Department of Transport and Planning.
Partner with the Victorian Government to ensure appropriate outcomes for our community are achieved through the redevelopment of St Kilda Pier, Shrine to Sea and other major public infrastructure projects.**	We supported Parks Victoria in the development and delivery of St Kilda Pier, which opened in December 2024. We successfully advocated for landside works integration. Parks Victoria is continuing work on the landside component, and when completed, we will start the remainder of the landside works which are supported by a grant from the Australian Government. Yani Barripbarripuyt, formerly the Shrine to Sea project, will create a boulevard connecting the Anzac Station precinct to Port Phillip Bay via Albert and Kerferd roads. The Victorian Government has invested $13 million to support the planning and delivery of Yani Barripbarripuyt. The Department of Energy, Environment and Climate Action are leading the project in partnership with our Council, Parks Victoria and the Department of Transport and Planning.

** Major initiative

Achievements and updates

In addition, we continued to implement the Housing Strategy through the Residential Zones Review Project, supported by a federal government grant. We also progressed work on the Heritage Implementation Program, which included protecting our valued heritage places through the further progression of several heritage reviews – most notably the review of Heritage Overlay 7 and 5. We commenced the Heritage Strategy Discussion Paper, undertook investigations into the impacts of flooding, and conducted reviews into the heritage status of a number of individual properties.

Council adopted and began implementing the updated St Kilda Strategic Plan 2024, initiating both the St Kilda Structure Plan and the Balaclava Structure Plan to support appropriate and sustainable growth in these major activity centres. We initiated the Planning Scheme Audit Project, which we're required to undertake under the *Planning and Environment Act 1987*. Additionally, we continued working with Melbourne Water on updated flood mapping and prepared submissions to the state government and relevant authorities. These included responses to the Port of Melbourne Draft Strategy 2025, the Plan for Victoria, State Planning Reforms, and Infrastructure Victoria.

Service updates

Victoria's Housing Statement: The Decade Ahead 2024-2034 outlines a plan to build 800,000 new homes over the next decade. The strategy supports delivery of 70 per cent of new homes in established suburbs close to transport, schools, and services – while streamlining planning approvals through a fast-tracked Development Facilitation Pathway for major and affordable housing projects. It includes reform to the Victorian Planning Provisions to enable density bonuses and planning concessions for including affordable housing, and targets certain activity centres for high-density development. The statement also supported the removal of a number of permit requirements for dwellings.

Development approvals and compliance

The development approvals and compliance service ensures our City is liveable, sustainable, safe and prosperous through statutory planning, heritage and urban design advice and ensuring buildings comply with the relevant legislation.

2024/25	$ 000
Budget	8,902
Actual	8,617
Variance	284

Status of Council Plan initiatives

Year 4 of the Council Plan identified key initiatives to be delivered under the development approvals and compliance service area. A progress update on each of these initiatives is reported in the table below.

Council Plan initiative	Our progress
Provide a high standard of amenity, ensuring compliance with planning and building requirements, legislation and local laws to support public health and community safety.	Our regulatory services worked collaboratively to make sure all legislative requirements were met and that there was a coordinated focus on public health and community safety. This year we improved performance, particularly in the delivery of the statutory planning service.

Achievements and updates

Award winners for subdivision administration

Council was awarded the 2025 Municipal Excellence Award by the Association of Consulting Surveyors Victoria, the licensed surveyors professional association. The award recognises Council's efficient, responsive and professional approach to the administration of subdivision functions and is the association's highest honour.

Focus on swimming pool and spa safety compliance

All landowners must register their pool or spa with Council and ensure a compliant safety barrier is installed. This year, Council registered 110 pools and spas, issued 266 certificates of barrier compliance and issued 3 non-compliance notices. Notably, property owners in Kerferd Road, Albert Park were prosecuted, found guilty and fined approximately $20,000 after failing to install a spa safety barrier – underscoring the importance of meeting pool safety regulations.

Health

The health service provides oversight of public health within the municipality through the delivery of immunisation programs, food premises monitoring, support programs and investigating health related complaints.

2024/25	$ 000
Budget	2,207
Actual	2,252
Variance	(45)

Status of Council Plan initiatives

The following table outlines our progress towards the key initiative identified in Year 4 of the Council Plan under the health service area.

Council Plan initiative	Our progress
Deliver services and programs for children, young people and their families and caregivers in our City that meet the aspirations of our Every Child, Our Future: Children's Services Policy including providing and enabling childhood, adolescent and adult immunisations to protect from vaccine preventable diseases.	We delivered community and school immunisation programs to protect the health of our residents. Throughout the year, we promoted and provided a comprehensive immunisation service for children, adolescents, and adults. We offered National Immunisation Program–funded vaccines at no cost to all eligible community members at locations across our City. We expanded our school program to include vocational and non-mainstream schools and introduced Respiratory Syncytial Virus (RSV) vaccinations for pregnant women and eligible infants. RSV remains the leading cause of infant hospitalisations in Australia. Our influenza program delivered 1,320 vaccines to community members, contributing to a 10 per cent increase in the number of clients vaccinated at community and school sessions. We hosted 72 community sessions and 11 school sessions, with May 2025 seeing record attendance as 421 clients accessed seven influenza vaccination sessions. We also offered influenza vaccinations to our staff to support a healthy workforce.

Achievements and updates

In addition, we have inspected all:

- registered food premises for compliance with the *Food Act 1984* and the National Food Safety Standards
- beauty parlours, tattooists and skin penetration premises for compliance with public health laws
- rooming houses and other forms of registered accommodation for compliance with relevant published health standards
- temporary food stalls for food safety at all major festivals and events.

Key updates

The Victorian Government, through updates to the *Tobacco Act 1987*, has established a licensing scheme for all retailers of tobacco. The scheme is regulated by the Department of Justice and Community Safety (DJCS) and includes establishing a workforce of licensing inspectors with powers of entry to complete inspections of premises and to search for and seize illegal tobacco. Council will continue to have a role in educating retailers in relation to tobacco advertising and investigating complaints regarding the sale of legal tobacco.

3,990
clients seen at community and school immunisation sessions

2,579
inspections of the City's 1,097 registered food premises

322
inspections of the City's 225 beauty treatment premises and accommodation properties

Local laws and animal management

The local laws and animal management service supports a safe and enjoyable environment for residents, visitors and their pets.

2024/25	$ 000
Budget	2,485
Actual	2,634
Variance	(149)

Status of Council Plan initiatives

The following table outlines our progress towards each key initiative identified in Year 4 of the Council Plan under the local laws and animal management service area.

Council Plan initiative	Our progress
Partner with the Victorian Government and Victoria Police to provide CCTV in line with Council's CCTV Policy.	Victoria Police continue to monitor the Public Place CCTV network across four precincts in St Kilda. We have started work on renewing the network. Council continues to work with Victoria Police on deployment of our mobile CCTV trailer.
Deliver Animal Management Services and development of a new Domestic Animal Management Plan 2022-2025 to support pet owners to care for their pets, and to improve responsible pet ownership thereby enhancing the safety and wellbeing of the wider community.**	We consulted the community on the draft Domestic Animal Management Plan 2026-2029. We presented the engagement report and amended actions to Council in July and August 2025, ensuring endorsement prior to expiry of the current Domestic Animal Management Plan 2022-2025.
Deliver a new *Community Amenity Local Law 2023* to be adopted after completing the local law review, which includes community consultation and councillor's consideration.**	Completed in 2023.
Partner with Victoria Police and our community to undertake activities that improve the actual and perceived safety of our municipality, including measures to address hooning.	We continued to work closely with Victoria Police on both strategic and operational initiatives, including joint patrols and coordinated responses to high-risk situations such as squats and encampments. Victoria Police also supported efforts to address hooning through targeted Highway Patrol operations.

** Major initiative

Achievements and updates

Partnering with the Lost Dogs' Home

In partnership with the Lost Dogs' Home, our Animal Management team hosted two successful cat adoption days at the St Kilda Town Hall where more than 70 cats and kittens found their forever homes.

Animal Management also joined forces with the Lost Dogs' Home to deliver three Dogs in the Park training sessions at Alma Park Reserve. These sessions provided free training to over 90 dogs and their owners.

Dog Attack Reporting and Prevention Guide

Our new Dog Attack Reporting and Prevention Guide is now available to assist anyone who's been involved in or witnessed a dog attack. The guide is on our website alongside a suite of updated maps outlining off-leash areas across the municipality.

Instantaneous patrol data

We now record patrol data from animal management officers instantly in the field, allowing for better analysis of hotspots and more efficient planning of future patrols. Since implementing this new system, officers have conducted 80 patrols across 513 locations, with 344 public interactions involving breaches of the *Domestic Animals Act 1994*.

Parking permit misuse

Local Laws has increased its enforcement of parking permit misuse across Council under the new Local Law 2023. There was a rise in infringements against persons copying, selling and accepting fake permits. This work makes sure people use parking permits correctly and helps increase parking availability for everyone.

Municipal emergency management

The municipal emergency management service provides operational and strategic emergency management services for the community and residents.

2024/25	$ 000
Budget	555
Actual	600
Variance	(45)

Achievements and updates

The Emergency Management team was activated 16 times by emergency services in 2024/25. Of the 16, 13 were non-major emergencies, such as a response to a storm, flood or fire that impacted one property. Three events were major emergencies. They included two heatwaves in January and March and the evacuation of a 39-storey apartment building in Southbank due to basement flooding in June.

Municipal Emergency Management Plan review

The Municipal Emergency Management Planning Committee (MEMPC) reviewed the Municipal Emergency Management Plan (MEMP), focusing on:

- a full review and revision of the plan
- a refresh of the plan style to make it more modern and accessible for all community members
- an update and revised presentation of all data.

Engagement during the revision included:

- a Gender Impact Assessment of the plan.
- workshopping with MEMPC and community members
- reviewing and revising municipal risks
- a briefing/feedback session with our Executive Leadership team
- a briefing/feedback session with councillors
- endorsement of the revised plan by MEMPC
- submitting the plan to the Regional Emergency Management Planning Committee (REMPC) for endorsement.

Municipal Emergency Management Plan (MEMP) Sub Plan 2, for heatwave

In December 2024, we revised the heatwave sub plan in readiness for the extreme heat risk season. In February and March 2025, we activated the heatwave sub plan when the Bureau of Meteorology categorised severe heatwaves for the Victorian Central Region. This included activating cooling centres at local libraries and cool community bus transport to help vulnerable community members stay out of the heat and stay safe.

Emergency management webpages

We updated our emergency management webpages to better inform and aid the community on our responsibilities under the *Emergency Management Act 2013*. The pages also provide advice on how the community can be better prepared to stay safe during emergencies.

Open space

The open space service undertakes strategic development and planning to enhance our parks, streetscapes, open spaces and foreshore for the enjoyment of our community and visitors.

2024/25	$ 000
Budget	76,560
Actual	77,987
Variance	(1,427)

Status of Council Plan initiatives

The following table outlines our progress towards each key initiative identified in Year 4 of the Council Plan under the open space service area.

Council Plan initiative	Our progress
Provide public space projects that reduce crime and increase community safety through the application of Crime Prevention Through Environmental Design (CPTED) principles to projects, including maintaining and replacing Council-managed public light globes to ensure spaces are safely lit.	We delivered public space design and renewal projects applying Crime Prevention Through Environmental Design (CPTED) principles. Projects included Sol Green Reserve and St Kilda Botanical Gardens amenities design.
Partner with our community, local service agencies and Victorian Government agencies, including the EPA, to undertake activities that improve issues related to social inclusion, disadvantage and levels of amenity in our municipality.	We funded local community service agencies to deliver a range of activities and programs that improve issues related to social inclusion, disadvantage and levels of amenity in our municipality. This included volunteer support programs, housing and homelessness outreach, and social and recreational activities.
Advocate for the best possible public space outcomes that support community health and wellbeing, through infrastructure projects undertaken in our City by other levels of government and stakeholders.	We focused open space capital works programs on improving infrastructure to improve access and enjoyment of our public spaces, including: • accessible upgrade to West Beach Boardwalk • a safe pedestrian precinct outside Luna Park and Palais Theatre • upgrades to Hewison Reserve Playground.
Provide programs that ensure our foreshore, high-streets and public spaces are safer and cleaner including during times of higher visitation, particularly over the summer.	We delivered the Summer Management Program between November and April. This program focused on ensuring safe, enjoyable public spaces for all by managing the influx of crowds to our foreshore and public space.
Provide access to upgraded, expanded and well-maintained public and outdoor spaces for people of all ages and abilities to visit, in line with our Places for People: Public Space Strategy 2022-32.	We continued ongoing maintenance of public open space, upgraded existing public open space and acquired land to develop new public open space in the municipality.
Provide a funded plan for Elwood Foreshore Redevelopment by 2021/22 and delivery of major public space projects including Bay Trail Public Space Lighting by end of 2021/22, Luna Park and Palais Forecourt by end of 2022/23; and Gasworks Arts Park by end of 2023/24 (completion subject to budget allocation).**	We have already completed most projects and will complete upgrades to Gasworks Arts Park in 2025/26.

Council Plan initiative	Our progress
Provide Palais Theatre and Luna Park Precinct hostile vehicle mitigation and amenity upgrades.**	We completed the Palais Theatre and Luna Park Precinct hostile vehicle mitigation and amenity upgrades in August 2024.
Partner with the Victorian Government and neighbouring councils to maximise the benefits of our public spaces and public spaces in adjacent municipalities, including the potential joint delivery of new public spaces where appropriate.	We continued to partner with and advocate to the Victorian Government for public open space outcomes. These included: • advocating to Parks Victoria for the implementation of the Albert Park Reserve Masterplan • continuing to partner with Melbourne Water and other councils to enhance Elster Creek • partnering with the Victorian Government to implement the Open Space Strategy for Metropolitan Melbourne 2021 • advocating to the Department of Education to fund additional open space to support new schools and facilitate the use of school facilities outside of school hours • advocating to VicTrack to beautify the Sandringham Rail Corridor • advocating to the Fishermans Bend Taskforce and Department of Transport and Planning • partnering with the Victorian Government on the Shrine to Sea project • entering into an agreement with the National Trust of Australia for residents to access Rippon Lea Estate.
Residents, visitors and local traders to take shared responsibility for maintaining a safer community by respecting public spaces, disposing of waste appropriately, managing pets responsibly, being courteous to fellow community members and reporting crime.	Council adopted the Dog Off Leash Guidelines in 2024. We're currently renewing the Domestic Animal Management Plan. We continued to deliver the local laws amenity program. We also delivered the Summer Management Program.

** Major initiative

Places for People – Public Space Strategy 2022-32

The Places for People: Public Space Strategy 2022-32 sets the vision and blueprint for the future of our public spaces. It includes short-, medium- and long-term neighbourhood priority actions, with short-term actions due for completion by the end of 2025. Of all actions, 98 per cent are on-track and 72 per cent are either complete or in progress.

On 3 July 2024, Council adopted updates to the Places for People Public Space Strategy 2022-32. The updates based on feasibility, delivery timeline updates and new projects now progressing.

This year we have progressed the following neighbourhood priority actions.

Neighbourhood	Our progress
Albert Park/Middle Park	• We completed Shrine to Sea proof of concept design. • We started construction on upgrades at Gasworks Art Park. • We completed construction of new Gasworks Arts Park playground. • We completed construction of Moubray Street Community Park. • The next stage of Danks Street Biolink is in progress
Balaclava/St Kilda East	• We acquired land for new public open space at 30 Kalymna Grove, St Kilda East. • We completed demolition at 14 Lansdowne Road in preparation for new public open space. • We designed and procured a contractor to begin construction of Pakington Street Reserve expansion. • We completed construction of Hewison Reserve Playground upgrade. • Designs are in progress for two options for Burnett Gray Gardens upgrade, formerly Greenline Feasibility.
Elwood/Ripponlea	• Council endorsed Elwood Foreshore Site Plan. • We started design for Elwood Foreshore projects along with Melbourne Water's Head Street Drain Project. • We maintained resident access to Rippon Lea Estate.
Port Melbourne	• We completed community engagement on the Port Melbourne Light Rail Linear Parks Plan. • We started planning for a new fenced dog park at Fennel Reserve.
South Melbourne	• We started construction on Sol Green Reserve playground upgrade. • We started construction on St Vincent Gardens playground upgrade.
St Kilda/St Kilda West	• We completed construction for the Palais Theatre and Luna Park Precinct Revitalisation. • We completed construction on extension to West Beach accessible boardwalk. • We completed procurement for construction contractor of St Kilda Pier Landside project. • We acquired land for new public open space, including: 49, 49A & 51 Pakington Street, St Kilda abutting Pakington Street Reserve, and 15 Marriot Street abutting Jim Duggan Reserve. • We completed demolition at 43 and 49 Pakington Street, 15 Marriot Street and 14 Lansdowne Road in preparation for new public open space.
Montague and Sandridge/Wirraway – Fishermans Bend	• We started design for Johnson Street Park. • We started design for Sandridge Recreation Precinct. • We started design for safe landscaping outside new school on Smith Street. • We continued advocacy to the Fishermans Bend Taskforce to ensure the Fishermans Bend Framework and Precinct Implementation Plans for Montague and Sandridge/Wirraway maximise public space outcomes for the current and future Port Phillip community.

Play Space Strategy

Updating Council's Play Space Strategy 2011 is a short-term action in the Places for People: Public Space Strategy 2022-2032. This project is in progress.

Urban Forest Strategy 2024-2040

Council adopted its Urban Forest Strategy 2024-2040 (UFS) in August 2024. The strategy includes an implementation plan for the next five years with 42 actions. Of all the actions, 88 per cent are on track and 86 per cent are in progress.

In the first year we planted 38,280 native and indigenous plants, contributing to biodiversity beyond our baseline of 32,000. We developed strong research partnerships to improve our plans and projects. Leading research in ecology and habitat structure has been incorporated into our biodiversity initiatives, with a particular focus on how tree canopy can enhance walk quality and equity. We also continued street tree trials to test new species.

Community engagement was a key focus, with the delivery of engagement activities and the development of a draft Urban Forest Precinct Plan. Greening was included within open space and recreation projects, further supporting our environmental goals. We supported community-led planting across the municipality, including eight community planting days. Progress was also made on the development of the Plane Tree Management Plan and the rewrite of the Palm Tree Management Plan to address Fusarium Wilt.

Foreshore Management Plan update

Council has started a Foreshore Management Plan and a Coastal Adaptation Plan to strategically manage our coastline and better prepare us for the future. These plans will operate together to form a holistic and comprehensive approach to managing the Port Phillip coastline through the integrated project, Our Coastal Future.

The Foreshore Management Plan guides how Council uses, maintains and manages the foreshore, Crown land and relevant marine and coastal environment, with a focus on on-ground actions over the next 10 years. It will replace the 2012 Foreshore Management Plan which has 90 per cent of its actions complete.

The Coastal Adaptation Plan provides an integrated and long-term approach to understand and manage the increasing coastal hazards, vulnerabilities and risks across the entire municipality.

We have run engagement for the projects including:

- external state agency workshop
- foreshore photographic competition
- first round of community engagement
- initial Traditional Owner engagement
- establishing a Community Reference Group.

We have completed the draft Foreshore Management Plan background report and the Coastal Adaption Plan stage 1 report.

Transport and parking management

The transport and parking management service undertakes planning for the delivery of updates and changes to the transport network, covering roads, footpaths, public transport, walking and cycling.

2024/25	$ 000
Budget	34,111
Actual	34,911
Variance	(800)

Status of Council Plan initiatives

The following table outlines our progress towards each key initiative identified in Year 4 of the Council Plan under the transport and parking management service area.

Council Plan initiative	Our progress
Deliver enhancements to our public realm including local area traffic management, pedestrian and bike riding safety projects and improved lighting. Community safety will also be achieved through management of vehicle access including investigating options to simplify vehicle movements at the intersection of Liardet and Bay streets, Port Melbourne. Partner with the Australian Government to implement blackspot safety improvements at high collision locations.	We regularly monitored traffic speeds, volumes and crash sites to identify opportunities for local safety improvements. We secured $359,450 through the federal Black Spot Program to improve two high risk collision sites in the Port Phillip: • Mary and Park Streets, St Kilda West – $118,000 for speed humps, sharrows, and signage improvements. • Langridge and Patterson Streets, Middle Park – $277,000 for kerb extensions and raised crossings. The Department of Transport and Planning (DTP) and Council don't support signalisation of the Bay and Liardet Street intersection. However, DTP may support kerb outstands, bike lanes and landscaping. Council will advocate for funding for this revised solution.

Council Plan initiative	Our progress
Improve the way people move around our City by delivering on commitments outlined in Council's Move, Connect, Live Strategy including walking, bike riding and shared transport projects. For example, the delivery of the Park Street Streetscape Improvement Project in 2022/23. Deliver the Inkerman Safe Travel Corridor between St Kilda Road and Orrong Road as part of Action 18 from the Integrated Transport Strategy.** Deliver the Park Street streetscape improvement project between Kings Way and St Kilda Road as part of Action 18 from the Integrated Transport Strategy.**	We planned and prioritised improvements to walking and cycling initiatives in the municipality. We partnered with the Transport Accident Commission (TAC) and state and federal governments to support walking and cycling in Port Phillip. This includes securing funding to deliver upgrades across our road network to enhance active transport connectivity and safety. Council endorsed the preferred detailed design for the Inkerman Safe Travel Corridor. We have progressed the detailed technical design allowing construction to start in 2026. The project will include pedestrian safety improvements and on road buffered bike lanes along Inkerman Road between St Kilda and Orrong Roads. We started construction on the Park Street Streetscape Improvement Project in early 2025, expected to be completed in 2025. We completed engagement on the Beacon Road Active Transport Upgrade. This will inform the technical design of the bike riding and pedestrian upgrade to this busy part of Port Melbourne. This engagement supported Council's successful request to the Australian Government's Active Transport Fund for $515,000 to help deliver the project.
Partner with the Victorian Government and connecting councils to provide temporary and permanent bicycle infrastructure that helps to support people to ride safely through our City. Partner with the Australian and Victorian Governments to invest in projects that provide alternative, active and sustainable forms of transport including the St Kilda Road Bike Lanes Project.	The Victorian Government announced its commitment to deliver protected bike lanes on arterial roads in 2018 as part of the St Kilda Road Bike Lanes Project. We continued to advocate to the Victorian Government to make good on its commitment particularly on St Kilda Road between St Kilda Junction and Carlisle Street.
Partner with the Victorian Government to trial emerging micromobility such as e-scooters.	We worked closely with the Victorian Government and neighbouring local government areas to trial e-scooters in Port Phillip. We continue to work with the Victorian Government to ensure learnings from the trial can be incorporated into any further regulatory change and new shared mobility agreements.

Council Plan initiative	Our progress
Partner with the Victorian Government to develop a sustainable funding and financing strategy to enable the timely delivery of local infrastructure at Fishermans Bend and to provide early delivery of high frequency public transport links to Fishermans Bend.	We have been actively working to ensure Fishermans Bend receives the infrastructure and transport investment needed to support its growth and development. We continued to advocate for state government public transport commitments. This included seeking progress and commitments on the proposed tram line and Melbourne Metro 2, and improvements to existing tram and bus services. We worked with the Victorian Government to strengthen the Fishermans Bend partnership model for planning and delivery, including seeking shared work program to progress these priorities. We worked closely with the Victorian Government's Fishermans Bend Taskforce to determine the allocation of funding from the area's Developer Contributions Plan levy. We successfully advocated for improved infrastructure funding to support safe and liveable streets and to enable future delivery of catalytic public transport infrastructure. We also made submissions through the Victorian Government-led Planning Scheme Amendment GC224 Precinct Standing Advisory Committee process via the proposed Fishermans Bend Development Contributions Plan. They supported many of our recommendations but remain non-binding. We expect a final decision by mid-2026. We are seeking: • a comprehensive funding and financing strategy • transparency and commitments to unfunded catalyst infrastructure • prioritisation of tram and train delivery.
Partner with the Victorian Government to progress the liveability and transport outcomes in the Domain Precinct Public Realm Masterplan and Anzac Station Precinct Plan.	We continued to advocate to the Victorian Government for the timely delivery of the Park Street Tram Link to provide a direct public transport connection from South Melbourne to Anzac Station. We are in progress of implementing recommendations of the Domain Parking Study. This includes improved parking access and signage for existing permit holders of Area 1 and exploring further parking bay reconfigurations to maximise parking spaces. We started construction of the Park Street Streetscape Improvement works, due for completion in August 2025. This will provide improved access for pedestrians and bike riders into Anzac Station.
Partner with the Victorian Government to undertake relevant legislative reforms to enable safer use of alternative modes of transport.	The Victorian Government passed legislation enabling councils to regulate e-scooters. Further changes to legislation and regulation are currently being considered.
Deliver the redeveloped Carlisle Street carparks to facilitate the creation of the Balaclava Retail Renewal Precinct.	Council has endorsed starting the process of selling the land and laneways behind Coles to facilitate development. We broadly engaged with the community about the conditions of sale and the future of the precinct.

Council Plan initiative	Our progress
Provide parking controls and management that encourage fair and equitable use for residents, businesses and visitors to our City.	We updated Council's Parking Management Policy in August 2024 to support implementation of digital parking permits. This policy sets out our approach to maintain a high level of liveability in the City. It addresses the increasing need for parking spots and the need for a range of transport options.
Provide a network of dedicated priority bike lanes to create safer routes for all ages and abilities as part of the mid-term review of the Integrated Transport Strategy. The Bike Infrastructure Plan Implementation Partnerships and Transport initiative aims to complete four corridors by 2021/22 and 11 corridors by 2027/28.**	In 2023/24 we updated this initiative, identifying the barriers to the delivery of 11 corridors by 2028. In 2024/25 we started an extensive analysis of the network to identify the potential bike infrastructure interventions. We will produce a shortlist of three corridors for further investigation and develop detailed design for protected lanes and other site-specific interventions. This work will be guided by the Integrated Transport Strategy (ITS) and address missing connections between the identified routes.
Provide traffic and parking management in response to increased density and changing traffic and public transport in Queens Lane and surrounding areas, as part of the Queens Lane Project. As per Council resolution, the work will involve community engagement and approval of planning permit.**	We continued to monitor traffic and parking in Queens Lane as urban density increases. In response, we: • increased parking enforcement and new tow away restrictions at the northern end – approved by the Department of Transport and Planning • adjusted 'Keep Clear' markings at the intersection of Queens Lane and Kings Way to improve flow and safety • started building kerb outstands at Leopold and Arthur Streets to slow traffic, improve sightlines, shorten crossings and add landscaping • installed more 40 km/h signs to support speed compliance.
Deliver a program of upgrades of footpaths in and around high street areas to support trading and pedestrian foot traffic.	We have an ongoing program of works to maintain and upgrade pedestrian infrastructure, particularly in our busy activity centres.

** Major initiative

Move, Connect, Live – Integrated Transport Strategy 2018-2028

Move, Connect, Live – Integrated Transport Strategy 2018-28 guides the delivery of a well-connected transport system that enables people to safely move around, connect and get to places in Port Phillip.

This year we've secured external funding to deliver pedestrian safety upgrades across the City. We've also progressed planning to deliver major bike infrastructure projects on Park Street and Inkerman Street.

To support improvements to our public transport services, we supported early planning by the Department of Transport and Planning for essential upgrades to our public transport infrastructure. We also continued to advocate to the Victorian Government to invest in the enhancement of bus services and the expansion of tram and rail services to meet the needs of our growing City.

Our variety of active travel programs continue to promote behaviour change in the community, particularly in our school communities.

The following table outlines our progress towards the Integrated Transport Strategy.

Outcomes	Focus areas	Updates
1. Our City's transport networks, streets and places cater for our growing community.	Developing 10-minute walking neighbourhoods.	In areas of highest forecast demand, we're partnering with the Victorian Government and developers to ensure growth and urban renewal supports liveability and sustainability goals. Our focus is to ensure our high growth precincts are well connected and accessible for current and future residents, workers and visitors. High growth precincts include Fishermans Bend, Domain, St Kilda Road and South Melbourne.
	Prioritising safety and access.	We have analysed and assessed our transport network's safety and access for all road users. We also respond to requests from our community for local issues. With external funding we completed two pedestrian safety upgrades: Danks and Withers Streets in Albert Park and Rouse Street and Esplanade East in Port Melbourne. We successfully applied for external grants to support five more priority safety improvements. These included: • $395,000 under the Australian Government's Black Spot Program for safety upgrades at two high-collision sites at Mary and Park Streets, St Kilda West and Langridge and Patterson Streets, Middle Park. • $515,000 grant under the Australian Government's Active Transport Fund for Beacon Road Active Transport Safety Upgrade in Port Melbourne. • $30,000 under the Transport Accident Commission's (TAC) Local Government Grant Program for a vulnerable road user analysis of Richardson Street, Albert Park. • $50,000 under the TAC's Local Government Grant Program to engage a consultant to develop a Road Safety Strategy and Action Plan. This will support our role in contributing to the statewide goal of zero road deaths and serious injuries in Victoria by 2050. We ran the first round of community engagement on road safety in May and June in conjunction with Community Safety Plan engagement.

Outcomes	Focus areas	Updates
2. Our community is healthier because it has safe, connected and convenient walking and bike riding choices.	Prioritising spaces for walking, socialising and play.	We're continuing to investigate opportunities to trial 'open streets' or 'play streets' at schools within Port Phillip to address safety and congestion issues. Following construction works, we have reopened Moubray Street Community Park on a discontinued section of Moubray Street next to Albert Park Primary School. This park was trialled since 2016 and is now permanent.
	Boosting bike riding.	In March and April, we supported nine Port Phillip school communities to deliver National Ride2School day events. The events encourage students to walk, ride, or scoot to school, building healthy and sustainable transport habits. We started construction on the Park Street Streetscape Improvement Project. The works will create a safe and separated bike corridor between Kings Way and the new Anzac Station. Council endorsed the preferred detailed design for the Inkerman Safe Travel Corridor. We have progressed the technical design phase so we can start construction in 2027. We completed engagement on the Beacon Road Active Transport. This informs the technical design of the bike riding and pedestrian upgrade to this busy part of Port Melbourne. Our engagement also supported our successful request to the Australian Government's Active Transport Fund for $515,000 to help deliver the project.
3. Our community has convenient public transport choices that make it easier to move and connect.	Partnering to deliver reliable, accessible and more frequent public transport.	We worked with the Victorian Government to support the delivery of a range of public transport network improvements across Port Phillip. This includes extending bus route 604 from the Alfred Hospital to Anzac Station, and planning for infrastructure upgrades to make Port Phillip's tram network more accessible and connected.
4. Our community understands that parking is a limited and shared resource and works with Council to ensure fairest access.	Improved parking management.	We're working on ongoing customer experience improvements to our parking management services. In June 2025, we started transitioning to digital parking permits for registration-based permits. Digital permits offer better security, safeguarding against loss or theft. Residents no longer need to peel stickers off windscreens. A digitalised system also allows us to better understand demand for on street parking and compliance. We also replaced 735 in-ground sensors to make sure we accurately monitor parking.
5. Our community benefits from new transport options and technology to move around.	Harnessing rapid advancements in new technology.	We continued to facilitate public and private charging station installations across the City, including trialling private kerbside charging. This model will continue for another four years or until 100 chargers have been installed. The Victorian Government's e-scooter trial finished in October 2024. Under agreement with Council, shared e-scooters and e-bikes continue to operate in Port Phillip. We will use our learnings from the trial to procure a new shared mobility service that meets high safety and performance standards.

Achievements and updates

Working with the Victorian Government

We've made submissions for the Victorian Government's Plan for Victoria, Port of Melbourne's updated 2055 Port Development Strategy and Infrastructure Victoria's draft 30-year Infrastructure Strategy 2025-2055.

We've also continued to support and advocate to the Victorian Government for the delivery of new public transport services in Port Phillip. These include:

- supporting early planning for expanded tram accessibility including planning for future level access stops and preparing the network for the rollout of accessible G-class trams
- preparing the Domain Precinct for the start of Metro Tunnel services from Anzac Station
- continuing to advocate for improved reliability, connectivity and frequency of Port Phillip's bus services, especially to Fishermans Bend and Elwood.
- advocating for the development of public transport infrastructure in Fishermans Bend.

Parking

We supported the Australian Grand Prix Corporation to deliver the 2025 Grand Prix at Albert Park. We implemented a restricted parking zone for residents of Middle Park and Albert Park to help mitigate the impacts on residents and traders. We also dedicated spaces for e-bike and e-scooters to minimise safety and amenity impacts.

We upgraded three existing accessible car parking spaces to align with Australian standards for people with disabilities and delivered 12 new bays. We also expanded bike parking facilities, installing an additional 17 bike hoops.

Car share provides a meaningful alternative to private vehicle ownership. Over 11,500 Port Phillip residents are a member of a registered car share provider (Flexicar, GoGet, Kinto and Popcar). We continue to support its expansion, delivering 44 new car share bays bringing the total to 263 bays in Port Phillip.

Partnerships with local schools

Healthy Tracks to School aims to improve local area safety for children. Following extensive engagement with students, parents and staff, we delivered the Healthy Tracks to School report to the St Mary's Primary School community in St Kilda East in late-2024. We've started engagement with Port Melbourne Secondary College. This will be the first Healthy Tracks audit to consider challenges and opportunities for young people walking or riding to school in the Fishermans Bend Urban Renewal Area.

In August 2024, Council launched the Walk and Wheel program. Council partners with schools to run programs that encourage students to use active and sustainable travel to get to and from school. We developed and funded this program in response to the withdrawal of Victorian Government funding for Walk2School month.

Service updates

The Victorian Government has passed legislation enabling councils to pursue their own agreements with micromobility providers (such as e-bikes and e-scooters) to operate within their local government areas

Liveable Port Phillip: Our outlook for the future

With Year 4 of the Council Plan 2021-31 completed we move next year to delivering our new Council Plan the Plan for Port Phillip 2025-35 (including budget). In the Liveable Port Phillip service areas, we plan to:

Plan for a better City

- Developing **Precinct Implementation Plans** for Fishermans Bend, alongside the Victorian Government's finalisation of the **Developer Contributions Plan (DCP)** and early DCP-funded projects.
- Starting **Structure Plans for St Kilda and Balaclava** and progressing the **Housing Strategy** through community engagement on the Residential Zones Review.
- Protecting heritage and enhancing neighbourhood character through the **Heritage Implementation Program.**
- Continuing the **Port Phillip Planning Scheme review and audit** to manage growth, land use and sustainability.
- Enhancing local precincts through the **Great Places and Precincts Program,** including projects in the Lakeside, Domain and Balaclava areas, and master planning in Ripponlea.

Public and community health

We will continue to protect community health and wellbeing by:

- Supporting food safety through inspections, education and enforcement under the ***Food Act 1984,*** including new guidance on allergens.
- Inspecting premises offering personal care and body art services under the ***Public Health & Wellbeing Act 2008.***
- Delivering the **community and school immunisation program.**

Animal management and local laws

We will:

- Continue actions under the current **Domestic Animal Management Plan**, including adoption days and quarterly Dogs in the Park training events.
- Develop and begin delivering a **new four-year Domestic Animal Management Plan** in 2025/26.
- Council is considering a new local law to restrict caravan storage in public car spaces. Depending on the outcome, Local Laws will adapt policy and enforcement accordingly.

Municipal emergency management

We will strengthen Council and community preparedness for emergencies by:

- Reviewing and delivering new operating policies and procedures for response, relief and recovery.
- Training staff and running exercises to build understanding of municipal emergency management.
- Supporting community leadership and capacity to respond and recover from major emergencies.

Greening and Open Space

Through the **Urban Forest Strategy**, priorities for 2025/26 include:

- Developing the **Palm and Plane Tree Management Plans**
- Developing the next four **Urban Forest Precinct Plans**
- Mapping biodiversity and habitat corridors
- Delivering **community gardening programs** and new gardening opportunities at Hewison Reserve.

We will also continue projects under the **Public Space Strategy**, including:

- Upgrades at Burnett Gray Gardens, St Vincent Gardens and Gasworks Arts Park.
- Safety and access works at Pier Road and the Bay Trail.
- Master planning for Port Melbourne Light Rail.
- New and upgraded small local open spaces at Smith Street, Johnson Street, Lansdowne Road, Pakington Street Reserve and Marriott Street, St Kilda.
- Implementation of the **Dog Off-Leash Guidelines, Foreshore Management Plan, Coastal Adaptation Plan, Sport and Recreation Strategy refresh, School Use of Public Open Space Guidelines, and Play Space Strategy refresh.**

New projects starting in 2025/26 include:

- **Clarke Reserve play space upgrade.**
- **St Kilda Botanical Gardens play space upgrade.**
- **A new fenced dog park at Fennel Reserve, Port Melbourne.**
- **Alexandra Street linear park.**

Our Coastal Future

- Hold **Community Reference Group meetings**
- Run engagement on the draft **Foreshore Management Plan**
- Deliver the final **Foreshore Management Plan**
- Progress **Stages 1–4 of the Coastal Adaptation Plan.**

Safe and Active Transport

We will continue improving transport and safety by:

- Delivering **priority traffic safety projects** on local roads
- Expanding **pedestrian and cycling projects** to create safe, accessible routes.
- Supporting delivery of the **Park Street Streetscape Improvement works** and **Beacon Road Active Transport Upgrade**
- Supporting planning for the **Inkerman Street Safe Travel Corridor Project** (from 2026)
- Monitoring network impacts from the opening of **Anzac Station** and the **West Gate Tunnel**
- Installing new bicycle hoops and managing trials of shared scooter parking bays
- Preparing for procurement of a new **shared micromobility scheme**
- Managing the first year of **digital parking permit enforcement** and using data to improve customer service and resourcing
- Supporting active school travel through **Healthy Tracks to School, National Ride2School Day** and community events.

Working with the Victorian Government

We continue to advocate and collaborate with the Victorian Government to improve transport outcomes, particularly in the Fishermans Bend Urban Renewal Area. In 2025/26 we will:

- Work with the **Department of Transport and Planning** to secure up to $2 million in upgrades, including a bike corridor on Inkerman Street and pedestrian improvements across local streets.
- Partner with the **Transport Accident Commission** to engage the community in shaping a new **Road Safety Strategy and Action Plan.**
- Advocate for investment in active and public transport in the lead-up to the **2026 Victorian State Election,** aligned with our Integrated Transport Strategy.

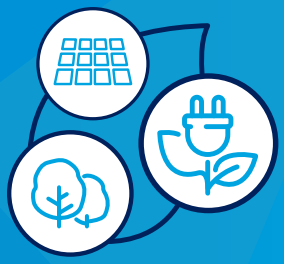
Managing the Impact of Major Events

We will continue to manage the impacts of the Formula One Grand Prix, including reviewing the performance of restricted parking zones for residents of Middle Park and Albert Park. We will apply improvements where needed and advocate to the Victorian Government to minimise disruption to tram services.

The John Cribbes Footbridge overlooking Elster Creek in Elwood.

Strategic Direction

Sustainable Port Phillip



A City that has a sustainable future, where our environmentally aware and active community benefits from living in a bayside city that is greener, cooler, cleaner and climate resilient. The importance of action in this area is emphasised by Council declaring a climate emergency in 2019.

Four-year strategies

- Port Phillip has cleaner streets, parks, foreshore areas and waterways where biodiversity flourishes.
- Port Phillip manages waste well, maximises reuse and recycling opportunities and supports the circular economy.
- Port Phillip is actively mitigating and adapting to climate change and invests in designing, constructing and managing our public spaces to optimise water sustainability and reduce flooding (blue and green infrastructure).

Contributing service areas

- Amenity
- Sustainability
- Waste management

In this section

- Status of City and Council indicators
- A detailed update of each contributing service area
- Our outlook for the future

2024/25	$ 000
Budget	43,359
Actual	40,075
Variance	3,225

City and Council indicators

City indicators

Indicator	2022/23	2023/24	2024/25
Waste sent to landfill per household (kg)	319.91	313.00	298.11
Community mains water use per capital (Kl)	86	85	227.62
Proportion of beach water quality samples at acceptable Environment Protect Authority (EPA) levels	91%	90%	90%
Average reduction of carbon emissions and potable water use identified in planning applications (beyond minimum requirements)	48%	Not available	Not available
Capacity of solar panels installed on buildings in Port Phillip (kW)	15,094	19,913	23,535
Gross community emissions (tCO2-e)	Not available	Not available	Not available ^

^ data not available until November 2025

Council indicators

Indicator	2022/23	2023/24	2024/25	Target 2024/25	Status
Council's gross greenhouse gas emissions (tCO2-e)	7,820	6,701	6,598	7,426	✓
Total suspended solids removed from waterways by Council construction projects (kg)*	Not available	1,174	1,625	1,790	✗
Council's energy consumption in buildings and streetlights (MWh)	7,741	7,330	6,545	7,720	✓
Council's mains water use for irrigation (ML/y)^	209	156	197	<257	✓
Kerbside bin collections missed per 10,000 scheduled bin lifts ♦	6.32	34.02	12.88	5	✗
Proportion of kerbside collection waste diverted from landfill ♦	34.91%	37.35%	39.45%	40%	✗
Cost of kerbside bin collection service per bin ♦	$158.78	$148.40	$170.95	$172.85	✓
Cost of the kerbside recyclables collection service ♦	$119.22	$112.42	$116.07	$115.90	✗
Number of participants in community programs at the EcoCentre	14,000	13,404	12,510	12,500	✓
Net tree increase on Council land	Not available	Not available	Not available	Not available	●
Percentage of investment in fossil-free institutions	75%	72%	78%	60% to 80%	✓

* The methodology to calculate Total Suspended Solids removed from waterways by Council construction projects (kg) was updated in 2023/24 and a new target was proposed for 2025/26

^ From 2023/24, the potable water used for irrigation has been measured monthly for greater accuracy

Legend ✓ Met or exceeded target ✗ Did not meet target ● Data unavailable or target being rebaselined
♦ Also required as part of the Local Government Performance Reporting Framework (LGPRF)

Amenity

The amenity service supports city presentation, asset management, infrastructure maintenance, rubbish and graffiti removal services. These services ensure a cleaner, safer and more enjoyable environment which improves the ways our community and visitors experience our City.

2024/25	$ 000
Budget	13,675
Actual	12,912
Variance	764

Status of Council Plan initiatives

The following table outlines our progress towards a key initiative identified in Year 4 of the Council Plan under the amenity service area.

Council Plan initiative	Our progress
The actions of the 2019-2025 Community Safety Plan, which provides the framework for public safety management in the municipality. This work includes delivering upon the commitments of the Public Place CCTV Policy.	All action items in the Community Safety Plan 2019-2025 are currently in progress or have been completed. **Community Safety Plan** We have started developing the next Community Safety Plan 2025-2029. Community engagement for the plan so far has involved seeking feedback and ideas from stakeholders and community. A draft plan is in development for Council endorsement by the end of 2025. **Community Safety Roundtable** We held a Community Safety Roundtable on 19 March 2025 with 20 local service providers and chaired by Ian Gray AM. Council endorsed the recommendations of the roundtable, which are now being implemented. A progress report will be put to a future Council meeting. **CCTV system renewal** We have started renewing the existing CCTV system through our capital project portfolio. This includes $400,000 in 2024/25, $225,000 in 2025/26 and $175,000 in 2026/27. Victoria Police at St Kilda Police Station monitor the CCTV.

Achievements and updates

Safety patrols

Every day of the year at 6 am City Amenity staff and the Rapid Response cleaning crew patrol activity centres and hot spots to ensure dumped rubbish and other items such as syringes don't pose safety risks to the community.

City Amenity officers and Victoria Police also run joint patrols in targeted hotspot areas, including Fitzroy, Acland, Carlisle and Clarendon streets. This has seen us build stronger relationships with the police, community, traders and local service providers.

Our foreshore and parks continue to be some of the most popular summer destinations in Victoria. Last summer, more than 1,200 warnings were issued in relation to alcohol, over 1500 warnings for glass on the beach and almost 90 infringements were issued for dogs on the beach. Joint patrols of the foreshore and beach sweeps involving Council Officers and Victoria Police were successful in addressing issues of alcohol related anti-social behaviour.

Dangerous and Unsightly complaints

There has been a 15 per cent increase in 'Dangerous and Unsightly' complaints from last year. City Amenity officers, in collaboration with police, outreach workers and landowners, worked to remove squatters, secure properties and ensure building were safe and clean.

Health and homelessness

We also held fortnightly 'hotspot' meetings with Victoria Police, Launch Housing, Star Health, Salvation Army and Alfred Health Care as a part of Port Phillip Zero program. The meetings allowed us to share information and ensure vulnerable people are contacted, supported and connected to health and homelessness services.

Shopping trolleys

In September 2023, Council amended its Community Amenity Local Law to require all retailers with more than 30 shopping trolleys to install perimeter locking mechanisms. We provided a 12-month grace period until September 2024 to allow supermarkets time to comply by retrofitting trolleys and installing the necessary infrastructure. Most retailers met the deadline, with one failing to act within the grace period, but complied following enforcement action.

Sustainability

The sustainability service strives to address the climate emergency by implementing programs and initiatives, collaborating with key stakeholders, and preparing for and adapting to the impacts of climate change, such as flooding and extreme heat.

2024/25	$ 000
Budget	9,714
Actual	9,193
Variance	521

Act and Adapt Strategy

The revised Act and Adapt Sustainable Environment Strategy and the new Climate Emergency Action Plan are in their second year. We made significant progress across the priority areas of both plans.

- We launched the Climate Ready Communities program to connect communities and build community led climate resilience.
- The Australian Government provided funding to expand of the Elwood Park stormwater harvesting scheme and secure more water for our City's reserves.
- We built climate risk into Council policies and processes to allow us to consider and respond to climate risk across Council operations.
- We welcomed a new Environmentally Sustainable Design Compliance Officer who will support private developments to comply with environmentally sustainable design and water sensitive urban design outcomes.
- Our successful partnership with the EcoCentre continued to deliver nature-based sustainability programs for schools and the community.

A water sensitive City

This year we focused on flood coordination, alternative water sources and reducing stormwater pollution.

We started updating the Water Sensitive City Plan and water balance modelling. We completed an economic analysis on the costs and benefits of increasing permeability in the municipality. We also progressed planning for Fishermans Bend, including recycled water, distributed flood storages and how best govern the proposed smart rainwater tanks.

Council secured $1.7 million in federal government funding through the Urban Rivers and Catchments Program. This funding will go towards design and construction of Stage 1 of the Elwood Park Expansion Stormwater Harvesting project. It will also fund over 22,000 indigenous plantings to improve habitat along lower Elster Creek (Elwood Canal).

We have constructed four raingardens as part of the Water Sensitive Urban Design (WSUD) program.

A greener, cooler and more liveable City

Our Urban Forest Strategy kicked off with 86 per cent of all actions underway and 88 per cent on track.

We planted 38,280 native and indigenous (local native) plants, contributing biodiversity beyond the minimum 32,000 baseline. We developed strong research partnerships to improve our plans and projects. We incorporated leading research in ecology and habitat structure into biodiversity projects. It helped us to focus on tree canopy to improve walk quality and equity and continue street tree trials for new species.

Our draft Urban Forest Precinct Plan (UFPP) has been developed following a period of community engagement. Before the UFPP is formally adopted by Council, we are conducting a final assessment of our financial capability to deliver the plan and prioritising its key actions. This step is essential, as the UFPP is the first of nine plans to be delivered over the coming years.

A City with lower greenhouse gas emissions

We continue to reduce our greenhouse gas emissions. We're investigating alternative low carbon materials that we can use in our transport and stormwater maintenance and renewal works. We continued transitioning the fleet to low emissions vehicles and upgrading our lighting to LEDs. We're working with neighbouring councils to develop Green Lease Guidelines, which will help reduce emissions in properties owned by Council.

We're also building electric vehicle (EV) charging infrastructure in the municipality. We issued a licence for a public fast EV charger in South Melbourne. We also continue to support installation of private kerbside EV chargers and work with providers on locations for pole mounted EV chargers.

We continue to encourage our community to take up renewable energy by supporting CitySwitch, Solar Savers and Business Renewables Buying Group sessions.

A City that is adapting and resilient

Throughout the year, we have been developing a process to use climate change risk and asset vulnerability assessments to inform asset planning. We have also been developing a monitoring and evaluation framework which will allow us to check we are taking the right actions to reduce our risks, with the intended impact. We reviewed all relevant Council policies to embed our response to climate risk across the organisation.

We are developing guidelines on how to make residential homes more resilient to climate risks. One of the ways we educate our community on this topic is by hosting the Adaptation Game, an in-person simulation game that asks community members to think about how they would prepare for the climate crisis.

We also launched the Climate Ready Communities Program which helps community members understand climate risk and resilience and build and deliver their own resilience plans. The program includes expert training and resources to identify local climate challenges, access to nationwide community network, The Canopy Collective, as well as hands-on support.

A sustained reduction in waste

Our Don't Waste It! Waste Management Strategy 2022-25 is due to expire, and we've started engagement for the next strategy. From March to April 2025, 601 community members shared their vision for waste, recycling and the circular economy.

We delivered reusable nappy workshops and three vape disposal points, which help to divert these waste materials from landfill. We installed 86 drink container baskets on public litter bins in partnership with the Container Deposit Scheme (CDS). The baskets make it easy to recycle, while allowing anyone to easily gather drink containers for the refund without damaging our bins.

We ran a kerbside bin audit and education program where we inspected 7,973 bins across 541 multi-unit dwellings looking for contamination in mixed recycling and food and garden organics (FOGO) waste. We provided all properties with feedback through bin tags and letters responding to their flip-top audits.

Status of Council Plan initiatives

The following table outlines our progress towards each key initiative identified in Year 4 of the Council Plan under the sustainability service area.

Council Plan initiative	Our progress
Provide investment in water sensitive urban design (WSUD) and irrigation upgrades, including at key sports fields and parks to reduce contaminants in water entering Port Phillip Bay and optimise Council's potable water use.	We constructed five raingardens preventing an additional 1,625 kg/year of total suspended solids from entering Port Phillip Bay. Secured $1.7 million in federal government funding for Elwood Canal native plantings and stormwater harvesting.
Increase permeability of ground surfaces across public streets and in our public spaces as well as examining ways to support greater permeability on private property.	Completed the internal trials of the Permeability Equivalence Calculator and the Cost-Benefit Analysis of Permeability Standards. Next phase is developing the implementation framework.
Provide investment in upgrades to Council properties and streetlights to improve their quality and energy efficiency as well as reducing emissions and utility costs for Council.	Year-on-year reduction in streetlight electricity mostly due to: • energy savings from Council-funded Cat-V LED replacement project completed in 2023/24 • Citipower and United Energy replacing obsolete streetlight technologies with LEDs.
Deliver projects to support sustainability and climate change mitigation and adaptation as outlined in the Act and Adapt Strategy, prioritised within available budgets each year.	Completed or progressed over 60 per cent Act and Adapt Strategy actions including: • training community members in community resilience through the Climate Ready Communities project • delivering two Environmental Leadership Programs • participation in several regional projects including green leases and sustainable procurement through SECCCA • continuing to embed climate risk considerations in projects and organisational processes • supporting sustainability programs for the community including Solar Savers, Business Renewables Buying Group and CitySwitch.
Deliver services that support businesses to enhance sustainability outcomes, including reducing emissions, energy, water and waste.	The CitySwitch program offered advice and support to businesses on their path to net zero emissions, including reducing travel emissions and understanding mandatory reporting requirements. Two new businesses joined the program in 2024/25. We partnered with other councils on a Business Renewable Buying Group, to support larger businesses to increase their buying power by collectively purchasing renewable electricity.
Provide an updated Act and Adapt, Sustainable Environment Strategy and new Climate Emergency Action Plan, as well as a Marine and Coastal Management Plan and Coastal Adaptation Plan for our foreshore areas.	Continued to implement Act and Adapt, and Climate Emergency Action Plan. Continued to develop our Foreshore Management Plan and Coastal Adaptation Plan. We selected members of the Community Reference Group and reviewed stage one community consultation and held internal workshops.

Council Plan initiative	Our progress
Provide leadership in environmental sustainability and climate adaptation and mitigation in Council operations including, as part of Council's Corporate Responsibility program, seeking sustainability outcomes in leasing, capital works, procurement and Council financial investments (where feasible and practical).	Completed two projects through our SECCCA membership. Green Lease developed guidelines for councils and tenants to include provisions for targeting tenant energy consumption, cleaning and waste management into new and renewed leases of Council buildings. Sustainable Procurement developed clear guidance and practical tools to embed sustainability objectives into procurement.
Provide updated information on the vulnerability of Council's assets to climate change and embed climate change in Council's decision making.	Made asset vulnerability information ore accessible to project planners to help complete project-specific climate change risk assessments. Rolled out a climate change awareness e-learn training module to help all staff understand how they can include climate change considerations into their work.
Partner with Melbourne Water and other water stakeholders to plan and deliver Integrated Water Management projects to improve the management of water in our municipality.	Council is actively involved in the Dandenong and Yarra Integrated Water Management Forums. Council and Melbourne Water collaborated to progress the municipal flood model, the Elster Creek catchment flood and litter work, and audited the Alma Park stormwater harvesting system.
Partner with the EcoCentre, Victorian Government and other key stakeholders, to deliver programs that support an environmentally aware community and to redevelop the EcoCentre building.	Council redeveloped the Port Phillip EcoCentre facility in partnership with the Victorian Government. The new $6.7 million facility will support community and education programs building awareness of environmental impacts and connecting the community with nature. Council approved a new five-year funding agreement with the EcoCentre in September 2024.
Partner with the Australian and Victorian Governments to explore opportunities for EV charging companies (subject to commercial interest) to install electric vehicle chargers across the City.	Worked with pole-mounted EV charging infrastructure providers who have received Victorian Government funding to support the installation of EV chargers in Port Phillip.
Partner with other inner-Melbourne councils to explore initiatives to facilitate greater access and awareness of renewable energy options for residents and businesses, including green power and community batteries.	A study with inner-Melbourne councils identified the most effective locations for neighbourhood batteries. Council partnered with an energy retailer to support their application to the 100 Neighbourhood Batteries Fund for a proposed battery project in St Kilda West. Unfortunately, the application was unsuccessful. Council commissioned a Renewable Energy Uptake Study to determine trends in solar installation and where to target neighbourhoods and audiences with support.
Partner with other councils and the Victorian Government to strengthen requirements for new developments to improve sustainability outcomes, reduce emissions, increase vegetation, better manage water and waste and adapt to climate change.	We're a member of the Council Alliance for a Sustainable Built Environment (CASBE). We worked collectively with member councils to form an advocacy plan for the Department of Transport and Planning (DTP) in response to recent planning reform. Through advocacy, we seek to improve environmentally sustainable design outcomes for all development types.

Council Plan initiative	Our progress
Partner with the Victorian and Australian Governments to understand the risks of climate change and develop a long-term strategic response to adapt and protect the coastline of Port Phillip Bay.	Melbourne Water is currently updating the flood modelling for our municipality. Once complete, Council will work with the relevant authorities to ensure all risks are appropriately addressed and that planning scheme amendments are completed. We're also working with our community to develop a Coastal Adaptation Plan.
Partner with Melbourne Water and the Cities of Bayside, Glen Eira and Kingston to take a holistic approach to reducing flood risk in the Elster Creek Catchment, collaboratively implementing the Elster Creek Catchment Flood Management Plan 2019-24, subject to relevant feasibility studies and available budget from all partners.	The Flood Management Plan expired in June 2024. The Elster Creek collaboration continues to implement annual priority actions. This year was a time for assessment and recalibration for how the collaboration should progress. Our Council will lead community information sessions in the future.
Partner with other councils, Victorian Government departments and a range of other stakeholders to maximise our combined efforts to reduce environmental impacts.	In partnership with SECCCA and Greater South East Melbourne (GSEM) we developed a regional Zero Emissions Roadmap for the south east Melbourne region. The roadmap identifies key roles for members to reduce carbon emissions to net zero by 2050. It covers five key sectors – industrial, commercial, residential, transport and waste.
Advocate for increased Victorian Government support to reduce utility bills and heat stress impacting our vulnerable community members, including retrofitting public housing and aged care facilities.	Advocated for fairer utility bills to the Australian Energy Regulator through SECCCA and Victorian Greenhouse Alliances. This was through the Local Government Response to the Electricity Distribution Price Review 2026-31. Completed the Enhancing Community Resilience project as a SECCCA member. Using demographics and climate projections, this project identified communities that are more vulnerable to the impacts of climate change. This will inform targeted programs to build resilience across the region.
Advocate for increased Victorian and Australian Government support to drastically reduce carbon emissions and to deliver policies and projects to enable community members to reduce their emissions.	Through membership of SECCCA, Council contributed to 16 joint advocacy submissions. This included representation at the Victorian Parliamentary Inquiry into Climate Resilience in October 2024.
Advocate for the Australian and Victorian Governments to introduce policy changes that actively foster a circular economy to make more efficient use of our limited natural resources and reduce or avoid waste.	In line with Urban Forest Strategy actions we: • advocated to the Victorian Government to ensure it appropriately considers canopy cover in Electrical Line Clearance Regulations. This advocacy included funding to support engineered solutions that address safety while reducing negative impacts on canopy coverage. • advocated to Victorian Government and Parks Victoria to increase canopy coverage and biodiversity in Albert Park. • advocated to Victorian Government, including the Department of Transport and Planning, Parks Victoria, VicTrack, Southern Metropolitan Cemeteries Trust and other agencies, to increase maintenance, canopy coverage and biodiversity on state-managed land in the municipality.

Council Plan initiative	Our progress
Provide urban forests to increase tree canopy, vegetation, greening and biodiversity and reduce urban heat, in line with Council's Greening Port Phillip and Act and Adapt Strategies prioritised within available budgets each year.	The Urban Forest Strategy, replacing Greening Port Phillip, started with 86 per cent of all actions underway and 88 per cent on track. Notable actions included: • planting 38,280 native and indigenous (local native) plants • developing strong research partnerships and incorporated leading research in ecology and habitat structure into biodiversity projects • completing community engagement for the first Urban Forest Precinct Plan (UFPP) and developed a draft.
Provide investment in infrastructure through regular maintenance and construction (subject to viability) to improve drainage and flood mitigation at key locations as well as scoping, and where viable, construction of stormwater harvesting infrastructure.	Completed business-as-usual pipe cleaning to ensure pipes are at full capacity and to minimise flood risk. Secured $1.7 million from a federal government grant for detailed design and construction of Stage 1: Elwood Park Expansion Stormwater Harvesting Scheme and planting along Elster Creek (Elwood Canal).

Port Phillip EcoCentre

The Port Phillip EcoCentre is a not-for-profit, community-managed environment group located in the corner of St Kilda Botanical Gardens working with the support of Council.

This year, in partnership with the Victorian Government, we completed the Port Phillip EcoCentre redevelopment. This new $6.7 million facility will increase the EcoCentre's ability to deliver education programs to build awareness of environmental impact and connect the community with nature.

This unique, purpose-built facility sets a new benchmark in environmentally sustainable design. It features cross-laminated timber construction, efficient all-electric systems powered by solar energy, and uses recycled materials sourced from the old building. With a high GreenStar rating, the improved EcoCentre includes new multi-purpose areas that have tripled the available space for community meetings and education. A community kitchen and one of Australia's first citizen science labs will empower volunteers to lead projects that reduce environmental impact for generations to come. Despite the redevelopment, the Port Phillip EcoCentre continued to deliver impactful environmental education, volunteering and practical action projects to our community. In 2024/25 more than 12,500 people participated in EcoCentre programs. The EcoCentre run school programs like Leaders for Sustainability in Port Phillip schools. They also run citizen science analysis of stormwater drain pollutants and litter – engaging over 1000 young people outside of school.

As a key highlight last November, EcoCentre founder and BayKeeper Neil Blake was recognised at the Victorian Marine and Coastal Awards for Lifetime Achievement.

Achievements and updates

Highlights

In 2024, we ran our most comprehensive flood awareness campaign to date. We harnessed a variety of channels including bus shelter signage, outdoor signage along the Elwood canal, social media posts, website news articles and flyers and posters distributed across the municipality.

We continued to support our community's environmental leaders, delivering two more Environmental Leadership courses. Since its inception, our leaders have started 161 environmental projects and taken over 2,000 individual environmental actions through the course.

We completed building sustainability audits for 53 council-owned buildings, including childcare centres, community centres, sports pavilions, town halls and art galleries. The outcomes of these audits inform our planning of capital works upgrades, aimed at improving the energy and water efficiency of Council buildings and reducing associated greenhouse gas emissions.

Keeping our homes sustainable

The Victorian Government announced changes to minimum energy efficiency standards for rental properties taking effect on 1 December 2025. The changes add requirements for ceiling insulation, draught sealing, energy-efficient appliances and cooling.

We are proactively advocating for environmentally sustainable design requirements to be reintroduced into the planning scheme via the Council Alliance for a Sustainable Built Environment (CASBE). In February 2025, the Victorian Government announced a significant planning reform to address the housing crisis and streamline approvals for residential development. The change provides a 'deem to comply' approach for some residential development types, bypassing prior local planning policy requiring comprehensive environmentally sustainable design responses.

We commissioned the Renewable Energy Uptake study to understand the current potential for solar energy within Port Phillip. Installation of small photovoltaic solar systems is slowing in most postcodes, likely due to owner-occupier households reaching the maximum potential. The study recommended targeting programs to install solar in neighbourhoods of higher potential, such as Elwood, Ripponlea, and St Kilda East. It specifically recommended focusing on apartments and areas with fewer heritage overlay barriers and areas with more townhouses – either owner-occupied or rental.

Our Environmentally Sustainable Design Planning Compliance Officer trial started in 2025. The trial will run for two years, helping improve on-site compliance and processes, targeting better environmentally sustainable design and water sensitive urban design (WSUD) outcomes. Our new officer has started inspecting the implementation of environmentally sustainable design and WSUD features in private development sites.

Waste management

The waste management service oversees the planning and operation of waste removal across the municipality.

2024/25	$ 000
Budget	19,970
Actual	20,730
Variance	(760)

Don't Waste It! Waste Management Strategy 2022-25

The Don't Waste It! Waste Management Strategy 2022-25 is due to expire, and we've started engagement for the next strategy.

Don't Waste it! reflects the significant changes in the Victorian waste and recycling sector. It covers how we will introduce new recycling services, reduce the quantity of materials sent to landfill and integrate circular economy principles in our waste management systems. These changes will also help our Council meet legislative requirements under the Recycling Victoria policy.

Community engagement for the new strategy

From March to April 2025, 601 community members shared their vision for waste, recycling and the circular economy. We also asked how people want to receive communications and education, what would help them to use services correctly and what they would like Council to prioritise.

We had 364 survey submissions, 182 visit neighbourhoods pop-ups and 55 people attend discussion groups, including talking with Russian and Greek seniors' groups. We provided the survey and educational materials in seven languages.

A new strategy and the Service Standard

The ongoing delay of the adoption of the Victorian Government Service Standard is a major external challenge. Without it, we can't properly plan for kerbside glass or alter the communal hub system to comply. This jeopardises our ability to meet the compliance deadline by 1 July 2027, and cascades other risks, such as higher costs for bins.

We plan to present an updated strategy for adoption in late-2025. This strategy will consider new and updated priorities included in the Victorian Government Service Standard.

Progress in priority areas

2024/25 Progress	Monitoring and evaluation findings
Food organics and garden organics (FOGO)	
No further achievements since the rollout to single unit dwellings and eligible multi-unit dwellings and the expansion of the communal hubs.	• Contamination rate: – Single Unit Dwellings: 3.5 per cent – Multi-Unit Dwellings: 31.7 per cent • The main reason food scraps end up in the garbage bin: – 30 per cent believe is related to convenience – 62 per cent believe is due to the complexity or lack of knowledge about the service. • Communal FOGO hub contamination rate: 1.8 per cent.
Separated glass recycling	
No further achievements since expanding the number of communal hubs.	• 34.9 per cent of mixed recycling kerbside bins is glass. • 103 tonnes of glass delivered to communal hubs by the community.
Mixed recycling	
Restarted flip-top audits, inspecting 7,973 bins across 541 Multi-Unit Dwelling properties (3,274 mixed recycling bins). Provided education materials in alignment with the findings of the audits to all properties inspected.	• Contamination rate: 13.2 per cent. • Of the 3,274 mixed recycling bins inspected during flip-top audits: – 14 per cent had major contamination – 30.3 per cent had minor contamination – 55 per cent had no visual contamination.
Garbage	
• Reusable nappy program holding two workshops. • Expanded to three vape disposal points, diverting these waste materials from landfill. • Never Bin a Battery – e-waste campaign • Transition to red lids ongoing as bins are replaced.	• 101 residents attended two reusable nappy workshops. • 464 kg of vapes collected for specialised recycling • Garbage quantity: – 2024: 4.68 kg per household per week – 2023: 4.29 kg per household per week • 35.4 per cent of the kerbside garbage bin is food and organic matter.
Public place bins	
• Ran Public Place Recycling Bin Expansion Trial over six months. • Rolled out Container Deposit Scheme baskets on public litter bins – 86 cages installed across the municipality. • Updated bin signage in high streets.	• Contamination rate: 18 per cent. • Contamination rate greater than 10 per cent: 56 per cent of bins.

Status of Council Plan initiatives

The following table outlines our progress towards each key initiative identified in Year 4 of the Council Plan under the waste management service area.

Council Plan initiative	Our progress
An implemented waste strategy that includes bin purchases and waste transformation projects.	We continued delivering Don't Waste It! Waste Management Strategy. Completed procurement planning for bin standardisation and continued to standardise bins through business as usual bin delivery and repair. Conducted kerbside bin audit and education program.
Advocate for increased Victorian Government support to work collaboratively with inner-Melbourne councils on innovative waste management approaches, particularly for multi-unit developments.	As an active member of the Melbourne 9 (M9) network, an alliance of nine inner-Melbourne councils, our Council remains committed to driving coordinated, forward-thinking approaches to waste and resource recovery.
Deliver regular and effective cleansing and rubbish collection services across all public spaces and roads in the City to ensure spaces are safer and more welcoming.	We completed all cleansing and waste collection services across public spaces in line with waste and city maintenance public space cleansing and waste collection guidelines. The teams have achieved an average service level agreement target of 93 per cent of customer service requests resolved on time across Waste and Street and Beach services provided.
Deliver waste management services for our municipality including planning for, trialling and implementing changes to waste management services to meet Victorian Government requirements, including the four-service system and the container deposit scheme.	We tendered for a contractor to provide the kerbside service from 2025/26. Established and maintained contractor meetings to assess key performance indicators. Entered new collaborative waste processing contracts for glass, FOGO, and mixed recycling – led by the cities of Melbourne, Yarra, Moonee Valley and Port Phillip. Waste and recycling truck fires are an avoidable hazard for waste management and are on the rise across Victoria. This is in large part due to the improper disposal of vapes and batteries. In October 2024, we extended our vape recycling trial to include free, fire-safe disposal points at the Pride Centre on Fitzroy Street and at the Resource Recovery Centre. We also ran a public safety campaign to raise awareness of the dangers of the incorrect disposal of hazardous materials. This included street posters in high-traffic areas and stickers on residential bins. Started assessing, consolidating and moving locations of communal hubs. The hubs are well used; however, many don't meet accessibility standards and are likely to not meet the requirements of the Service Standard.
Increased investment in street cleaning, litter bins and equipment to improve amenity and responsiveness and investigate opportunities for further improvements to service delivery, including greater use of technology.	We established an afternoon litter summer program. Installed 86 Container Deposit Scheme (CDS) baskets on public bins to capture eligible containers before they go in the bin. The baskets make it easier to recycle, while allowing anyone to easily gather drink containers for the refund without damaging the bins.

Achievements and updates

Highlights

- We conducted a full bin inventory across the municipality.
- Through our kerbside bin audit and education program we inspected 7,973 bins across 541 multi-unit dwellings looking for contamination in mixed recycling and FOGO. We gave all properties real time feedback through bin tags and letters responding to their flip-top audits.
- The Waste Education team worked on 375 multi-unit dwelling customer service requests, helping the community better understand their kerbside services. The team provided posters to 230 requestors and conducted letterbox drops with information on waste services and illegal dumping.
- We updated our waste and recycling services guide to include information about FOGO, communal hubs, acceptable items for all streams and the Resource Recovery Centre.
- The Waste Education Team ran an engagement stall at St Kilda Festival and two events for Clean Up Australia Day where 90 kg of general waste and 23 kg of recyclable materials were collected.
- The Carlisle Street commercial cardboard collection moved to one collection day instead of different days for each side of the street.

Collaboration and advocacy

We have continued our waste advocacy as a member of M9. We are collaborating with the cities of Bayside, Glen Eira and Kingston, and with Melbourne Water on the Elster Creek Litter Action Plan.

We made individual submissions to the Victorian Government on Recycling Victoria's Draft Strategic Procurement Framework and the Draft Circular Economy Risk, Consequence and Contingency Plan 2025 (CERCC).

Kerbside collection tender

On an average week, over 102,000 kerbside collections are completed. A tender for the provision of waste collection services is currently under consideration. We're seeking a new waste collection contract to address Port Phillip's significant, unique operational challenges and prepare for future needs. The tender was an opportunity to improve service quality, introduce updated specifications and implement a more flexible and risk-aware approach to collection. The tender process included clear governance and robust contract management. It also included a well-defined transition phase with a staged go-live period and dedicated support through a 'hypercare' phase to minimise impact on our customers. We are expecting to award the new contract by the end of 2025.

Waste processing tender

In July 2024, we entered new waste processing contracts for glass, FOGO and mixed recycling. We collaboratively ran procurement with City of Melbourne, City of Yarra, and City of Moonee Valley. This tender was crucial for delivering Council's Don't Waste It! Waste Management Strategy 2022-25. It also helps us align with the Recycling Victoria Kerbside Reform obligations if we decide to introduce a separate glass bin in the future.

Customer service uplift

We've delivered a significant uplift in residential waste customer service, marked by strong improvements in satisfaction and missed bin response rates. This uplift included improved communication, clearer processes and staff-developed service maps, reducing follow-up requests and ensuring consistent handling of service issues.

Average customer satisfaction increased to 4.7 out of 5 in Q4 of 2024/25, compared to 3.7 across the previous four quarters. No respondents rated the service poorly and 78 out of 100 gave the top score of 5. Similarly, missed bin response times improved markedly, with service level compliance rising from 68 per cent to 97 per cent. Average monthly missed bins remain above target at 12.5 per 10,000 collections, reflecting a significant improvement from 34.0 the previous year.

Our service delivery remained strong across other waste streams despite rising demand. Dumped rubbish reports increased by 37 per cent to an average of 1,334 per month, yet completion rates remained consistently above 88 per cent (excluding a one-off September system issue). Snap Send Solve continued to grow as the preferred reporting channel, now accounting for 78 per cent of reports – a 43 per cent increase from the previous year.

Council also exceeded service level agreement targets for hard and green waste bookings, maintaining 94 per cent on-time performance across quarter one to three.

To further improve customer experience, we are working to enhance the accuracy of request close-out notifications with upgraded messaging and automated workflows better reflecting actual service outcomes.

Kerbside FOGO

Single unit development contamination remained steady from 3.1 per cent in 2023 to 3.5 per cent in 2024. Multi-unit developments were audited for the first time in 2024 with a high contamination rate of 31.7 per cent.

Kerbside garbage

The amount of FOGO in the garbage bin decreased from 40.8 per cent in 2023 to 35.4 per cent in 2024.

Kerbside mixed recycling

The overall contamination rate increased from 12.4 per cent in 2023 to 13.2 per cent in 2024.

Communal glass hubs

The contamination rate increased from 2.6 per cent in 2023 to 9.9 per cent in 2024. This was largely due to an incident of dumped rubbish at one site.

Public bins

Public mixed recycling contamination decreased from 25 per cent in 2023 to 18 per cent in 2024.

Sustainable Port Phillip: outlook for the future

With Year 4 of the Council Plan 2021-31 completed we move next year to delivering our new Council Plan the Plan for Port Phillip 2025-35. In the areas of amenity, sustainability and waste we plan to:

Develop a new Community Safety Plan

Our first step is to develop a draft based on our community engagement including the Community Safety Roundtable. We will release the draft for consultation on the proposed actions prior to finalising the plan. We will also continue to implement the Community Safety Roundtable recommendations.

Continue implementing the Act and Adapt Sustainable Environment Strategy and the Climate Emergency Action Plan

We'll continue to actively work with our community to build climate resilience through the Climate Ready Communities program. We'll also promote resources such as the Home Upgrades for Climate Resilience Handbook.

We'll also be launching programs to support business and apartments to reduce carbon emissions and be more resilient. We'll facilitate the installation of public electric vehicle chargers. And we'll promote environmentally sustainable design.

Our focus for the integrated water program is to:

- update the Water Sensitive Cities Plan
- expand the Elwood Park Stormwater Harvesting scheme
- raise awareness of integrated water management, particularly in Fishermans Bend.

Finalise implement the new waste and recycling strategy

To finish the previous strategy and kick off the new strategy we will:

- transition to the new kerbside contract
- procure red lidded garbage bins to meet Service Standard requirements
- consolidate and upgrade communal FOGO and glass recycling hubs
- develop a plan for the rollout of a kerbside glass collections service
- focus on customer service and clear communication
- develop a waste charge policy.

The laneway murals behind Space2b celebrate community, migration and belonging through bold colours and powerful stories.

Strategic Direction

Vibrant Port Phillip

A City that has a flourishing economy, where our community and local businesses thrive, and we maintain and enhance our reputation as one of Melbourne's cultural and creative hubs. The importance of action in this area is emphasised by Council declaring an economic emergency in 2020.

Four-year strategies

- Port Phillip's main streets, activity centres and laneways are vibrant and activated.
- Port Phillip is a great place to set up and maintain a business.
- Arts, culture, learning and creative expression are part of everyday life.
- People in Port Phillip have continued and improved access to employment, education and can contribute to our community.

The Contributing service areas are

- Arts and culture
- Economic development and tourism
- Festivals
- Libraries
- South Melbourne Market

In this section

- Status of City and Council indicators
- A detailed update of each contributing service area
- Our outlook for the future

	$ 000
Budget	43,302
Actual	40,075
Variance	3,225

City and Council indicators

City indicators

Indicator	2022/23	2023/24	2024/25
Gross regional product of the municipality ($b)	15,057	15,235	Not available*
Proportion of residents who are unemployed	3.5%**	4.0%**	4.7%^
Number of people employed by businesses within the municipality	87,894	89,701	Not available*
High street retail vacancies (average % across the high streets)	8.35%	9.04%	8.65%

* Data has not yet been released for year ending June 2025

** Previous data has been revised to include quarter four data which was not available at the time of publication

^ as an average of the financial year quarterly figures. Based on the September and December quarters as March and June quarter data has not yet been released.

Council indicators

Indicator	2022/23	2023/24	2024/25	Target 2024/25	Status
Estimated economic benefit to the municipality from non-Council events	$32,837,806	$34,200,000	$44,578,344	$25,000,000	✓
Estimated economic benefit to the municipality from Council-run events	$27,270,981	$32,538,851	Data unavailable	$25,000,000	●
Library memberships ♦	Data unavailable	30.34%	34.23%	20.00%	✓
Visits to libraries	478,360	517,473	568,210	>550,000	✓
Visits to libraries per head of population ♦	Data unavailable	5	5	5	✓
Loans per head of population ♦	Data unavailable	7	9	8	✓
Cost of library service per population ♦	$44	$43	$54	$47	✗
Visits to South Melbourne Market	5,147,859	5,538,130	5,448,721	5,400,000	✓
Number of outdoor dining permits (this includes footpath trading and parklet permits)	428	733	702	>450	✓
Street cleaning audit compliance*	90%	96%	96%	>96%	✓

* Street cleaning audit data was not available for November to January

Legend

✓ Met or exceeded target

✗ Did not meet target

● Data unavailable or target being rebaselined

♦ Also required as part of the Local Government Performance Reporting Framework (LGPRF)

Arts, culture and heritage

The arts, culture and heritage service provide programs, services and spaces to enable engagement and participation in community life.

2024/25	$ 000
Budget	18,058
Actual	15,776
Variance	2,282

Status of Council Plan initiatives

The following table outlines our progress towards each key initiative in Year 4 of the Council Plan under the arts, culture and heritage service area.

Council Plan initiative	Our progress
Invest in the creative and cultural industries including live music and the games development sector through our Art and Soul Strategy, in line with available budgets each year.	The Carlisle Street Arts Space hosted the ROAR Celebrating Women in Music exhibition in partnership with the inaugural ROAR FEST music festival. The exhibition celebrated women, non-binary and Gender Non-Conforming musicians both on and off the stage. During Melbourne International Games Week 2024 the Carlisle Street Arts Space hosted Feminine Play, a games exhibition curated by feminine games researcher Stephanie Harkin, with partners and collaborators from RMIT, Monash University, University of Melbourne, National Film and Sound Archive of Australia and ACMI. This interactive public exhibition drew on Harkin's research on feminine games and play cultures.
Provide support for our community to access and engage with the Port Phillip City Collection and ensure it is managed sustainably for future generations to enjoy.	In July 2024 the Carlisle Street Arts Space presented HerStory: A celebration of women's stories and achievements. The exhibition was based on the City of Port Phillip HerStory map which displays places in Port Phillip where women are commemorated in street names, parks and gardens, buildings, monuments and public artworks. The exhibition dove deeper into their stories through images, artworks and objects provided courtesy of their families, the City of Port Phillip Collection and local historical societies.
Deliver programs, services and spaces that promote community participation and engagement in arts, culture and heritage.	We supported community participation and engagement in the arts, culture and heritage through the exhibition program at the Carlisle Street Arts Space, the annual guided walks program and other arts and heritage related services.
Provide investment for our key arts and culture venues and organisations, including Gasworks Arts Park and Linden New Art Gallery, to ensure we foster access, participation, local arts development and Port Phillip as a cultural destination.	We continued to invest in our key arts partners, Linden New Art Gallery and Gasworks Arts Park. We also supported other arts and cultural organisations and projects through the Cultural Development Fund. We regularly monitor outcomes to ensure community needs are met and increased visitation is achieved.

Council Plan initiative	Our progress
Implementation of the Creative and Prosperous City Strategy 2023-26 including continued focus on live music, screen/gaming and visual arts.**	We implemented the Creative and Prosperous City Strategy 2023-26 and the Live Music Action Plan focusing on creative industries throughout the municipality.
Partner with Creative Victoria, Music Victoria, the game development sector and other key stakeholders to explore and deliver projects that support a culture of creativity in our City.	We continue to partner and engage with a range of stakeholders in support of broad creative industry outcomes, including but not limited to games, screen and live music industry development.
Increased Victorian and Australian Government support for creative sectors including live music, film and game development.	We continue to advocate to the Victorian and Australian Governments to increase support for our creative sectors.
Increased Victorian Government support for South Melbourne, given its place as the game development hub of Australia.	We continue to advocate for government support, including seeking collaboration, funding and local investment.
An options analysis and recommendation for the development of the St Kilda Triangle.**	We developed a feasibility study for a live-music venue with an advocacy strategy. Council will consider options at a Council meeting in quarter one 2025/26.
An upgraded and reopened South Melbourne Town Hall by 2023/24.**	We continue to provide heritage advice and support to Council and key stakeholders for the upgrading and reopening of the South Melbourne Town Hall.

** Major initiative

Creative and Prosperous City Strategy 2023-26

The Creative and Prosperous City Strategy 2023-26 outlines our deep commitment to create a thriving social, cultural and economic future for the City of Port Phillip. It also outlines our continued focus on economic development and tourism, festivals, events, live music, our screen industry (including film and gaming) and arts, culture and heritage.

Outcome	Our progress
A City of dynamic and distinctive precincts and places.	Through our Great Places and Precincts initiative we're building on Port Phillip's unique history and heritage and uplifting areas through creative initiatives such as street art murals, creative lighting and other street activations. We're continuing to advocate and develop policy in support of live music precincts. We delivered the Planning Scheme Amendment to the Victorian Government to support, sustainability and certainty for venues and performers in the precinct. We continue to maintain public art as part of the Port Phillip City Collection. We integrated new public artwork commissions to add interest and for place-making.
A prosperous City that attracts and grows businesses.	We continue to engage with local creative organisations to further understand their needs so we can help keep and grow these organisations into the future. We continuously review and improve our grants programs to make sure they deliver clear outcomes for audiences, our community and sector development
A City where arts, culture and creative expression are part of everyday life.	We continued to champion First Peoples content as part of all Council-run festivals. We redeveloped the Carlisle Street Arts Space to offer a curated program of exhibitions highlighting the Port Phillip Collection and our priority projects. Our Public Art Developer program has run for over 20 years and continues to add dynamic artwork to the cultural fabric of the City of Port Phillip via contributions from developers. We are establishing a Graffiti and Street Art Precinct to celebrate and showcase our extensive collection of urban artworks, positioning the area as a vibrant cultural destination. We continued a First Nations Public Art Project at the Esplanade Vaults. This important cultural initiative highlights the work and stories of First Nations artists through ephemeral public art installations in the vaults space on the Esplanade. We developed creative programming to repurpose and activate unused Council-owned properties, including The Vaults and Alma Cottage. The programming fosters community engagement and supports local creative initiatives. We continued production of the Blackbook Podcast at the Emerald Hill Community Podcast Studio. The podcast encourages participation from the creative community and promotes diverse local voices. We expanded digital engagement through the My Art Walk mobile app by adding street art and murals. This work enhanced access to urban art for residents and tourists and promoted cultural tourism.
A City where community, creativity and business are connected and engaged.	We continue to connect with industry stakeholders in the live music space. We established quarterly stakeholder meetings to provide support and build collaborations and partnerships. We held the first annual meeting of arts and cultural organisations in Port Phillip, resulting in new connections, projects and initiatives.

Games Action Plan 2020-2024 and the Games Industry and Community Development Project

Our vision is for Port Phillip to be the games capital of Victoria. Delivering on this vision means that the broad range of creative businesses, players, artists, and creative producers find a home in Port Phillip and that Council's priorities, resources and programs support their activities.

In 2024/25 we built on the success of the Games Action Plan through the Games Industry and Community Development Project. This project embeds Council's role as a connector, advocate, funder and partner. We aimed to support our games industry through public activations, career development initiatives, mentorship programs and industry consultation.

The following table provides an overview of our progress towards the project's two identified outcomes.

Outcome	Our progress
A thriving games sector that plays a significant part in the City's economy.	The Global Game Jam 2025 was held in South Melbourne, with an estimated 220 people forming teams to create 45 games. We hosted the follow-up Global Game Jam Play Party at St Kilda Town Hall where more than 260 game-makers and participants enjoyed a night of networking and an indie-games exhibition. We supported the Australian Roleplaying Community in South Melbourne to run a tabletop roleplaying game and creative mentorship program addressing gender inequity in the tabletop role-paying game industry. The program included mentorship, public engagement events and a stall at PAX, Australia's largest gaming expo. We continued to advocate to the Victorian Government and relevant funding bodies to further the goals of our Games Action Plan. One the goals we advocated for was for supporting digital games co-working spaces in South Melbourne and Port Melbourne. We were proud to support the SMART Program again 2024. The SMART program is a tailored four-month mentorship and residency program designed to create career pathways and support the growth of emerging talent and underrepresented peoples within the Australian games industry. It included a slate of free public events focusing on industry development and networking.
The life of our City is enhanced through the growth of games, play and culture.	We hosted the Feminine Play exhibition at the Carlisle Street Arts Space for Melbourne International Games Week. The exhibition celebrated femme game-makers and femininity in digital and tabletop games. The exhibition featured an opening night attended by an estimated 150 people and garnering positive media coverage. The St Kilda Film Festival included several games programs: a professional development panel, a local indie-games exhibition and a virtual reality installation in the Council Chamber. We supported the Australian Roleplay Community to run a day-long event called Port Play, attended by approximately 300 people. This free event provided a showcasing platform for over 18 local indie tabletop game-makers and a local makers market. We supported Melbourne Megagames to run the world's largest megagame, First Contact, at St Kilda Town Hall with 220 concurrent in-person players.

Events Strategy 2023-26

The Events Strategy 2023-26 sets out a strategic framework for events in the municipality, seeking to maximise benefit and minimise adverse impacts from the annual events calendar.

This year we've focused on collaborating across teams, including Parks, Street and Beach, Waste and Asset Maintenance, prior to major and civic events to maintain cleanliness and presentation of the City.

Outcome	Our progress
Curate an events calendar that meets the needs of the community, showcases our places and spaces, and presents Port Phillip as a premier choice for event promoters and attendees.	We ran an expression of interest for major events and markets. There was a reduced demand for music events due to the costs associated with event operations and noise mitigation requirements.
Drive economic growth through an events calendar that increases visitation and tourism to the City and enhances its reputation as a destination and quantify benefits through measurement.	To leverage the Formula One Grand Prix, we trialled a new event called Last Lap Live in St Kilda and South Melbourne. This initiative featured free live music gigs across more than 20 venues. The St Kilda Triangle hosted a curated summer music series, featuring a lineup of contemporary international and local artists. We completed economic impact assessments for a total 34 events across our City.
Host an annual events calendar that is representative, inclusive and accessible for our diverse community, supporting community cohesion and wellbeing	We issued 92 community event permits for a broad range of activities. Key events included: • trader association events such as Balaclava Boogie, Howl-o-ween and a new market on Fitzroy Street. • participation and wellbeing events such as yoga, ice baths sessions and a wellness run.
Support our local creative industries and communities through events: showcasing their work, providing partnership opportunities and activating strategically to meet needs and fill gaps.	We supported activation of RAWKUS, a Port Phillip based theatre company. We engaged multiple community groups as partners in the St Kilda Festival through an expression of interest process.
Leverage and support Council's strategic vision and brand, seeking events that align with our direction and reflect the community's character and priorities and ensuring events are spread throughout the municipality.	To implement our Live Music Action Plan, we have supported a number of music events such as the St Kilda Blues Festival and Palace Foreshore. JL Murphy Reserve played host to circus events.
Aim to positively influence behaviour within our public spaces and enhance participation and engagement.	We continue to engage the community through Council-run events such as the St Kilda Festival and St Kilda Film Festival.
Deliver and facilitate leading event practice that balances event impacts with residential amenity, including sustainable practice as a bayside municipality.	We encouraged event operators and organisers of internal events to pursue continuous improvement by balancing event impacts. We implemented a feedback procedure to gather input into this process.

Economic development and tourism

The economic development and tourism service supports residents, visitors and industry to achieve economic development and tourism outcomes across the Port Phillip.

2024/25	$ 000
Budget	2,557
Actual	2,118
Variance	438

Status of Council Plan initiatives

The following table outlines our progress towards each key initiative in Year 4 of the Council Plan under the economic development and tourism service area.

Council Plan initiative	Our progress
Deliver initiatives that foster creative use, exploration and activation of public space to support social, cultural, sustainable and economic connection among our community and local businesses.	From December 2024 to February 2025, we supported the delivery of the Big Sculpture Trail through our Cultural Development Fund grants program. The sculpture trail included a display of 20 sculptures in St Kilda along Acland Street and the Esplanade. Other sites included outside Linden New Art, Theatre Works, Luna Park and the Palais Theatre.
Deliver projects, services and policies that support and attract businesses to set up, maintain and thrive in Port Phillip (relative to Council's role).	Council supports local businesses through its business concierge service, offering support with permits and planning for those starting or growing a business in Port Phillip. We have updated our online resources and support for businesses. We share updates via a monthly e-newsletter on Council initiatives, grants, workshops, and other relevant business support.
Deliver services that enable the collection of special rates where traders in activity centres wish to fund the promotion, marketing and development of retail precincts, and information to support groups of traders who may wish to establish trader associations.	Council enables the collection of special rates and charges for the Port Melbourne, Acland Street Village, Carlisle Street, and Fitzroy Street business associations. Information and support are provided in response to enquiries on how to establish a trader association.
Partner with local businesses, accommodation providers, tourism operators, social enterprises and the Victoria Tourism Industry Council to showcase the many great places within Port Phillip to encourage visitors to spend time and money in our City.	We continued to partner and engage with a range of stakeholders to promote the City and encourage visitation. Initiatives included showcasing the City and businesses in our What's on St Kilda and Southside e-newsletter and website, promoting of the Australian Tourism Data Warehouse, engaging with the Victorian Tourism Industry Council and supporting our trader associations to deliver marketing and events. We also offered trader associations the opportunity to apply for events and festival grants through our Culture Development Fund. We designed these grants to drive economic growth and increase visitation and tourism to our precincts.

Council Plan initiative	Our progress
Partner with small Business Victoria and the Victorian Chamber of Commerce to provide local businesses with information and connection to services that can support them to flourish.	We acted as a key conduit for sharing information from business organisations, such as Business Victoria, Victorian Small Business Commission and other industry groups. We regularly engage with Council's business networks, provide a monthly business newsletter and share information via various other communication channels. We also host Business Victoria's Small Business Bus to provide direct support to local traders. The Small Business Bus is an 'office on wheels' fully equipped with expert advisers to provide general business assistance.
Partner with our Business Advisory Group and key business leaders in Port Phillip to ensure Council policies, programs and services support businesses to establish, maintain and grow.	We coordinate bimonthly meetings of the Prosperous Port Phillip Business Advisory Group. We present to the group and seek feedback on topics such as: • community safety • uplifting precincts • destination marketing campaigns • other precinct initiatives and programs relevant to Port Phillip's business community.
Partner with other levels of government and stakeholders on the activation of key public spaces.	We supported the Clarendon and Coventry Streets Business Association to deliver uplighting on the building facades from Park Street to Bank Street. They have since extended the project to include the facades from Bank Street to Dorcas Street and Dorcas Street to Coventry Street.
Advocate for increased Australian and Victorian Government support for St Kilda tourism related businesses, given its place as a key tourism destination in inner Melbourne.	We continued to advocate for state and federal government support for tourism related businesses in St Kilda. We sought collaboration, funding, policy changes and local investment. We also made budget and grant submissions.
Advocate for Increased Victorian and Australian Government support for small businesses to help them set up and thrive.	In August 2024, the Department of Jobs, Skills, Industry and Regions selected Port Phillip as a pilot council for the Business-Friendly Councils Initiative, aimed at improving business approvals and processes. As part of the project, we reviewed and enhanced our business concierge service. Our free business concierge service guides and assists people through the process of starting, expanding or buying a business. We streamlined internal processes to support applications and permits. We also built new tools to better support business attraction and investment into our website.
Advocate for increased Australian and Victorian Government support for Waterfront Place as the gateway to Melbourne.	We supported the Port Melbourne Business Association to deliver two works on the Migration Trail. The Migration Trail is a heritage-listed walking path in Port Melbourne that starts at Waterfront Place and leads to Station Pier supporting visitation and activation.
Provide opportunities for people to innovatively use and connect with public space including parklets, play streets and other forms of activation.	In 2024, we installed a summer activation in Acland Plaza. The activation included synthetic grass and a lightbox featuring a large map of St Kilda's live music venues drawn by local cartoonist, performer and frontman of the punk band 'I Spit On Your Gravy', Fred Negro. We upgraded the Blessington Street parklet at the corner of Barkly and Blessington streets with new planter boxes and panelling designed to enhance pedestrian safety and protect parklet users from nearby vehicle traffic. Artist Giovanna Da Silva painted five exterior panels of the parklet, adding vibrant colour and visual interest to the space.

Achievements and updates

Acland Street vacant shop program

Acland Street faced rising commercial vacancies of 15.6 per cent in July 2023. To address this, we partnered with Plan1 and Ginnane and Associates to activate empty shopfronts by brokering license agreements and supporting new tenants. By November 2024, this program and a suite of other interventions saw the vacancy rate drop to 6.3 per cent.

Spring Graze Southside

In October 2024, we presented Spring Graze Southside as a collaborative initiative to support local food and beverage businesses in Port Phillip by boosting visitation during the slower, colder months of the year. The campaign featured 40 participating venues, drew strong digital engagement with more than 1.2 million impressions and received positive feedback from traders.

Council iQ Quarterly Precinct Health Report

We boosted our analysis of economic impact reporting in 2024/25 by introducing Quarterly Precinct Health Reports using Council iQ. Council iQ is a Commonwealth Bank spend analysis platform used to track local, and visitor spend by category and time in activity centres. Council iQ assists councils measure return on investment of initiatives and programs and provides insights on macroeconomic conditions in precincts.

Acland Street Precinct Prospectus

We launched the Acland Street Precinct Prospective Business Hub to support Acland Street's revitalisation. This online tool positions Acland Street as a strong investment opportunity by showcasing its potential and appeal to prospective businesses. The hub provides essential information to build confidence among prospective businesses considering establishing their operations in the precinct.

Special rate and charge for Acland Street Village and Fitzroy Street business precincts 2024-29

Council endorsed the 2024-29 special rate and charge for Acland Street Village and Fitzroy Street to continue to support precinct business associations. This scheme aims to raise funds for business associations to invest in marketing, promotions, business development and centre management. These activities are designed to stimulate commerce, tourism, professional services and employment within the precincts.

$2B

Total in-store spend going to Port Phillip businesses in the 2024/25 financial year.

60%

Proportion of spend to Port Phillip businesses contributed by visitors in the 2024/25 financial year.

$525M

The value of the Port Phillip night economy spend in the 2024/25 financial year.

8.1%

Increase in spend on local restaurants for the 2024/25 financial year, compared to the previous financial year.

21,508

Number of local businesses.

Festivals

The festivals service provides a range of festivals, events and programs for the community to enable a vibrant and connected city.

2024/25	$ 000
Budget	5,270
Actual	5,570
Variance	(300)

Status of Council Plan initiatives

The following table outlines our progress towards the key initiative in Year 4 of the Council Plan under the festivals service area.

Council Plan initiative	Our progress
Provide events and festivals that celebrate local culture and creativity, connect residents to one another and drive economic benefit for local traders and our community.	We presented two major festivals, the St Kilda Festival and the St Kilda Film Festival. Although impacted on the day by severe weather, the opening day of St Kilda Festival, *First Peoples First's* Kummargii Yulendji Gadabah saw 70-plus First Nations artists come together for a sunset ceremony. The festival provided dozens of artists and arts workers performance and employment opportunities. Big Festival Sunday then saw record crowds return to the precinct with an estimated 350,000 visitors across the day. For the first time in its history, St Kilda Festival attracted both state and federal funding to further increase its commitment to accessibility, diversity and inclusion. June brought the St Kilda Film Festival back to St Kilda Town Hall, plus seven other venues across the municipality. Events included live music, films, talk, professional development sessions, screenings, networking events, exhibitions, free family screenings and more. The audience numbers for the 2025 St Kilda Film Festival increased 58 per cent on 2024.

Live Music Action Plan 2021-24

Through implementation of the Live Music Action Plan, we continued to support venues in promoting live music across precincts, champion local artists via the Live n Local website and advocate for the gazetted live music precinct in St Kilda.

Outcome	Our progress
A City that actively responds to the economic and social impact of COVID-19 on our local music industry	We supported hospitality venues by investigating local planning scheme amendments and advocating to other regulatory bodies for coordination, streamlining and creating efficiencies. We worked with the Environmental Protection Authority (EPA) on regulations relating to live music in venues and public open space. We organised a round table with local venues and Music Victoria. We also updated venues and festivals on available funding and grant opportunities. We set up the Live Music Locator with the support of the venues and traders associations. The Live Music Locator is an online mapping tool with the location and information of live music venues.
A City where live music flourishes, with a robust and passionate live music ecosystem and a solid foundation for a sustainable future where live music can continually grow	We provided support for trader events focusing on live music. Key events include the St Kilda Blues Festival, Balaclava Boogie and the Port Melbourne Music Crawl. We supported the delivery of the Last Lap Live music program as part of the Formula One Grand Prix activations. This live music event took place in Clarendon Street and Fitzroy Street over the course of the grand prix weekend.
A City where the musicians and audiences, the venues and the schools, the public spaces and the rehearsal spaces, and our residents and businesses work together to support and create a diverse, dynamic and accessible live music scene.	To foster stronger youth engagement, we collaborated with local primary and secondary schools to deliver live music performances across a range of events throughout the school year. In March 2025, we proudly supported the inaugural Celebrating Women in Music event as part of ROAR Fest, in St Kilda. We also organised a sold-out panel of speakers for the St Kilda Film Festival, showcasing diverse voices from across the creative industries. Looking ahead, we've begun preparations for Music Industry Connections Southside (MICS), scheduled for February 2026. This youth-focused music forum will offer professional development, skill-building workshops, and networking opportunities for young musicians and aspiring music professionals.

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Libraries

Our library service provides a range of programs and services for the community, which are delivered from our five libraries across the municipality, as well via in-home and online means. The services span all age groups and abilities.

2024/25	$ 000
Budget	6,777
Actual	6,603
Variance	174

Status of Council Plan initiatives

The following table outlines our progress towards the key initiative in Year 4 of the Council Plan under the libraries service area.

Council Plan initiative	Our progress
High-quality library spaces and collection services that provide opportunities for people to connect and learn and deliver on key actions outlined in the Library Action Plan (once adopted by Council).	Our libraries offered more programs and events for our community to connect and learn – delivering key actions in our Library Action Plan. We saw the highest levels of community engagement since 2018/19, with increases in library visits and loans from our collections.

Update on the Library Action Plan 2021-26

The Library Action Plan 2021-26 sets out our vision for library services across Port Phillip. This plan sets out key focus areas to help keep our service relevant and responsive to our community. The following table highlights our progress towards the key actions set out in the plan.

1. Belong

Help people participate in Port Phillip life, with a focus on the vulnerable and disadvantaged.

- Progressed asset renewal with community engagement on St Kilda and Middle Park library upgrades (completion 2025/26).
- Expanded literacy and creative programs, attracting 38,273 attendees (up 16%).
- Strengthened cultural heritage services through oral histories, digitisation projects, research guides and partnerships with local historical societies.
- Built outreach partnerships, including pop-up aged care sessions and a new weekly Community Connector Service.

2. Connect

Connect people with each other, services, resources and the world around them.

- Over 1 million library loans (+3%), with improved collections and circulation.
- Transitioned to a new resource-sharing platform to broaden access.
- Increased digital engagement: website views (+2%), 78,424 app launches (+135%).
- Delivered 275 one-on-one digital literacy sessions and launched an iPad lending program for seniors.
- Partnered with the Brotherhood of St Laurence to improve accessibility, with new tools rolling out in 2025/26.

3. Grow

Support people of all ages, backgrounds and circumstances to read, learn and enrich their lives.

- Integrated library needs into 10-year asset renewal strategy.
- Expanded youth and children's programs (81% more programs, 134% more attendees), including Rainbow Storytime, Art Club and STEAM Club.
- Grew community engagement: +9.5% membership (46,517 members), and strong social media growth.
- Upgraded library spaces: St Kilda Library refurbishment underway; Port Melbourne Library refreshed.
- 40 volunteers extended services through home deliveries, tutoring and English conversation groups.
- Partnered with Friends of Emerald Hill to host author events and launch a non-fiction book club.

4. Create

Inspire creativity and participation in a prosperous creative ecosystem.

- Established Oral History Studio to capture local stories.
- Delivered diverse live music and cultural events featuring local and First Nations artists.
- Partnered with Albert Park College on intergenerational tech mentoring.
- Supported gaming culture through Tabletop Gaming Day and weekly Games Club.

5. Sustain

Ensure libraries contribute to community resilience and sustainability.

- Activated libraries as cooling centres during heatwaves and ran sustainability workshops.
- Refreshed public computers and expanded afterschool clubs (e.g., Art, Graphic Novels, LEGO, STEAM).
- Consulted on upcoming refurbishments and installed 'Happy or Not' feedback terminals.
- Appointed a dedicated social worker, held all-staff training, and improved rostering efficiency.
- Strengthened programming team with a new Engagement and Experience Lead.

Achievements and updates

Collection use and visitor statistics

In 2024/25, we expanded our libraries program and event offerings, delivering increased opportunities for community engagement and lifelong learning. This growth reflects our commitment to key priorities outlined in the Library Action Plan.

The engagement of our community with our libraries continued its upward trend, with notable increases in visitation and collection use. 2024/25 marked the highest level of engagement with our services since 2018/19. Since last year we have seen:

- a 9.8 per cent increase in library visits, up to 568,210 total visits
- a 9.5 per cent increase in library members, up to 46,517 total members with 9,594 new members
- increased programming with 1,722 programs and events delivered
- a 16 per cent increase in program attendance, up to 38,273 attendees
- teenagers are coming back to libraries, with a 134 per cent increase in the number of young adults attending programs
- a two per cent increase in loans from our physical and digital collections, with more than 1.03 million loans.

The most popular borrowed items from our collection in 2024/25 were:

- Wifedom by Anna Funder – adult non-fiction, for the second year in a row
- All Fours by Miranda July – adult fiction
- Diary of a Wimpy Kid: No Brainer by Jeff Kinney – children's fiction
- A Court of Thorns and Roses by Sarah J. Mass – young adult fiction
- Dune: Part Two – adult DVD

Vibrant programs and events

Our libraries delivered an engaging and vibrant suite of programs to the Port Phillip community in 2024/25. Highlights included:

- pop up stalls at St Kilda Festival, with almost 1,200 children, teens and adults attending the library activities
- Emerald Hill Library partnering with the Porsche and Coffee event for an open day, with over 700 people visiting the library for games, live music, racing car simulators and more
- St Kilda Library partnering with Ngwala Willumbong Aboriginal Corporation to run a First Nations Family Fun Day. We had 130 children and adults take part in a smoking ceremony, a range of fun activities and sharing of food, stories and laughter.

South Melbourne Market

The South Melbourne Market operates an engaging and entertaining market environment where our community and visitors spend time shopping, dining and supporting local business.

2024/25	$ 000
Budget	10,640
Actual	10,008
Variance	631

Status of Council Plan initiatives

The following table outlines our progress towards the key initiative in Year 4 of the Council Plan under the South Melbourne Market service area.

Council Plan initiative	Our progress
Investment in the South Melbourne Market to deliver the quintessential village market experience. This will be achieved by implementing the 2021-25 South Melbourne Market Strategic Plan, which includes moving towards financial sustainability, improved customer experience and an enhanced and safer public asset for our City and its visitors.**	We continued to implement the South Melbourne Market Strategic Plan 2021-25, consolidating the Market's position as the quintessential village market experience with high visitation, high occupancy rates and strong satisfaction ratings from customers and traders.

** Major initiative

Achievements and updates

Marketing and events - supporting small business

We hosted activities to promote the South Melbourne Market and support its traders including:

- promotional campaigns alongside onsite entertainment and activity for the Christmas and Easter periods
- Port Phillip Mussel and Jazz Festival, as the Market's premier event
- Ride2Work Day
- Lunar New Year celebrations
- ticketed Foodie Affair events
- free school holiday programming and entertainment.

Food relief

The Market is proud to partner with Port Phillip Community Group (PPCG) to rescue food that would otherwise go to waste. Every Sunday afternoon, a group of PPCG volunteers collect excess food and donations from traders to distribute to those in need.

This year, Market traders donated $29,812 worth of excess food. This food was distributed to 14 agencies within Port Phillip including Emerald Hill Mission, Launch Housing and Ngwala Willumbong Aboriginal Corporation.

Traders celebrating significant anniversaries

10 years: Agathe Patisserie, Azalea, Clare's Bears and Wares, Tea Drop

20 years: Décor Gallery, Fritz Gelato, Dr Shen Massage, Melbourne Hemp + Bamboo

25 years: Nutshoppe, Sherif's Quality Fruit and Veg

30 years: Lara's Women's Fashion

45 years: Rod's Fruit and Veg

70 years: Ralph's Meat Co

New traders at South Melbourne Market

- Pizzateca Lupa – a Roman pizza and pasta eatery
- Rhythm Unites – ethically sourced musical instruments
- Stanlie – women's beach and swim wear
- The Only Label – women's clothing and accessories
- AUA Premium Gifts – dog and cat ornaments, candles and gifts

Business progression

The Market supports existing traders to develop and grow their businesses. Following an expression of interest process, several existing traders were appointed to new stalls within the Market:

- **Suki McMaster and Markee Skincare:** Sister-and-brother duo Suki and Mark joined forces to bring their two thriving businesses together in a new location. This exciting collaboration offers Suki's cheerful, Australian-designed homewares and stationery, alongside Markee Skincare's handmade, sustainable skincare products.
- **Everything Aussie:** Quoc, owner of Everything Aussie, has been in the Market for over 14 years. His new, larger stall has allowed him to expand his range of Australian souvenirs to include unique Indigenous artworks and artefacts, and other requested gifting and souvenir ranges for locals and tourists.
- **Look At You:** Look At You iris photography commenced at the Market in 2019 as a pop-up, followed by a limited term licence in the SO:ME Space. Its new location provides a permanent location to continue with the innovative iris photography.

Vinnies CEO Sleepout

In June 2025 we hosted the annual Vinnies CEO Sleepout on the Market's rooftop carpark.

The Vinnies CEO Sleepout is a one-night event held in winter, where CEOs, business owners, community members and government leaders sleep out to raise funds for the many Australians experiencing homelessness or at risk of homelessness.

The event saw 150 leaders come together to raise funds for Vinnies Soup Vans. Vinnies Soup Vans keep meals, support and human connection on the road for thousands of Victorians experiencing or at risk of homelessness. The group raised more than $1.4 million, with over $8 million raised nationally.

Market Explorers

In September, we launched Market Explorers as a free scavenger hunt for children aged six to 12. The scavenger hunt teaches food literacy, encourages children to develop meaningful connection with the Market and its traders, and supports return visitation. Children meet traders who help them solve clues to become official members of the South Melbourne Market Explorers Club, with seasonal prizes up for grabs.

Community space

As a part of the Market's commitment to supporting the local community, we made pop-up spaces available for community groups, not-for-profit organisations and charities to use free-of-charge. During 2024/25 we hosted:

- Port Phillip Community Group
- Albert Park Scouts
- City of Voices
- Port Phillip Men's Shed
- Space2B
- Sisterworks
- South Melbourne Primary School
- Hearing Australia
- MacRobertson High School
- RSL Victoria
- Victoria Police – Coffee with a Cop

Carpark management system

In June 2025, we upgraded the Market's parking infrastructure in the rooftop carpark.

We installed new and improved entry and exit barriers and pay machines. The new carpark management system includes license–plate recognition software removing the need for paper tickets. We also moved to cashless parking payments, in line with Council's transition to cashless parking machines in 2023.

Removing cash payments and paper tickets has reduced maintenance downtime, resulting in a faster and more seamless entry and exit from the carpark, and improved reliability of machines.

New cleaning and waste management provider

Following a competitive tender process, we awarded IKON Services the Market's cleaning and waste management contract in September 2024. With improved infrastructure and increased use of electric vehicles, the new contract has improved efficiency, environmental sustainability and provided better service outcomes.

Onsite improvements

We delivered several additional projects to enhance the onsite customer and trader experience. These included:

- refurbishing stalls to improve quality of construction, meet building code standards and utilising sustainable building materials.
- installing new ATMs providing lower transaction fees for customers
- connecting essential services to the Cecil Street restaurant kiosks
- installing non-slip flooring between the Deli Aisle and Food Hall
- installing new line markings, guard rails and bollards to improve safety in the Market's loading bay

Outlook for the future

As we move into Year 4 of the Council Plan, we look forward to continuing to enhance our reputation as one of Melbourne's cultural and creative hubs, fostering a flourishing economy where businesses can thrive.

Screen and Creative Industries

- Expanding focus on screen (film, XR, online content) as a platform for storytelling and cultural engagement.
- Evolving Games Action Plan to include broader screen industries.
- Supporting a sustainable screen industry and delivering public showcases across key precincts.

Economic Growth and Investment

- Partnering with major event organisers, including Formula One Grand Prix, to boost local economic benefits.
- Conducting annual business health-check survey to guide support programs.
- Developing a strategy to engage real estate agents and developers to reduce retail vacancies.
- Expanding Business Concierge service, including support for itinerant trading.

Business and Precinct Partnerships

- Ongoing collaboration with Prosperous Port Phillip Business Advisory Group and trader associations to strengthen precincts.
- Supporting proposed special rate and charge schemes for Port Melbourne and South Melbourne (2026–31).
- Backing the Fishermans Bend Business Forum to develop a strategic plan and sustainable funding model.
- Launching Bay Street Precinct Prospective Business Hub to attract investment.

Festivals and Events

St Kilda Festival budget reduced from 2026, with stronger focus on sustainability and local trader engagement.

Libraries and Community Access

- Applying a diversity, equity and inclusion lens: joining the Sunflower Network, sensory kits, visual stories, truth-telling programs, and maintaining Indigenous collections.
- Refurbishing St Kilda Library and upgrading Middle Park Library (completion 2025/26).
- New Library Social Worker to strengthen support for vulnerable community members.
- Expanding inclusive and creative programming, including artist/writer/storyteller residencies and a seed library.
- Reviewing iPad Lending Program for older people following strong uptake.
- Ongoing technology upgrades: branch-wide computer refresh, digital signage, and pilot charging lockers.

South Melbourne Market

- Developing South Melbourne Market Strategic Plan 2026–30 with community engagement.
- Progressing Project Connect into design phase for compliance upgrades and strategic improvements.

The newly redeveloped St Kilda Pier offers spectacular views of the city skyline and bay, as well as safeguarding the Little Penguin colony.

Strategic Direction

Well-Governed Port Phillip

A City that is a leading local government authority, where our community and our organisations are in a better place as a result of our collective efforts.

Four-year strategies:

- Port Phillip Council is high-performing, innovative, inclusive and balances the diverse needs of our community in its decision-making.
- Port Phillip Council is cost-effective, efficient and delivers with speed, simplicity and confidence.
- Our community has the opportunity to participate in civic life to inform Council decision-making.

The services that contribute to this objective are:

- Asset and property management
- Communications and engagement
- Customer experience
- Finance and project management
- Governance, risk and policy
- People, culture and safety
- Technology.

In this section:

- status of City and Council indicators
- a detailed update of each contributing service area
- outlook for the future.

$ 000	
Budget	70,919
Actual	68,434
Variance	2,596

City and Council indicators

City indicators

Indicator	2020/21	2022/23	2024/25
Proportion of eligible community members voting in Council elections.	Not required	Not required	Not required

Council indicators

Indicator	2022/23	2023/24	2024/25	Target 2024/25	Status
Community Satisfaction with Council's overall performance[1]	58	55	6.9	6.0	✓
Community service requests resolved within agreed timeframes	83%	88%	87%	85%	✓
Community satisfaction with customer service[1]	67	66	7.5	6.7	✓
Council decisions made at meetings closed to the public ♦	10%	12%	14%	10%	✗
Material legislative breaches	2	0	0	0	✓
Variance from operating budget adjusted for Council approved expenditure	16%	33%	88%	>-1%	✓
Council expenses per head of population ♦	$1,935.21	$2,218.10	$2,340.70	$2,253.73	✓
Asset renewal and upgrade expenses as a percentage of depreciation ♦	100%	96%	118%	215%	✗
Working Capital (current assets to current liabilities) ♦	390.11%	451.50%	461.40%	273%	✓
Complaints resolved within agreed timeframes	81%	71%	93%	80%	✓
External grant funding secured from the Australian and Victorian governments	$17.9M	$14.8M	$16.6M	$15.0M	✓
Proportion of Local Government Performance Reporting Framework indicators that have performed within expected target	75%	90%	76%	80%	✗
Proportion of occupational health and safety incidents reported within 24 hours	82%	81%	84%	80%	✓
Proportion of staff who agree or strongly agree that the organisation encourages respectful workplace behaviours	75%	77%	73%	77%	✗
Percentage of Council Plan initiatives on track	99%	96%	97%	80%	✓
Percentage of audit actions completed on time	93%	94%	88%	80%	✓
Proportion of projects on track	84%	83%	94%	80%	✓
Staff turnover rate ♦	20.25%	17.40%	18.20%	23%	✓

Indicator	2022/23	2023/24	2024/25	Target 2024/25	Status
Community satisfaction with community consultation and engagement[1] ♦	52	49	6.9	5.4	✓
Community satisfaction with Council decisions[1] ♦	50	49	6.8	5.2	✓
Adjusted underlying surplus (or deficit) ♦	5.00%	6.64%	-0.48%	1%	✓
Average rate per property assessment ♦	$1,813.14	$1,667.33	$1,725.25	$1,764.00	✓
Cost of elected representation ♦	$56,334.67	$57,511.51	$59,193.19	$55,000.00	✗
Councillor attendance at council meetings ♦	98%	95%	99%	95%	✓
Expenses per property assessment ♦	$3,034.63	$3,379.72	$3,293.29	$3,337.00	✓
Infrastructure per head of municipal population ♦	$6,599.59	$7,558.25	$7,428.98	$8,796.51	✓
Loans and borrowings compared to rates ♦	0.00%	0.00%	0.00%	0.00%	✓
Loan and borrowing repayments compared to rates ♦	5.56%	0.00%	0.00%	0.00%	✓
Indebtedness (Non-current liabilities compared to own source revenue) ♦	1.11%	1.08%	3.57%	1.30%	✗
Own-source revenue per head of municipal population ♦	$1,881.44	$2,222.38	$2,224.54	$2,287.50	✓
Population density per length of road ♦	421.40	386.01	407.12	418.84	✓
Rates compared to adjusted underlying revenue ♦	60.12%	57.03%	57.28%	58.00%	✗
Rates compared to property value ♦	0.19%	0.19%	0.19%	0.15% to 0.75%	✓
Recurrent grants per head of municipal population ♦	$111.85	$110.96	$73.71	$99.73	✗
Relative socio-economic advantage ♦	10	9	9	9	✓
Unrestricted cash compared to current liabilities ♦	-141.12%	-183.73%	-151.95%	10% to 300%	✓

[1] Community Satisfaction Survey (CSS) rating scale and survey methodology changed in 2024/25 .

Legend ✓ Met or exceeded target ✗ Did not meet target ● Data unavailable or target being rebaselined
♦ Also required as part of the Local Government Performance Reporting Framework (LGPRF)

Asset and property management

The asset and property management service oversees the management of the city's assets renewal and upgrade program.

2024/25	$ 000
Budget	24,767
Actual	23,283
Variance	1,484

Status of Council Plan initiatives

The following table outlines our progress towards each key initiative in Year 4 of the Council Plan 2021-31 under the asset and property management service area.

Council Plan initiative	Our progress
Provide inspection, maintenance and repair of footpaths to remove trip hazards in accordance with the Road Management Plan.	We completed our triennial (once every three years) visual inspection of all footpaths and bike paths. We gathered detailed condition data linked to GIS mapping and video footage. The data gathered informs our short-term capital works program and our 10-year asset renewal works plan. It also allows spatial analysis and tracking changes in asset condition over time. We also conducted annual inspections and repairs of footpaths to addressed localised defects such as trip hazards, potholes and tree root damage.
Provide investment to improve the condition, functionality, capacity and sustainability of community assets to achieve best value for our community, protect them for future generations and ensure asset management requirements of the Local Government Act are achieved.	We continued to enhance our asset management practices. We completed regular asset inspections, updated the asset register, revised 10-year renewal plans and updated Portfolio Asset Management Plans. Council adopted the 2025-35 Asset Plan (part of the Plan for Port Phillip) fulfilling our legislative requirements under the Local Government Act 2020, Section 92. The Asset Plan integrates and aligns asset management with Council's strategic, financial and service delivery frameworks.
Partner with Victorian Government and other entities to clarify asset ownership and maintenance responsibilities and to ensure appropriate service levels and funding.	We collaborated with the Victorian Government and other entities to clarify asset ownership and maintenance responsibilities. This included engaging with government organisations such as the Department of Transport and Planning, Melbourne Water, Parks Victoria, VicTrack, and service providers like Citipower, United Energy, Yarra Trams and Metro Trains Melbourne.

Achievements and updates

Road Management Plan

We have reviewed our Road Management Plan in accordance with the *Road Management Act 2004 (Vic) and the Road Management (General) Regulations 2016 (Vic).*

We made the following minor changes:

- providing clarity on inspection frequencies of bridges
- updating response timeframes for hazard rectification
- defining intervention levels for defects of kerbs and channels, and traffic management and control devices.

We released the updated Road Management Plan for community consultation to allow our community to provide feedback on their needs and priorities to enhance road safety and accessibility.

Asset data and information

We continued to improve our asset data management. We introduced a test point for climate risk and asset vulnerability in our asset renewal modelling software for the buildings, stormwater and transport asset portfolios.

We uplifted open space asset data to align with maintenance contracts. This allowed us to tie work orders and maintenance schedules to individual assets.

We also upgraded spatial data for select asset classes, for example, kerb and channel, backflow devices and lighting.

Finally, we delivered training on our data capture and capitalisation processes, strengthening internal capability and ensuring compliance with asset management standards.

City development approvals

In 2024/25 we:

- provided 130 statutory planning and building referrals.
- completed 235 customer requests related to drainage, flooding advice, asset ownerships and land access activity notices from service providers and utilities.
- issued 340 legal point of discharge applications (letter/plans) as part of the building permit process ensuring proper capture control and discharge of stormwater in an approved manner and minimise impact on drainage infrastructure
- assessed and approved 60 civil drainage plans as per planning permit conditions and relevant on-site stormwater detention (OSD) assessment, ensuring compliance with Council's requirements.

Buildings portfolio

We developed comprehensive and costed asset management plans, providing us with a strategic roadmap for the effective and long-term management of the building's portfolio.

We delivered more than $1.47 million in renewal works across the portfolio, providing technical advice and oversight.

Through our capital works program, we delivered a diverse range of projects. This included the new Eco-Centre, continued progress on the South Melbourne Town Hall redevelopment, the St Kilda Town Hall Chiller Replacement Project and the upgrade of public toilet facilities at the Coles carpark in Balaclava.

Clever City portfolio

We completed lighting upgrade and renewal projects at St Kilda Promenade – St Kilda Pier to Donovans, St Kilda Pier – landside and Elwood foreshore – Point Ormond to Elwood.

We also provided technical advice on street and public lighting design and implementation across Council projects, private developments, state government initiatives and utility service provider works.

We continued transitioning towards a zero-emissions fleet by acquiring six hybrid vehicles.

Integrated water portfolio

We continued our CCTV inspections and drain cleaning program, updating the asset register to support reactive and scheduled maintenance. A reduction in inundation incidents across the municipality proved the effectiveness of this work.

We partnered with Department of Transport and Planning and Melbourne Water to share drainage asset data, enhancing our understanding of the drainage network across the municipality.

Open space portfolio

We developed a comprehensive condition assessment framework for the open space portfolio, planning implementation in 2025/26.

We delivered more than $600,000 in upgrades and renewals across a range of assets, including barbecue areas, furniture, playgrounds, drinking fountains, bins, and fencing.

We delivered a range of projects through our capital works program. These included:

- JL Murphy Reserve pitch upgrade
- Moubray Street Community Park
- forecourt improvements at Palais Theatre and Luna Park
- a new BMX pump track at RF Julier Reserve.

Transport portfolio

In 2024/25 we:

- resurfaced and reconstructed 25,100 m^2 of roads
- renewed 7,234 m^2 of footpaths
- reconstructed 340 m of concrete and bluestone kerb and channel
- upgraded 85 tram crossings.

Communications and engagement

The communications and engagement service ensures that the community is informed and engaged about Council's activities, programs and projects impacting the City.

2024/25	$ 000
Budget	3,028
Actual	3,353
Variance	(324)

Status of Council Plan initiatives

The following table outlines our progress towards the key initiative in Year 4 of the Council Plan 2021-31 under the communications and engagement service area.

Council Plan initiative	Our progress
Provide transparent communication to our community members in a range of forms to update them on the activities, decisions and services of Council and broader information about their community.	We kept our community informed about Council activities, decisions, and services through a variety of communication channels. These included our monthly Divercity e-newsletter, updates via Facebook and Instagram, news articles and information pages on our website, and printed materials. We continued to see strong growth and engagement in our corporate social media channels. • Our Instagram page reached the 10,000-follower milestone this year, a growth of almost 30 per cent on the previous year • Our Facebook page reached 16,500 followers, a six per cent increase from last year. • Our LinkedIn audience grew by about 2,000 followers, reaching more than 16,600 followers. We delivered significant increases in audience reach and engagement through Council's economic development and destination marketing channels. We saw significant growth in our What's On St Kilda and Southside audiences • Facebook page increased 13 per cent to 19,525 followers. • Instagram followers nearly doubled, increasing from 12,775 to 24,905 • e-newsletter subscribers almost doubled with 7,500 people subscribed to receive the newsletter. We sent Council's Divercity e-newsletter to more than 15,000 subscribers each month. The most popular topics included waste, infrastructure projects, What's On St Kilda and Southside news and community interest stories.
Provide opportunities for our community to participate in civic life and help shape Council policy, services, programs and decisions by facilitating engagement in line with Council's Community Engagement Policy.	We have delivered 40 community engagement programs over the year and received feedback from 9,931 people, with 52 per cent of participants providing feedback for the first time.

Achievements and updates

Engaging our community on Council decisions

We consulted the community on 40 projects aiming to engage meaningfully with our community, particularly those most affected by council decisions.

We ran surveys, pop-up neighbourhood conversations, workshops, interviews and a community panel. We hosted Have Your Say Port Phillip, an online portal for engagement, and sent a monthly e-newsletter. In 2025/26 we:

- had 81,385 visits to Have Your Say, with 5,600 feedback contributions
- held 83 pop-up conversations across the municipality, talking to 656 people – an increase of more than 70 per cent compared to the 380 participants last year
- delivered 43 workshops to deep dive into topics of interest and 55 other face-to-face activities
- grew our newsletter subscriber base to 4,161 people – an increase of 27 per cent compared to the 3,278 subscribers in June 2024.

We counted 9,931 individuals who participated in our engagement activities (people may have provided feedback on multiple projects). We reached a substantial number of new people as of almost 7,000 people who completed a survey, 65 percent hadn't provided feedback on a Council project in the last year.

Plan for Port Phillip (including budget) 2025-35 and the Community Panel

Across four phases of engagement for the Plan for Port Phillip, our integrated Council Plan, approximately 1,500 people shared their ideas and vision for Port Phillip. Highlights of our 12-month community and stakeholder engagement include our broad phase of engagement and our community panel.

From November to December 2024, we checked the relevance of the long-term Community Vision and identified local priorities. During this phase we reached the broadest group of people and were able to target under-represented members of our community. We had 1,002 people participate in surveys, pop-up neighbourhood conversations, community conversations, workshops, interviews, emails and other online activities.

In February 2025, we formed a deliberative community panel with 40 representative members of the community. We provided the panel with information on community priorities, Council practices, our current situation and future outlook. They attended a series of four in-person workshops and supported them to provide informed and in-depth recommendations to Council and to review the 2021 Community Vision.

Customer experience

The customer experience service ensures quality services are provided to meet the needs and expectations of our customers and the community.

2024/25	$ 000
Budget	3,909
Actual	2,556
Variance	1,353

Status of Council Plan initiatives

The following table outlines our progress towards each key initiative in Year 4 of the Council Plan under the customer experience service area.

Council Plan initiative	Our progress
Provide high quality service to our customers and continue to upgrade our technology, processes, systems and culture to make it as simple and convenient as possible for people to get the information and services they need, while delivering efficiencies for Council.	More than 85 per cent of the actions of the Customer Experience Improvement Plan are on track or complete. This includes improvements to our technology, processes, systems and culture to make it simpler and more convenient for our customers to engage with Council.

Customer experience improvement plan

Each year Council delivers a Customer Experience Improvement Plan, led by the Chief Customer Officer and applied across all services. The plan drives better service delivery and customer outcomes through technology upgrades, new service practices, and continuous learning.

In 2024/25 we achieved a wide range of improvements:

- **Aged Care Village Model** – enhanced service request and contact processes, making it easier for residents to reach the team and receive timely, relevant responses.
- **Council Elections** – developed online tools to support voter enrolment.
- **Process Mapping** – our project delivery team partnered with the Customer Experience to document service processes, improving capability, onboarding, and risk management.
- **Service Request Accuracy** – introduced measures to improve first-time allocation of requests to the correct team, reducing double handling and improving responsiveness.
- **Parks and Infrastructure** – held problem-solving workshops that identified key areas for service improvement and lifted performance.
- **Organisation-wide Training** – expanded training in service-request management, complaint handling, dashboard/reporting skills, and change-management fundamentals.
- **Joint Letters and Petitions** – automated processes to ensure these requests reach Council meetings promptly, while improving reporting and clarifying team ownership for responses.

Achievements and updates

Implementation of digital parking permits

In June 2025, we changed from physical parking permits to digital permits for our residential registration-based permits. This involved new service operating standards for three service areas, improved technology and comprehensive community engagement.

Digital permits will be easier for residents to manage. They offer better security, safeguarding against loss or theft, and are environmentally friendly as they remove the need for printing stickers. The digital permit system also provides valuable data about areas where there are more vehicles parking illegally, enabling our parking services team to increase parking patrols accordingly.

This is a major milestone in our Parking Management Policy and parking permit services.

Website upgrade

We have upgraded the City of Port Phillip website to enhance security, speed, mobile accessibility and user experience. As part of the upgrade, we've enhanced the website's search function, resulting in a 12 per cent drop in users reporting difficulty finding what they need.

Customer feedback

We've introduced a customer feedback survey that's sent out when a service request is completed or closed. The survey measures overall satisfaction, ease of the process, the number of contacts required to resolve the request, and how helpful our website was in supporting the experience.

Customers can also provide direct feedback on their experience of the service. This feedback allows us to prioritise and target improvements.

In 2024/25, we received almost 3,000 individual responses from this survey and a further 2,800 from the Snap Send Solve survey. Over the past year, we've seen steady improvements in customer satisfaction, ease of service, and first contact resolution. First contact resolution has now reached 85.3 per cent, meaning more customers are getting their issues resolved the first time they reach out.

Port Melbourne Town Hall ASSIST service counter

We have upgraded and re-positioned the Port Melbourne Town Hall ASSIST service counter to improve security, safety and ease of service. We expect the upgrade to improve service continuity, if ASSIST experiences key resource challenges.

Finance and project management

The finance and project management service manages Council's financial sustainability and project management activities across the municipality.

2024/25	$ 000
Budget	10,144
Actual	9,700
Variance	445

Status of Council Plan initiatives

The following table outlines our progress towards each key initiative in Year 4 of the Council Plan 2021-31 under the finance and project management service area.

Council Plan initiative	Our progress
Advocate for a reduction in cost shifting from the Australian and Victorian Governments to local government in collaboration with other inner metropolitan Melbourne councils.	Between July and November 2024, Council engaged in targeted advocacy to address key financial pressures facing local government. We particularly focused on the issue of cost shifting from other tiers of government. We directly engaged with Ministers of Parliament about the Emergency Services Levy. We actively participated in Municipal Association of Victoria (MAV) campaigns. This includes maternal child health funding and service sustainability, and collaborative initiatives to protect tree canopy around powerlines. We formally raised our concerns with the Minister for Health about the co-funding model for the Central Immunisation Records Victoria (CIRV). Cost shifting remains a consistent theme in ministerial discussions through the Melbourne9 (M9) group, in the Mayor's contributions to the Mayoral Advisory Panel and through Council-supported motions at both the MAV State Conference and the Australian Local Government Association (ALGA) National General Assembly.

Council Plan initiative	Our progress
Provide improved procurement and contract management practices to deliver best value and embed corporate social responsibility outcomes.	Our Procurement Policy embeds corporate social responsibility (CSR) in our work to deliver best value outcomes across environmental, social, and economic dimensions. Examples this year include: • Lagoon Reserve development: We achieved cost savings through an award-winning approach to treating on-site contaminated soil and ground stabilisation. We also applied this approach at the BMX Pump Track at RF Julier Reserve. • Port Phillip EcoCentre redevelopment: We delivered sustainable outcomes by using Green Star-rated recycled materials. • St Kilda Town Hall chillers replacement: We prioritised long-term sustainability by selecting a more environmentally friendly chiller option over a cheaper upfront alternative. • Hewison Reserve: We donated playground equipment to the Rotary Club for repurposing, extending its community value. • JL Murphy Reserve synthetic pitch: We used cork infill instead of virgin rubber, reducing our environmental impact.
Partner with other Councils, the Victorian Government and other entities to share better practices in procurement and contract management and to collaborate on major procurements to achieve best value.	We ran a collaborative tender with other Councils in the M9 for three waste processing contracts – comingled recycling, FOGO and glass. We project our greater bargaining power as part of the M9 means we will save $2.3 million over the initial five-year term of the contracts.
Provide prudent financial management and stewardship of Council's finances and resources and ensure the legislative compliance and financial sustainability of Council.	Our budget and long-term financial plan for 2024/25 was endorsed with an overall low-risk rating under the Victorian Auditor-General's Office (VAGO) financial sustainability indicators. This result highlights our prudent and responsible stewardship of public resources, reinforcing our commitment to long-term financial stability and sustainability.

Achievements and updates

Project portfolio management

We started refining how we manage our project portfolio. After surveying project staff across the organisation, we identified and prioritised potential improvements – covering people, process and tools.

Governance, risk and policy

The governance, risk and policy service provide Council with support for sound decision-making through transparency, accountability, community participation, risk management and compliance. We undertake advocacy through partnerships to deliver community priorities, co-create solutions to community challenges, and contribute to a shared vision for the City.

2024/25	$ 000
Budget	9,343
Actual	9,099
Variance	243

Status of Council Plan initiatives

The following table outlines our progress towards each key initiative in Year 4 of the Council Plan under the governance, risk and policy service area.

Council Plan initiative	Our progress
Provide high-quality governance, risk and assurance services over the operations of Council including implementation of legislative requirements, particularly with respect to the Local Government Act 2020 and 2024 Council Election.	We continue to implement rigorous and high-quality governance, risk and assurance services. For further details refer to **Chapter 3.**
Partner with other inner-metropolitan Melbourne councils to share best practice, knowledge and to identify opportunities to adopt common policies and practices to provide consistency.	Our officers have ongoing relationships with their counterparts at inner metropolitan councils. We are active members of Melbourne9 (M9), Municipal Association Victoria (MAV), Metropolitan Transport Forum (MTF), South-East Councils Climate Change Alliance (SECCA) and Australian Local government Association (ALGA).
Provide improved community trust and confidence in Council by continuing to embed our Public Transparency Policy and strengthening our management of privacy and information.	We continue to uphold our Public Transparency Policy and meet our legislative responsibilities regarding transparency. For further details refer to **Chapter 3** and **Chapter 6.**

Achievements and updates

Inducting our new Council

Our new councillors were elected in October 2024. We designed and delivered a three-day councillor induction program for all councillors. We also delivered mayoral training for the Mayor and Deputy Mayor.

Advocating for Port Phillip

We continued to implement the Advocacy Strategy and Framework 2024-28, providing a coordinated approach to advocacy and emphasising evidence-based, community driven and realistic priorities.

Key advocacy achievements included:

- Community safety and social cohesion: we secured $1.5 million in federal funding for CCTV upgrades and led multi-stakeholder roundtables.
- Children's centre infrastructure: we advocated for additional federal funding to support redevelopment of six centres.
- Live music and events: we achieved federal and state grants for the St Kilda Festival and commissioned public art celebrating local heritage.
- Fishermans Bend: we pushed for transport and infrastructure investment, including Melbourne Metro 2 and active transport upgrades.
- Elwood Foreshore Master Plan: we sought co-funding for climate-resilient redevelopment.
- South Melbourne Market: we advocated for future-proofing and compliance upgrades.

Building partnerships

In 2024/25 we continued to build our partnerships by leading the Melbourne9 (M9) Planning and Housing working group. We also participated in collaborative projects like the M9 Circular Economy and FOGO procurement. We also worked with the South-East Councils Climate Change Alliance (SECCA) to develop and implement tools allowing Council to improve the sustainability outcomes of our construction projects.

We supported key submissions by the Municipal Association of Victoria (MAV) on planning, housing and financial sustainability. We also supported a submission by the Metropolitan Transport Forum (MTF). The submission was for a state Integrated Transport Plan aligned with housing, improved bus services, better community engagement, enhanced integration, increased active transport funding and urgent accessibility upgrades.

People, culture and safety

The people, culture and safety service provide the Council workforce with an accessible, safe and equitable workplace and promotes a culture of high performance.

2024/25	$ 000
Budget	5,370
Actual	5,475
Variance	(105)

Status of Council Plan initiatives

The following table outlines our progress towards each key initiative in Year 4 of the Council Plan 2021-31 under the people, culture and safety service area.

Council Plan initiative	Our progress
Provide programs that progress our aspiration to become a trusted employer including implementation and embedment of the requirements of the Gender Equality, Child Safety and Occupational Health and Safety legislation relating to Council employees, contractors and volunteers.	We submitted our Gender Equality Action Plan Progress Report to the Commission for Gender Equality in the Public Sector and were confirmed as compliant. We implemented our Child Safe Action Plan. We completed a self-assessment of the Child Safe Standards that determined Council are compliant. We implemented ongoing assurance plans in conjunction with our Annual Safety Plan, meeting our safety legislative requirements. We continued to empower our employees by increasing targeted training opportunities, enhancing frameworks and developing new or updated policies.
Provide a high-performing, inclusive and engaged workforce focused on delivery of Council priorities and services and responsive to community needs in line with the People and Culture Strategy and Workforce Plan.	Our transition out of some Commonwealth Home Support Program-funded services continued to impact our turnover rate. However, we continued elevating our process of attracting new candidates to Council, while also focusing on retention initiatives.

Achievements and updates

Progressing our plans

In 2024/25, we:

- progressed key actions within our Gender Equity Action Plan
- implemented the Organisation Annual Safety Plan
- implemented the Child Safety Action Plan
- implemented wellbeing plans
- developed the 2025-29 Organisational Workforce Plan.

Understanding our employees

We conducted the Employee Engagement Survey and expanded the process this year by running follow-up focus groups. These sessions allowed us to hear from staff in greater depth, helping us shape a meaningful action plan that we will continue to develop in the coming years. We also uplifted workforce reporting and implemented employee lifecycle surveys at early stages of the employee journey. We were able to gather data and insights that enhanced our understanding of employee experience and trends over time. This helps us to better manage our people.

Developing our leaders

Our leaders completed Creating a Safe and Respectful Workplace training, development of new People Leader induction and quarterly leaders' forums. This further increased their management capability.

Psychological safety

We progressed our approach to psychosocial safety, including education, integration of psychosocial hazards into relevant procedures and processes and learning programs.

Enterprise Agreement

We started bargaining for a new Enterprise Agreement to replace the City of Port Phillip Enterprise Agreement 2022 which has a nominal expiry date of 30 June 2025.

Service updates

We realigned the Child Safety Advisor and responsibilities within the People, Culture and Safety team.

We also realigned and reorganised the Human Resource Business Partnering operating model, with no increase to full-time equivalent (FTE), to increase the level of support to the organisation.

Technology

Support Council operations, including efficient and effective service delivery through information, communication, and technology services.

2024/25	$ 000
Budget	14,358
Actual	14,858
Variance	(500)

Status of Council Plan initiatives

The following table outlines our progress towards the key initiative in Year 4 of the Council Plan 2021-31 under the technology service area.

Council Plan initiative	Our progress
Provide development and delivery of a Clever Port Phillip Action Plan including investment in technology, open data, machine learning, artificial intelligence, data analysis, innovation, partnerships and organisational capability to support a Clever City and Clever Organisation.	We delivered on agreed priority projects and improvements to our Council application systems (OneCouncil) including critical system updates and cyber security measures.
Partner with educational institutions, start-ups, business, other Councils and not-for-profits to provide access to and make best use of Council's data, develop innovative ways to deliver services and to support our Clever Port Phillip Action Plan.	We continued to publish and refresh open datasets across key service areas. These datasets support transparency, innovation and evidence-based decision-making. A recent enhancement includes the publication of Council's Emissions Inventory on the Open Data Portal **(opendata.portphillip.vic.gov.au/pages/emissions-inventory)**, providing detailed insights into greenhouse gas emissions across electricity, water, gas, fleet fuel, waste, paper use, refrigerants, and offsets. We actively partner with educational institutions to explore real-world problem-solving opportunities – such as the collaboration with the University of Melbourne's Innovation Practice Program (IPP) at South Melbourne Market. We also continued to share our experiences and lessons learned with other councils, particularly in areas such as Customer Experience (CX) transformation, cybersecurity and innovative service delivery.

Achievements and updates

Efficiencies through transformation and innovation

Through projects, initiatives and system upgrades – including those in the Clever Port Phillip Action Plan – our Technology team saved 3,500 days of employee time and 450 days of community time.

Data literacy and insights

We introduced 56 new or modified organisational reports and dashboards, enhancing efficiency and effectiveness across our teams.

Data security

We blocked nearly 1.2 million cyber threats and 15,000 malicious websites, protecting our systems and data.

We also migrated our data centre to support a critical security and performance upgrade of our data centre hardware and software.

Industry recognition

We implemented an innovative paperless solution for issuing and managing parking permits. We were recognised for this project as a finalist for digital and technology category at the Local Government LGPro Awards.

Enterprise resource planning

We delivered a system upgrade and further improvements to our enterprise resource planning system. It now provides enhanced support, security and system stability, and remains fit-for-purpose for the teams that use it. Examples of optimisations include:

- paperless patrol forms for in-field officers
- peer-review processes for permits
- alignment of the Asset Management System with the Road Management Action Plan
- updating our waste service management system delivering a 'source of truth' for waste and bin related data.

Other new and improved systems

We implemented a fairer and more equitable childcare waitlist system and new online childcare registration portal, delivering significant time savings for families and staff.

We implemented 3D modelling of buildings in Port Phillip, which assists our planners and the community to view, design and visualise planning projects.

We're upgrading the software supporting our intranet and seven of our Council websites, improving functionality and security.

We implemented new interactive tools, including HerStory and St Kilda music festival maps. These tools invite engagement with the Council's rich past and vibrant present by promoting the exploration of streets and sites across the municipality.

Well-governed Port Phillip: outlook for the future

With Year 4 of the Council Plan 2021-31 completed we move next year to delivering our new Plan for Port Phillip 2025-35. We plan to:

Improve asset and property management capability and practice

We will:

- deliver the initiatives outlined in the newly adopted Plan for Port Phillip (including budget) 2025-35, specifically the Asset Plan
- review and update the Asset Management Policy to guide strategic asset decisions and lifecycle planning, staying relevant to the evolving needs and service expectations of our community
- continue implementing and maturing our Asset Management System to support informed, data-driven decisions
- update asset registers using the best available data on condition, function, capacity, utilisation, sustainability and risk – collected through audits, condition assessments, inspections and compliance checks
- continue to refine asset capitalisation processes, ensuring accurate recognition of new and upgraded assets, transparent financial reporting and long-term asset sustainability
- review and revise asset management plans to align with strategic priorities
- use updated asset registers in asset planning and renewal modelling
- develop and implement targeted improvement plans to address deficiencies and resolve issues
- provide technical advice, training and guidance to various internal and external stakeholders.

Finalise the Road Management Plan

Considering the feedback from our community engagement, we will make changes to the draft plan and present the amended Road Management Plan to Council for adoption.

Improve communication and engagement

Increase Divercity e-newsletter frequency

We will trial a new publishing cycle to increase community connection and deliver more timely updates.

Tackle misinformation

Misinformation continues to rise as a challenge, increasingly being used by a wide variety of sources, particularly on social media and within numerous external community Facebook groups.

Prioritise LinkedIn

LinkedIn is on track to become our largest social media channel in 2025/26 by followers. With significant opportunity for growth, we want to keep the momentum going while putting more strategy around our approach. This includes continuing to build our employer brand and prioritising recruitment to support our People and Culture team to attract high-quality candidates.

Embed Culturally and Linguistically Diverse (CALD) inclusion in our brand voice

We have a renewed and embedded commitment to culturally inclusive communications. We plan to provide plain language guidance and develop a stronger voice across the organisation.

Improve the way we reach our customers

We plan to improve all our service channels. We will improve our face-to-face service by creating a dedicated space at St Kilda Town Hall for customers attending the ASSIST counter service. This dedicated space will provide access to interpreter services, ensuring that customers receive the help they need in a safe and private setting.

We also plan to:

- improve follow up and closure communications
- trial a process for customers who call to be able to provide photos with their service request
- improve the address matching for requests originating from Snap Send Solve.

Implement our Customer Promises

Our Customer Promises have provided a strong foundation for our teams to meet customer needs and expectations.

We will now focus on translating the promises into real behaviours across teams, building shared clarity, accountability and consistency. This will bring the promises to life in meaningful ways increasingly experienced by anyone interacting with Council.

Our promises include:

- We make it easy
- We listen and understand
- We are responsive and follow through
- We are open and honest
- We are always looking to improve

Improve customer experience skills

We will build customer experience skills across all areas of Council by enhancing and expanding the reach of our learning and development tools and training.

Expand customer feedback dashboards

Expanding customer feedback dashboards to all service teams will allow them to resolve service issues and identify areas of improvement.

Finance and project management

Improve project portfolio management

In response to insights from our project staff survey, we will implement an enhanced approach to project portfolio management—strengthening project skills, frameworks, governance, reporting, data quality, and system capabilities.

Renew our Procurement Australia contract

The current contract ceases in December 2025.

Governance, risk and policy

Governance rules

We will review the Governance rules and implement the outcomes of the review.

Integrity Framework

We will implement our Integrity Framework. We will review and update Council's delegations and authorisations. We will also be updating governance frameworks to make sure officers understand the decision-making process and have the authority to act.

Audit and Risk Committee

The City of Port Phillip's Audit and Risk Committee is a mandatory advisory committee established under the *Local Government Act 2020* that provides oversight of the council's governance, internal controls and risk management practices. To enable the committee to better manage risk across the organisation, we will update its charter through a process of benchmarking against other committees.

People and Safety

In the coming year, we will continue investing in our people and strengthening safety across our organisation.

Human Resources (HR) Solution Project

Our HR Solution Project will uplift our internal people systems. The project intends to:

- streamline end user experience
- reduce the time required for core employee related HR processes
- improve employee experience for recruitment and onboarding and learning and performance.

We will develop the project across the year with the intention of implementing it in mid-to-late 2026.

Focus on people

We will:

- finalise a new Enterprise Agreement
- develop the Gender Equality Action Plan 2026-29
- implement the Organisation Workforce Plan 2025-29
- expand leadership training across all levels of the organisation.

Focus on safety

We will deliver an annual safety plan to further embed our Safety Management System and drive continuous improvement. Key priorities include contractor safety, driving, psychosocial hazard management and inappropriate and challenging behaviour from members of the public. We will also strengthen our organisational commitment to child safety.

Upgraded lighting at JL Murphy Reserve ensures the sports action continues after dark.

Health and wellbeing plan

Our Health and Wellbeing Plan guides how we work alongside community members, community organisations and health partners to support and improve health and wellbeing across Port Phillip. This plan is integrated into our Council Plan, recognising that the broader work of Council supports our aspiration of a City where everyone can enjoy the highest level of health.

This section showcases health and wellbeing achievements in 2024/25 under our key health priority areas including:

- Overall health and wellbeing
- Active living and physical activity
- Community safety and security
- Family violence prevention and support
- Food security and healthy eating
- Housing and homelessness support
- Smoking, vaping and alcohol harm
- Social capital and community connections (mental wellbeing)
- Tackling climate change and impact on health

We review key health and wellbeing indicators, recognising they are slow to shift and difficult to influence in the short term. As the data comes from external organisations, there is often a lag or limited availability for annual reporting.

Overall health and wellbeing

We work across eight health priority areas to support improvements in the overall health and wellbeing of our community.

To understand changes in the health and wellbeing status of our community, we track two key indicators of self-reported health and life satisfaction. Eighty-five per cent of Port Phillip residents rate their general health as excellent, very good or good, while 78 per cent rate their life satisfaction as high or very high.

	2020	2023
Residents rating of self-reported health as excellent, very good or good (Victorian average 2023: 78%)	76%	85%
Residents rating their life satisfaction as high or very high (Victorian average 2023: 77%)	71%	78%

Source: Victorian Population Health Survey 2020 and 2023. Note, due to the sample size, time-series comparisons may be misleading.

Active living and physical activity

Leading an active life can improve health and wellbeing. Active living is supported by good access to sport and recreation facilities, opportunities for active recreation and options for active travel to places of interest, such as by cycling or walking.

Highlights

New and upgraded sport and active recreation spaces

- upgrades to JL Murphy Reserve – redevelopment of Pitch 2 and 3, including the installation of our first synthetic pitch, construction of the baseball infield and maintenance upgrades to Woodruff Oval
- the redevelopment of Lagoon Reserve – new sportsground surface, cricket net and sportsground lighting
- the redevelopment of the Port Melbourne Skatepark
- installation of bicycle and skateboard repair stations at RF Julier Reserve and Turville Reserve
- the installation of new changerooms at Elwood Park
- the installation of a new electronic scoreboard at Peanut Farm Reserve, in partnership with St Kilda City Football Club.

Accessible Beaches Program

We provided beach matting and three beach wheelchairs (two mobi-chair, one powered wheelchair) to improve accessibility to our foreshore in the summer season. We saw our highest usage to date (65 uses) and developed a short film to promote the program.

Women and girls in sport

We developed a Sports Club Fair Access in Sport Audit tool to help clubs assess gender inclusivity, support women and girls, and celebrate achievements as part of the Fair Access in Sport Policy and Action Plan. We also secured $10,000 from the Victorian Government's Change Our Game Program to launch Council's inaugural Women in Sport Network and deliver professional development.

Sport and Active Recreation Strategy development

This strategy will inform our long-term plan for sport and active recreation replacing the Get Active: Sport and Recreation Strategy.

For more information see:

Getting our Community Active: Sport and Recreation Strategy – **page 4-105**

Move, Connect, Live: Integrated Transport Strategy – **page 4-130**

Places for People: Public Space Strategy – page **4-124**

Indicators

About 40 per cent of Port Phillip residents self-report as sufficiently active, which is higher than the Victorian average of 35 per cent.

	2020	2023
Adults who are sufficiently active (Victorian average 2023: 35%)	Not available	40%

Source: Victorian Population Health Survey, 2023.

The results for the 2020 survey did not include active living questions as a modified survey was used due to COVID-19.

Community safety and security

Community safety and security are important determinants of people's health and wellbeing. When people feel safe in their neighbourhood, they are more likely to engage in community life with positive benefits for health and wellbeing.

Highlights

New Community Safety Plan 2025-29

We've started community engagement for the new plan. The draft plan will be presented to Council for endorsement and adoption by the end of 2025.

Supporting community safety events

- In October 2024, we acknowledged Community Safety Month by sharing activities and community information on our website and with Linking Neighbours participants.
- We held Neighbourhood Watch community information sessions in Port Melbourne in October 2024 and in St Kilda East in February 2025.
- In December 2024, we supported Victoria Police's Neighbourhood Policing Forum in Port Melbourne.

Trauma Aware Port Phillip (TAPP)

We've started a new community-led and evidence-informed project. The working group of residents and representatives from community organisations meet monthly to find ways to strengthen resilience and reduce the impact of trauma and shame in Port Phillip.

Linking Neighbours Senior's Safety Register

The register is a confidential and secure list of resident's emergency information held at the Port Phillip Council and St Kilda Police Station. Currently we have 700 members.

Acoustic camera trial

We continued to advocate for an acoustic camera trial to monitor and mitigate dangerous driving.

Renewal of CCTV network

We have begun a three-year renewal of our CCTV network which covers four precincts in St Kilda, including Grey Street, Fitzroy Street, Acland Street and the St Kilda Foreshore. In the meantime, we continue to maintain the existing system to ensure coverage and reliability.

Local Laws and Police

Our Local Laws officers continue to conduct daily patrols at key locations throughout the municipality and collaborate with Victoria Police to conduct joint patrols.

Creating Safer Public Spaces

We continue to apply Crime Prevention Through Environmental Design (CPTED) principles through the delivery of our public space projects and managing our existing public spaces. We maintain good lighting, clear lines of sight and deliver the programmed and reactive Graffiti Removal Program to help our public spaces be cleaner and more welcoming.

For more information see:

Community Safety Plan – page **4-97**, **4-139**

Indicators

Criminal incidents have increased in recent years.

	2021/22	2022/23	2023/24	2024/25
Criminal incidents (for example, theft and criminal damage)	9,151	9,818	10,028	12,343

Source: Crime Statistics Agency, Victoria. Data as available on 30 June 2025.

Data is for year ending in March (rather than June).

Family violence prevention and support

Family violence is a prevalent and complex issue with a profound impact on the health and wellbeing of individuals, families and the broader community. Working to enhance gender equality is an important foundation for preventing violence against women and girls, creating healthier and safer communities.

Highlights

Acknowledging dates of significance

We participated in the 16 Days of Activism against Gender Based Violence, the International Day for the Elimination of Violence Against Women, and Human Rights Day.

Conversations that matter: an evening for men

We ran this event in partnership with the City of Glen Eira and City of Stonnington with over 100 attendees. The event is part of a wider campaign focused on engaging men as allies and leaders in ending violence against women.

Family violence screening and support

- Maternal and child health service
  - 1,762 Multi-Agency Risk Assessment and Management (MARAM) screenings to identify, assess and support people at risk of, or experiencing, family violence
  - 121 family violence consultations and 24 referrals from identifying family violence
- Integrated Family Services Program
  - 39 families supported, with 19 identified as having current or historic family and domestic violence
- Lead Family Worker Program
  - 161 referrals received and 90 referrals supported and became cases of the program
  - 113 children recorded for support intervention, providing over 700 hours of support
  - 68 Lead Family Worker referrals reported current or historic domestic violence.

Being Equal Program

In partnership with the Better Health Network, this program guides our early learning services through a process of creating environments that are more gender equitable and respectful.

Gender Impact Assessments

These assessments help us better consider equity for disadvantaged and underrepresented groups across Council projects.

For more information see:

Gender Equality Action Plan – page **5-218, 6-228**

Gender Impact Assessments – page **6-228**

Indicators

The rate of family violence incidences attended by Victoria Police in the City of Port Phillip remains below the Victorian average.

	2021/22	2022/23	2023/24	2024/25
Number of family violence incidences recorded by Victoria Police	1,401	1,441	1,357	Not available

Source: Crime Statistics Agency, Victoria. Data as available on 30 June 2025.

Data is for year ending in March (rather than June).

Food security and healthy eating

Food security means having access to enough food to live an active and healthy life and is an important foundation for healthy eating. Healthy eating is important for supporting optimal growth, development and overall health and wellbeing.

Highlights

Food introduction sessions

We delivered 12 sessions at South Melbourne Market to answer questions families had about introducing first foods and combatting fussy eating.

Health assessments

We delivered the following assessments:

- 1,125 physical developmental assessments at the 2- and 3.5-year Key Ages and Stages maternal and child health visits with key health messaging to promote a healthy body mass index.
- 612 oral health assessments at the 18-month Key Ages and Stages maternal and child health visit with 25 referrals.

Community kitchen and wardrobe

Families donated non-perishables and clothing for families in need to access for free at Coventry Children's Centre and North St Kilda Children's Centre.

Food programs

- Park Towers Family Breakfast Club delivered 39 programs and served 1,217 breakfasts at cost of around $3.50 each, with over 50 return program visitors.
- Skinners Adventure Playground provided 744 healthy breakfasts for vulnerable children and 848 dinners to vulnerable children through the Boys and Girls Group program.
- St Kilda Adventure Playground provided an average of 38 meals to families each week at the Thursday night dinner program.

Share the Food Programs

We fund the Port Phillip Community Group to deliver the Share the Food program which provides food staples, fresh food, toiletries and hygiene products to people facing financial hardship, and to those isolating due to immunity, age or disability. Food parcels are prepared according to family size and dietary requirements, and are delivered by agencies and volunteers to people in their homes and emergency accommodation. The program ensures vulnerable community members have reliable and equitable access to food and other essential items.

Cross-Council collaboration

We undertook a research study into the food security network across the LGAs of Yarra, Melbourne and Port Phillip and undertook joint advocacy to the Parliamentary Inquiry into Food Insecurity in Victoria supporting developing a statewide food security strategy; increasing sustainable funding for local food relief; strengthening local food systems and urban agriculture; reforming planning to protect food-growing land; addressing poverty and social determinants of food insecurity; and improving coordination between all levels of government.

Indicators

The Port Phillip community are less likely to be overweight or obese than the Victorian population.

	2020	2023
Residents are obese or pre-obese (overweight) (Victorian average 2023 – 54%)	46 %	47%
Residents who ran out of money to buy food in the last 12 months (Victorian average 2023: 8%)	7.7%	6.8%

Source: Victorian Population Health Survey, 2020 and 2023.

It is not recommended to compare data overtime given small sample size.

Housing and homelessness support

Affordable housing is fundamental to health and wellbeing. Having a range of housing stock contributes to social diversity and supports the changing needs of households across life stages.

For highlights see:

Affordable housing and homelessness support service spotlight on page **4-84**

In Our Backyard Strategy – page **4-85**

Social capital and community connections (mental wellbeing)

Feeling connected to people and places are important determinants of health and wellbeing. Communities that enable all people to participate and contribute to the social, economic and cultural life of their community are likely to be healthier and provide better support for people's mental wellbeing.

First peoples and reconciliation highlights

Cultural calendar

NAIDOC Week 2024

- We hosted a flag-raising ceremony at St Kilda Town Hall for with over 100 attendees.
- We supported an event at the St Kilda Peanut Farm, led by an Aboriginal-owned business in partnership with Access Health, with up to 80 attendees.

We-Akon Dilinja 2025

- We hosted our annual dawn ceremony at St Kilda Foreshore in partnership with the Boonwurrung Land and Sea Council. The ceremony was attended by more than 500 people and included cultural performances, reflections and a community breakfast, supporting cultural healing and awareness on January 26.

Reconciliation Week 2025

- We hosted a flag-raising ceremony at St Kilda Town Hall for an estimated 100 attendees.

Barbecues

We provided funding to ACCESS Health for a new barbecue to support Aboriginal and Torres Strait Islander gatherings. Weekly Friday barbecues are open to all community members and now run regularly.

We supported the transition of leadership of the Womenjika BBQ program from Better Health Network to Ngwala Willumbong. The initiative is now fully Aboriginal led. With our support, they held fortnightly Womenjika BBQs with 40-50 attendees per session. These events offer a culturally safe space to connect, share stories and access support services.

At the library

We activated culturally safe spaces at St Kilda Library for community-led cultural programs, knowledge sharing and ceremonies. We also delivered two First Peoples-led Family Fun Days at St Kilda Library and South Melbourne Library in partnership with Ngwala Willumbong with over 100 attendees.

Womens' group engagement

We met with 10-15 people from First Peoples womens' groups to encourage participation in Council programs and better use of resources.

Other cultural diversity highlights

More cultural calendar celebrations

- We celebrated Cultural Diversity Week with an evening of storytelling at Campfire Stories at St Kilda Library. This event saw First Nations speakers and inspiring local voices share personal journeys of migration, resilience and belonging to more than 50 attendees.
- We acknowledged the United Nation's International Day for the Elimination of Racial Discrimination by developing local community resources on how to respond to racism and antisemitism in partnership with the Multicultural Advisory Committee.
- For Refugee Week, we hosted A Conversation with Grandmothers for Refugees at St Kilda Library in collaboration with Grandmothers for Refugees.

New resident directory

We had previously created this directory for new migrants and people from culturally and linguistically diverse backgrounds who live, work and study in the Port Philip area. This year we updated the directory to include information about water safety.

Multicultural seniors

We support 11 multicultural seniors' groups in Port Phillip with a total membership base of 526 multicultural seniors. With our support, they submitted 26 grant applications and 27 acquittals to help their groups continue. We organised six in-language community information sessions for the groups covering pension entitlement by Services Australia, future planning by Justice Connect and voter education by the Victorian Electoral Commission.

Community connection highlights

International Day of People with Disability

We hosted a panel discussion at St Kilda Library focused on the concept of allyship.

Parenting education

- Solihull Approach to Parenting Programs – two nine-week programs supporting over 20 families
- New parent group sessions – 547 hours
- Growing Families – 14 new parent group sessions for families not engaged in a new parent group after the birth of their first baby.

Youth

We held a weekly Youth Gaming Club at Emerald Hill Library and an informal Monday night Teen Takeover program at St Kilda Adventure Playground with youths aged 12+ attending each session.

Older people

- The annual Senior's Festival was our largest ever, with 2,100 people participating in 43 events across the community.
- Our Linking Neighbours Program delivered 292 social connection activities co-designed with the Linking Neighbours leadership group. Highlights included line dancing, morning melodies, bushwalking, life-fit gym sessions, gentle exercise and digital literacy support classes.
- Our Better Together Social Connection Program, newly refreshed and rebranded from the original Social Connection Program under the Commonwealth Home Support Program, is designed to trial activities and initiatives that foster interest, engagement, social connection, and support the health and wellbeing of people aged 65 and over.

Community directory

Our community directory now lists 243 community groups and not-for-profit organisations providing valuable services for Port Phillip residents. In 2024/25, 24,866 users viewed the directory. The most viewed was the free food directory guide.

Capacity building

We provided 10 free workshops to upskill and connect individuals, community groups, clubs and not-for-profit organisations who provide activities, programs and services to local residents. There were 156 people who attended and a further 1,300 subscribers received access to resources through 27 editions of Community Sector News.

Indicators

Volunteering declined in Port Phillip between 2016 and 2021 with COVID-19 impacting these rates.

	2016	2021
Residents reporting doing some form of voluntary work	17%	14%

Source: 2016 and 2021 Census.

	2020	2023
Proportion of adults rating their psychological distress as low (Victorian average 2023: 49.7%)	43%	50.2%
Proportion of adults experiencing loneliness (Victorian average 2023: 23.3%)	Not available	22.8%

Source: Victorian Population Health Survey, 2020 and 2023. It is not recommended to compare data overtime given small sample size.

Questions related to loneliness were introduced in 2023 survey.

Smoking, vaping and alcohol harm

Alcohol and drug misuse can contribute to physical and mental health conditions. Misuse is also associated with antisocial behaviours and crime with an impact on the broader community.

Highlights

Secondary school vaping workshops

VicHealth is funding workshops to inform and empower young people to design and create awareness campaigns for the community on vaping. A consortium of inner-south councils, including Port Phillip, and community health organisations are delivering the initiative. Youth2Industry College in South Melbourne had their first workshop in May 2025.

Community support

We completed 1,125 home visits to screen families for smoking and educate them about the risks of smoking, referring 25 families to the QUIT program. We continued to work with our partners to understand alcohol and drug use in the local community. We also supported a range of creative programs through community grants.

Indicators

More residents in Port Phillip are drinking at levels that put them at increased risk of harm from alcohol related disease or injury relative to the Victorian average.

	2020	2023
Proportion of residents who smoke tobacco or vape (Victorian average 2023: 18.5%)	Not available	19.4%
Proportion of resident at increased risk of harm from alcohol-related disease or injury (Victorian average 2023: 13.1%)	Not available	19.0%

Source: Victorian Population Health Survey, 2023. Trend data is not available for these indicators.

There has been no consistent trend in recent alcohol and drug related ambulance data with ambulance attendance increasing between 2022/23 and 2023/24 financial year but staying lower than 2021/22 levels.

	2021/22	2022/23	2023/24	2024/25
Average rate of alcohol-related ambulance attendance	783.9 per 100,000	692.4 per 100,000	727.8 per 100,000	Not available
Average rate of illicit drug-related ambulance attendances	569.2 per 100,000	496.2 per 100,000	518.8 per 100,000	Not available

Source: AOD Turning Point, Eastern Health. Data as available on 30 June 2025.

Tackling climate change and its impacts on health

Worsening heatwaves, floods and droughts can impact on health and wellbeing. along with broader work supporting environmental sustainability helping people to be prepared for these events has health and wellbeing benefits.

For highlights and indicators see:

Sustainable Port Phillip – page **4-142** : **4-145**

Act and Adapt: Sustainable Environment Strategy – page **4-141**

The annual We-Akon Dilinja ceremony is an opportunity to reflect, respect, and celebrate together.

5

Working for our community

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Working with Council

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

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

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

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

Organisational Capability and Experience

Claire Stevens
General Manager

Daniel Lew
Chief People Officer

Sophie McCarthy
Executive Manager
South Melbourne Market

Manohar Esarapu
Chief Information and Innovation Officer

Tarnya McKenzie
Chief Customer Officer

Our organisational structure (as at 30 June 2025)

Chris Carroll
Chief Executive Officer

City Growth and Development

Brian Tee
General Manager

Adele Denison
Executive Manager
City Growth and Culture
(Acting)

Nellie Montague
Manager Safety
and Amenity

Mike Fisher
Manager City Planning
and Sustainability

Paul Wood
Manager
City Development

Community Wellbeing and Inclusion

Kylie Bennetts
General Manager

Mark Patterson
Manager Family,
Youth and Children

Christine Dening
Manager Community
Building and Inclusion
(Acting)

Bridget Monro-Hobbs
Manager
Community Services

Dana Pritchard
Manager
Open Space, Recreation
and Community Resilience

Glen Hickey
Manager
Portfolio Projects

Operations and Infrastructure

Lachlan Johnson
General Manager

Peter Liu
Chief Financial Officer

Simon Hill
Executive Manager Waste
and City Maintenance

Vicki Tuchtan
Manager Property
and Assets

Karen Miller
Manager
Project Delivery

Governance and Organisational Performance

Robyn Borley
Director, Governance
and Performance

Angeline Dooley
Manager EPMO

Leading the way

Chief Executive Officer

The Chief Executive Officer (CEO), appointed by Council, is responsible for overseeing Council operations, including implementing its decisions and managing performance.

Organisational Capability and Experience

The Organisational, Capability and Experience division provides oversight for people, culture and safety, customer service support and leadership, digital technology services and South Melbourne Market operations.

Chris Carroll

Chief Executive Officer

Chris was appointed CEO of the City of Port Phillip in December 2022, following a long-standing career with the organisation that began in 2014. Prior to his appointment as CEO, Chris served as General Manager Customer, Operations and Infrastructure, where he led significant transformation and service delivery initiatives.

Chris is a highly regarded leader with extensive experience across local government, state government, and the private sector. Before joining the City of Port Phillip, he worked as a Director in PwC New Zealand's consulting practice and held senior leadership roles at Auckland Council and the former Auckland City Council, where he played a key role in implementing the Auckland local government reforms.

Chris holds a Master of Public Policy and Management and a Master of Business Administration (MBA). He is a member of the Australian Institute of Company Directors and a graduate of the Stanford LEAD program. He brings expertise in governance and leadership, organisational strategy and performance, and business transformation and improvement.

Claire Stevens

General Manager

Claire has been with the City of Port Phillip since October 2020, initially serving as Executive Manager People, Culture and Safety, before stepping into her current role as General Manager Organisational Capability and Experience in January 2022.

With over 12 years of experience across a range of departments prior to moving into local government, Claire brings a wealth of knowledge in strategic and operational human resources, organisational development and governance. Her leadership is defined by a facilitative and collaborative style, with a strong focus on customer outcomes and a commitment to building high-performing, values-driven teams.

Claire holds formal qualifications in Social Science, Psychology and Management, which inform her people-centred approach and strategic insight.

City Growth and Development

The City Growth and Development division works to protect Port Phillip's amenity, character and heritage while planning for future growth. It delivers services focused on sustainability, economic development and enforcement of local laws. The division also manages the St Kilda Esplanade Market and runs Council's festivals program.

Brian Tee

General Manager

Brian was appointed General Manager at the City of Port Phillip in March 2023, after joining the organisation in 2015. Over his tenure, Brian has held several senior roles including Manager Transport and Partnerships, and Executive Manager City Planning and Sustainability.

Brian brings a diverse professional background, having worked in the Victorian Government, practiced as a lawyer and led his own consultancy. His expertise spans urban planning, housing, justice, stakeholder engagement and advocacy, in which he has consistently delivered strategic outcomes for both government and community.

He holds a Bachelor of Laws (LLB) and is known for his thoughtful leadership, collaborative approach and commitment to building a more sustainable and inclusive city.

Community Wellbeing and Inclusion

The Community Wellbeing and Inclusion division is responsible for delivering high quality services and programs that improve the lives of all who live, work, learn and play in our City. The division has a key responsibility to ensure that everyone can access and enjoy all the City has to offers, especially those who face barriers.

Kylie Bennetts

General Manager

Kylie returned to the City of Port Phillip in late 2024 as General Manager Community Wellbeing and Inclusion, bringing with her a strong track record of executive leadership in local government.

Kylie has worked at several local government authorities and held a range of portfolios including community services, economic development, arts, events and creative industries, city and corporate planning, as well as policy development, risk and governance.

Kylie holds formal qualifications in Health Sciences and Public Administration, and is widely recognised for her collaborative leadership style, strategic insight and commitment to delivering inclusive, community-focused outcomes.

Operations and Infrastructure

The Operations and Infrastructure division provides asset management, infrastructure management and maintenance, project delivery, financial leadership and support to the organisation.

Lachlan Johnson

General Manager

Lachlan was appointed General Manager Operations and Infrastructure in March 2023, bringing over 15 years' experience in local government. Throughout his career, Lachlan has held a variety of leadership roles across project delivery, engineering, asset management and operations.

He has particular expertise in project delivery and construction, with a strong track record of delivering complex infrastructure projects that meet community needs and support long-term sustainability.

Lachlan holds a bachelor's degree in Infrastructure and Civil Engineering and a Master of Business Administration (MBA). He is known for his practical leadership style, strategic thinking and commitment to building resilient, high-performing teams.

Governance and Organisational Performance

The Governance and Organisational Performance division was developed in February 2024, and is responsible for the organisational governance, performance, reporting and enterprise portfolio management office.

Robyn Borley

Director

Robyn Borley joined the City of Port Phillip in January 2025 as Director Governance and Performance, bringing over a decade of leadership experience in local government.

Robyn held senior roles, including Executive Manager Governance and Finance and General Manager Business Transformation at Bass Coast Shire Council, and Manager Organisational Performance at the City of Casey. She brings deep expertise in governance, financial sustainability and organisational transformation, with a strong track record of leading high-performing teams through complex change.

Robyn holds a Bachelor of Communication (Public Relations) from Monash University, along with qualifications in Management, Professional Writing, and Training and Assessment. She is passionate about transparent governance, continuous improvement and delivering community-focused outcomes.

Our people

A multitude of services are delivered in our community by the 958 people employed at City of Port Phillip Council. The tables below show the breakdown of full-time equivalent (FTE) staff by banding and division.

Staff profile

Full time equivalent

Breakdown by banding	Band 1	Band 2	Band 3	Band 4	Band 5	Band 6	Band 7	Band 8	All other	Grand Total
Permanent full-time										
Female	0.00	1.00	4.40	33.00	61.70	56.80	71.80	42.80	25.00	**296.50**
Male	0.00	24.00	31.00	35.80	49.80	48.00	59.00	45.00	37.70	**333.40**
Self-described	0.00	0.00	0.00	1.00	2.00	1.00	0.00	0.00	0.00	**3.00**
Permanent part-time										
Female	2.30	0.00	5.10	26.70	17.80	16.40	24.00	5.80	3.50	**101.70**
Male	4.00	0.00	2.30	7.80	2.40	5.70	4.50	0.40	0.60	**27.20**
Self-described	0.00	0.00	0.00	0.60	0.00	0.00	0.80	0.00	0.00	**1.40**
Casual										
Female	0.10	0.00	0.20	0.30	0.10	0.00	0.30	0.00	0.00	**1.10**
Male	0.00	0.00	0.00	0.30	0.10	0.00	0.00	0.00	0.00	**0.50**
Total	**6.40**	**25.00**	**42.90**	**104.60**	**134.00**	**128.00**	**160.50**	**94.00**	**66.20**	**761.70**

Note

- Temporary staff total of 56.2 FTE not included in table above.
- Casual FTE is calculated on an estimate of two hours per pay cycle.
- Fixed term Senior Officer (SO) and Senior Executive Officer (SEO) employees are considered permanent for reporting purposes.

Full time equivalent

Breakdown by division	City of Port Phillip	City Growth and Development	Community Wellbeing and Inclusion	Governance and Performance	Operations and infrastructure	Organisational Capability and Experience	Grand Total
Permanent full-time							
Female	0.00	69.10	103.00	17.80	62.20	44.40	**296.50**
Male	1.00	106.70	35.80	6.00	139.00	41.80	**333.40**
Self-described	0.00	1.00	0.00	0.00	2.00	2.00	**3.00**
Permanent part-time							
Female	0.00	18.30	57.10	5.90	9.60	10.80	**101.70**
Male	0.00	9.80	12.30	1.40	2.00	1.60	**27.20**
Self-described	0.00	0.00	0.60	0.00	0.00	0.80	**1.40**
Casual							
Female	0.00	0.40	0.50	0.00	0.10	0.10	**1.10**
Male	0.00	0.10	0.20	0.00	0.20	0.00	**0.50**
Total	**1.00**	**205.40**	**209.40**	**31.10**	**213.10**	**101.70**	**761.70**

Note

- Fixed Term Senior Officer (SO) and Senior Executive Officer (SEO) employees included.
- Temporary staff total of 56.2 FTE not included in table above.

Employee wellbeing

We continued to prioritise employee wellbeing as a key focus area. Building on the success of last year, our Annual Wellbeing Plan centred on four core themes: mental wellbeing, financial wellbeing, social connection, and physical wellbeing. This included webinars, health promotion initiatives and additional staff and manager support resources.

We implemented the Fitness Passport program to provide employees better access to local health and wellbeing facilities at a reduced cost. This program comes at no cost to Council and supports local businesses.

Our Employee Assistance Program (EAP) continued to provide support to staff members to meet the challenges and demands of their personal and work lives. This professional and confidential service provides employees and their immediate families with short-term support for a variety of work-related and personal issues.

We continued delivering an early intervention program to support injured staff to aid their recovery and allow them to remain at work.

We significantly improved education resources for staff and line managers in supporting employees who may be experiencing the impacts of family violence. This includes additional training for our Workplace Contact Officer network to enable them to assist employees experiencing family or domestic violence.

People and Culture Plan 2024/2025

Our vision of 'a liveable and vibrant city that enhances the wellbeing of our community' continued to guide our work and decision-making. It remains at the foundation of our People and Culture Plan which is dedicated to nurturing the diverse talents of our workforce and sustaining a healthy, inclusive, and supportive workplace.

The three overarching objectives of our People and Culture Plan are:

1. Provide inspiring leadership and the skills, knowledge, and tools for our people to be the best they can be.
2. Have our people feel proud of the City we look after, the community we serve, and the work we do. They recommend us as a great place to work.
3. Ensure a welcoming, safe, healthy and inclusive environment.

Supporting the achievement of these objectives are four themes with associated actions:

Theme one: Our people

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

Theme two: Our culture

- We have an aligned and engaged workforce that is proud to work here.
- We are a diverse, inclusive and respectful organisation.

Theme three: Our leadership and teamwork

- We have constructive high-performing and agile leadership.
- We have well led, purposeful and effective teams.

Theme four: Our work environment

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

Flexible work

This year we continued to implement our new Flexible Work Policy, which offers a range of flexible working arrangements. We recognise that flexibility is an essential part of a diverse, adaptive and high-performing workforce and this policy supports and empowers all staff to successfully balance their work and life commitments.

Learn. Develop. Grow.

Investing in our people's capabilities is fundamental for our success. In 2024/25 staff attended multiple training courses offered through our Corporate Training Calendar. We saw 2,150 attendees across 113 courses (excluding mandatory eLearn training) with training delivered across several platforms, including online learning to ensure we catered to a hybrid (face-to-face and online) workforce. In addition, we also increased our standalone face-to-face training offerings.

Mandatory training ensures that new employees are aware of their obligations to comply with various regulations and provides recertification for existing employees throughout the year.

Study assistance is available to staff undertaking accredited courses related to their current work or local government careers. In 2024/25, 26 staff members took advantage of this program, using 820 hours of study leave.

Leadership development programs

To continue to enhance our leadership strength and capabilities, we offered a number of leadership development experiences and opportunities to support our people. These include:

- Executive Leadership Team development
- Ongoing development for members of the Leadership Network, consisting of our Executive Leadership Team and our department managers
- Next Generation Leaders Program
- Individual coaching for senior staff
- Quarterly Leaders Forum for all people leaders
- Developed and implemented People Leader Induction
- Local Government Professionals (LGPro) professional development programs including the LGPro Management Challenge and Emerging Leaders Program.

Safe, respectful and inclusive workplace

Ensuring we continue to be a safe, respectful and inclusive workplace remains a key focus of our People and Culture Strategy.

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

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

This year, 858 staff completed the mandatory eLearn on the Prevention of Sexual Harassment. All new employees are required to complete this training as part of their induction process and existing employees need to renew their training every 12 months.

We saw 943 staff members complete eLearn modules on either anti-bullying and harassment or equal opportunity. This included refreshers for existing employees. We have also trained and upskilled 154 leaders to date in creating a safe and respectful workplace, with 52 leaders trained this year.

We launched a new Diversity, Equity and Inclusion at City of Port Phillip eLearn for all staff to support learning about the importance and various aspects of diversity, equity and inclusion. We also implemented a Disability Awareness eLearn to support our staff when interacting with people with disability and continued to offer a Jewish awareness session to enable greater understanding of the community we serve. Aligned with Cultural Diversity Week, we ran a Racial Literacy and Bystander training course for our community facing leaders who interact with our diverse and multicultural community.

Community focus

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

These initiatives include:

- Give As You Earn donations to charity of choice via payroll deduction, with over $2,042 donated
- blood donation drives, with more than 108 individual staff donations made
- Secret Santa Appeal, which raised $1,040 for families in need, distributed via food vouchers by the Family, Youth and Children team
- donations of gifts for individual children who are clients of our Maternal and Child Health service.

Gender equality

In February 2024, we submitted our first Progress Report to the Commission for Gender Equality in the Public Sector outlining our achievements against the Gender Equality Action Plan 2022-2025 and the seven gender equality indicators. We were pleased to receive confirmation of compliance from the Commission in September 2024.

Throughout the year we continued to implement action from the Gender Equality Action Plan, ensuring an intersectional approach. Key initiatives included:

- launching a Diversity, Equity and Inclusion eLearn
- publishing parental leave guidelines
- including mandatory Prevention of Sexual Harassment training in the new councillor's development plan
- improving data captured in our human resources system to support analysis and work on gender balance
- delivering Domestic and Family Violence training for the Leadership Network
- organising a Domestic and Family Violence keynote speaker for all staff in line with 16 Days of Activism against Gender-Based violence
- delivering a webinar on menopause and having uncomfortable conversations
- recognising key Diversity, Equity and Inclusion days of significance including International Women's Day, 16 Days of Activism against Gender-Based Violence, Cultural Diversity Week and Pride Month.

Looking ahead, we are preparing for upcoming reporting requirements from the Commission. The Workplace Audit, including People Matter Survey results, and 2026 Progress Report will be instrumental in developing the next iteration of the Gender Equality Action Plan (2026-2029).

We recognise that these activities are vital to advancing gender equality within our organisation and contribute meaningfully to the strategic objectives outlined in the Council Plan.

Further details of the Gender Equality Action Plan 2022-25 can be found on our website.

Health and safety

We are committed to providing a safe and healthy working environment for all employees, visitors, contractors, subcontractors and the public. We recognise the importance of a strong workplace culture and continue to enhance our systems and support for both employees and leaders. Our employee's safety and wellbeing are at the forefront of everything we do.

Leadership

Good leadership in safety and wellbeing helps create a positive workplace culture. As we build our safety maturity, supporting and developing our leaders continues to be a key focus.

We supported our leaders in the ongoing implementation of the Safety Management System and provided extensive education on a variety of related safety and wellbeing topics. Topics include psychosocial hazard awareness, incident management, safe and respectful workplaces and relevant legal obligations.

A key focus area for our leadership development program was creating and maintaining safe and respectful workplaces. This includes various aspects of managing safety risk, such as early intervention, having effective discussions and understanding psychosocial safety.

'Safety shares' is the first agenda item at all team meetings, keeping safety messages front-of-mind alongside regular staff communications on key safety topics.

85%

of Occupational Health and Safety (OHS) incidents were reported within 24 hours.

The Total Recordable Injury Frequency Rate (TRIFR) has significantly reduced over the year from 33.94 to 25.26.

Prevention and systematic safety management

We continued to improve our Safety Management System to address health and safety risks and hazards, manage incidents effectively and develop relevant prevention and education programs. Education programs included ongoing psychosocial hazard awareness, managing challenging interactions, prevention of sexual harassment, contractor safety management and incident responses.

We have further developed our approach to the management of psychosocial hazards and prepared to comply with the impending regulations by integrating psychosocial risks into the Safety Management System.

We continue to focus on reporting and investigating hazards and incidents, and enhancing trend analysis. We investigated all significant incidents to identify remedial actions to prevent the incident from reoccurring and identified if there were any systemic factors that could be addressed. Additionally, we ran an assurance and internal implementation review program to identify gaps in safety risk management.

During 2024/25 we:

- delivered monthly reporting of all incidents, hazards and trends and progress against our focus areas
- delivered progress reports that met our target for incident reporting within 24 hours
- implemented a rolling safety review and assurance program to ensure compliance with Safety Management System procedures and safety risk management
- consulted with Health and Safety Representatives through our Health and Safety Committee
- delivered the annual safety plan focused on reviewing risk and enhancing controls for driving safety, managing challenging behaviour and interactions, contractor safety and psychological health, as well as ongoing Safety Management System updates
- increased visibility of safety and wellbeing with workplace inspections, safety shares, bite sized safety messages, and leadership communications
- enhanced education on key safety topics including psychosocial safety for leaders, support for new people leaders, early intervention, incident investigations and risk assessment
- offered the flu vaccine to all staff.

FreeZA volunteers Julia and Charlie on stage at the St Kilda Festival. Picture: Theo Huynh

Our volunteers

Volunteering is a rewarding way to get involved. Council manages a range of programs where volunteers can help deliver services to the community.

Volunteers are essential to building an inclusive, safe, and vibrant community. Council acknowledges the significant contributions made by individuals and organisations who volunteer their time and expertise across the municipality. We support and celebrate their efforts through training programs, community events, and recognition activities, including National Volunteer Week.

Regular volunteer programs include:

- Home Library Service
- Homies Homework Club
- FReeZA Committee (now the Youth Event Committee)
- Youth Advisory Committee (YAC)

Volunteers also support some of our special events and programs. These include:

- St Kilda Film Festival
- Seniors Festival
- Midsumma Carnival
- Friends of Suai/Covalima
- Clean Up Australia Day

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The following information is provided in accordance with legislative and other requirements applying to Council.

Public documents

Council is committed to transparency and good governance, guided by its Public Transparency Policy. This policy outlines how Council information is made accessible to the public and supports open and accountable operations. Exceptions are where information is deemed confidential under the provisions of the *Local Government Act 2020 (LGA2020)* or contrary to the public's interest.

Council information will be made available at:

- **the Council website**
- Open Data - **data.gov.au**
- Council offices
- by request to Council

Council will respond to requests for information in alignment with the:

- *LGA 2020* including the Public Transparency Principles, and Public Transparency Policy
- Part II statement, published on Council's website in accordance with the *Freedom of Information Act 1982.*

If information is not readily accessible via the Council website or offices, members of the public have the right to request it directly.

Council will respond to such requests in line with the:

- *LGA 2020*
- Public Transparency Principles
- Public Transparency Policy
- *Freedom of Information Act 1982*
- *Privacy and Data Protection Act 2014.*

Contracts

The following is a list of contracts valued $300,001 and greater awarded via tenders or expressions of interest.

Approach To Market	Description
RFT000280	Catani Gardens Irrigation Renewal
RFT000284	Lagoon Reserve Redevelopment - Stage 2 Pavilion
RFT000287	Gasworks Park Upgrade - Landscape Contractor
RFT000293	South Melbourne Market Cleaning & Waste Management Services
RFT000297	One Council Professional Services Panel
RFT000298	1472 Elwood Foreshore Lighting Stage 2
RFT000299	1303 Bay Trail Lighting Stage 3
RFT000300	Event Security Services
RFT000303	Maintenance of Paid Parking Machines
RFT000305	PMTH Auditorium HVAC Replacement
RFT000307	Plumbing and Gasfitting Services
RFT000308	1494 - PMTH Security Upgrade - Construction Services
RFT000309	St Kilda Festival Production Management Services
RFT000315	Carpentry & Handyman Services
RFT000316	Electrical Maintenance Services
RFT000321	St Kilda Festival Traffic Services
RFT000324	St Vincent Gardens Playground Construction
RFT000325	Sol Green Reserve Upgrade - Landscape Contractor
RFT000326	St Kilda Festival Minor Infrastructure
RFT000330	Automatic Doors & Shutter Door Maintenance
RFT000381	SMM - Cecil St Extension of Essential Services (No. 001855)

10(d)(ii)

No breaches

Council, in line with its Procurement Policy, did not enter into any contracts valued above the $300,000 threshold without properly undertaking a tender, seeking an expression of interest, or participating in another approved process.

Freedom of Information Act

The *Freedom of Information Act 1982* gives members of the public the right to request access to Council documents. It also allows individuals to correct their personal information and provides avenues to appeal decisions made under the Act.

The Act also requires Council to publish certain details about itself and its functions to support transparency and accountability.

Council supports the objectives of this Act and is committed to providing fair, timely and accessible responses to Freedom of Information (FOI) requests.

All requests for access to Council documents under the *Freedom of Information Act 1982* must be in writing and provide sufficient information to identify the particular document(s) being sought. In 2024/25 the application fee for a request was $32.70.

The number and complexity of FOI requests continue to increase each year, reflecting growing community interest in Council operations. Council remains committed to supporting informed civic participation through open access to information.

More information, including a FOI request form, is available on our **website**.

City of Port Phillip - Freedom of Information.

Principal Officer: Chris Carroll, CEO

Details of FOI requests 2024/25:

Total number of FOI requests received (valid or otherwise)	85
Total number of requests carried over from previous financial year	8
Total number of valid requests (including 8 requests received in the previous financial year still under consideration)	74
Number of requests where access was granted in full	50
Number of requests where access was granted in part	9
Number of requests where access was denied in full	1
Number of requests where no documentation was found	6
Number of requests not proceeded with (valid or otherwise)	17
Number of valid requests still under consideration at 30 June 2025	10
Number of reviews lodged with the Office of the Victorian Information Commissioner	13
Total application fees collected	$2170.10
Total application fees waived	$544.00

Public Interest Disclosure Act

The *Public Interest Disclosure Act 2012* (formerly Protected Disclosure) aims to ensure openness and accountability in government by encouraging people to disclose improper conduct within the public sector and protecting them when they do. City of Port Phillip is committed to the aims and objectives of the *Public Interest Disclosure Act 2012*. It does not tolerate improper conduct by its employees, officers or members, or reprisals against those who come forward to disclose such conduct. Council will take all reasonable steps to protect people who make such disclosures from any detrimental action in retaliation for making the disclosure. More information on Public Interest Disclosures, including procedures for making a disclosure, is available at **portphillip.vic.gov.au/good.governance.**

Privacy and Data Protection Act

Council is committed to meeting its obligations under the *Privacy and Data Protection Act 2014* (Victoria), which governs the collection, use, storage, and disclosure of personal and health information by Victorian public sector organisations.

Council is legally obligated to uphold the privacy rights of individuals in all its operations, services, and communications. This includes how we manage community consultations, customer service interactions, complaint handling and the use of digital platforms.

Our Information Privacy Policy – which includes our Privacy Statement and Frequently Asked Questions – is available on our **website** and at our ASSIST helpdesks Council offices.

The policy ensures that personal and health information is handled responsibly and in accordance with the ten Information Privacy Principles (IPPs). These principles guide Council in:

- collecting information only when necessary and by lawful and fair means
- informing individuals about the purpose of collection and potential uses
- using and disclosing information appropriately and in line with legislative requirements
- maintaining the accuracy and relevance of information
- protecting data from loss, misuse, or unauthorised access
- allowing individuals to access and correct their own personal information.

In addition to these responsibilities, Council complies with the Victorian Protective Data Security Framework (VPDSF), which sets minimum standards for the protection of public sector information. Administered by the Office of the Victorian Information Commissioner (OVIC), the VPDSF covers various aspects of information security, including governance, personnel, physical and Information and Communication Technology (ICT) security. Council classifies, stores, accesses, and disposes of personal and sensitive data in line with these standards.

Council is also required to assess and report any data security incidents that are rated at Business Impact Level (BIL) 2 or above to OVIC. This ensures that privacy breaches with potential to cause harm to individuals or disrupt services are appropriately managed and escalated in line with state-wide data protection protocols.

Privacy compliance is embedded in our staff induction program and reinforced through ongoing training. A dedicated Privacy Officer is available to support both staff and the community by providing guidance on privacy matters, responding to access requests, and addressing any concerns or enquiries.

Domestic Animal Management Plan

In accordance with the *Domestic Animals Act 1994,* each Victorian Council is required to have a four-year Domestic Animal Management Plan (DAMP). A DAMP is a document that outlines how a council will manage dogs and cats within its municipality. Council is currently in the last year of its current DAMP 2022-25 and needs to complete the approved actions before commencing its new DAMP in 2026.

Carers Recognition Act

The *Victorian Carers Recognition Act 2012* defines a carer relationship as being above what a relationship would typically involve.

The 2021 Census collected by Australian Bureau of Statistics shows that 11.2 per cent of people aged 15 years and over in the City of Port Phillip provide unpaid assistance to a person with a disability or long-term illness, or an older person. This is an increase from the 8.9 per cent recorded in the 2016 Census.

The 2024 National Carer Survey was conducted from June to July 2024, and Victorian carers accounted for 26.5 per cent of the total number of respondents. The mean age of surveyed carers was 55.5. In Victoria, 83.0 per cent of carers identified as female, 16.3 per cent as male, 0.8 per cent as non-binary/gender diverse/other, 2.0 per cent as Aboriginal or Torres Strait Islander and 23.8 per cent identified as having a culturally and linguistically diverse (CALD) background.

Key findings included, 62 per cent reported financial stress (up six per cent) and 22 per cent reported financial distress (up eight per cent), 45 per cent reported their wellbeing was either low or very low, 52 per cent reported high levels of isolation, 60 per cent reported they did not believe their caring role was recognised or valued by the government and 49 per cent felt it wasn't recognised by the community.

Carers are reflected in the Organisation's Enterprise Agreement and Leave Policy within the Council workforce. This is strengthened by the Australian Government's *Fair Work Act 2009* and *Carers Recognition Act 2012*.

Further details on activities undertaken during the year in relation to the *Carers Recognition Act 2012* are included in Chapter 4.

Accessibility and disability inclusion

With the current **Accessibility Action Plan (AAP)** entering into its final year, work has progressed to ensure all possible actions are completed before the development of the next AAP. The first year of the plan focused on work that could be easily implemented while more substantial initiatives were explored.

As of 30 June 2025, 90 per cent of the 39 action items are either on track or have been completed.

Achievements from 2024/25 include:

- Celebrating International Day of People with Disability with an event at St Kilda Library featuring three Victorian disability advocates. Peta Hooke, Sam Drummond and Eliza Hull discussed the concept of allyship in a disability context, inviting participants to consider how to be more inclusive in their daily lives.
- Organisational training through disability service provider, Scope, was delivered to all staff, with a particular focus on those in direct service delivery. Called 'See the Person', the training aims to raise awareness of people with disability and challenges assumptions.
- Advocating to the Victorian Government and Yarra Trams to improve accessibility for local public transport. Using public transport can be challenging for people living with disability due to inaccessible trams and tram stops coupled with limited tram route provisions.

Work is underway to develop the next iteration of the AAP, which is due for completion by June 2026. This commenced with a tailored engagement session in June with a group of local residents who live with disability.

We will continue to work with people with disability, carers, community members and staff to ensure that the next AAP continues to be responsive to our community's needs. It will build on the aspirations detailed in **Plan for Port Phillip 2025-35 (including budget)**, and draw from recent and comprehensive community engagement.

Food Act ministerial direction

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

Road Management Act ministerial direction

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

Planning and Environment Act

Under Section 13 of the *Planning and Environment Act 1987*, Council is responsible for the provision, administration, and enforcement of the Port Phillip Planning Scheme.

Section 12B(1)(a) of the *Planning and Environment Act 1987* requires Council to undertake a planning scheme review within one year of a council plan's approval, unless an extended period is determined by the Minister for Planning. The Department of Land, Water, and Planning (now the Department of Transport and Planning), under delegation from the Minister for Planning, approved an extension for City of Port Phillip to review its planning scheme. This extends the deadline for the planning scheme review from 23 June 2022 to 1 July 2026. Consistent with this requirement, Council has commenced a review and audit of the Port Phillip Planning Scheme to be completed in 2026.

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

National Competition Policy (NCP)

The National Competition Policy (NCP) is a policy framework set by the Australian Government to promote competition across the economy. Competitive Neutrality Policy is one component of the broader National Competition Policy framework.

Council is required to comply with this policy when operating a significant business. The Competitive Neutrality Policy requires us to implement competitively neutral measures to mitigate any net advantage over our private competitors arising from government ownership or demonstrate that restricting competition is in the public interest.

Council provides two services that are classified as significant businesses due to size and scale, impact and influence. These include the South Melbourne Market and our childcare services. These services are subject to periodic reviews for compliance with NCP. The South Melbourne Market has not materially changed since its last review. Our childcare services have recently been assessed for compliance with NCP and it was found that Council's subsidy of this service is not impeding competition.

Child Safe Standards

We are a committed child safe organisation that has zero tolerance for child abuse. We work on a continuous improvement model that ensures we actively review and improve our policies and procedures.

Council provides training and education to all new employees on the importance of child safety. We continue to monitor our processes and frameworks via the Child Safe self-assessment which ensures appropriate processes to respond to allegations of misconduct or abuse.

Council is meeting the legislative obligations and, more importantly, delivering on our commitment to children and young people living, learning and playing in Port Phillip ensuring that they all have the right to feel and be safe

Key child safety achievements during 2024/25 include:

- Undertaking a Child Safe self-assessment which determined Council is currently meeting compliance obligations. The key focus was Child Safe Standard 3 '*Children and young people are empowered about their rights, participate in decisions affecting them and are taken seriously*', including the development of age-appropriate resources to help young people better understand Council procedures.
- Quarterly Child Safe Steering Committee meetings to guide and monitor the implementation of Child Safe Standards across Council.
- Hosting an inaugural Youth Summit on 1 August 2024, which focused on ensuring the needs and interests of young people remained at the forefront of decision making, in line with Child Safe Standard 3.
- Developing resources on how to effectively engage with young people, making it easier for projects and teams to incorporate youth voices in planning and delivery.
- Reviewing and strengthening our Child Safe Policy and supporting procedures, including the Working with Children Check Procedure and the Child Safe Reporting Procedure. These updates enhanced clarity around responsibilities and ensured alignment with legislative requirements in responding to child safety incidents.
- Promoting child safety through internal communications, all-staff sessions, and CEO messaging during Children's Week. Targeted training was also delivered to ensure relevant departments are informed of their obligations under the Reportable Conduct Scheme.

Our plans for 2025/26 include:

- Developing a new Child Safe Action Plan to support the continued growth and embedding of a strong child safe culture across the organisation. This plan will outline clear objectives, responsibilities, and timelines to guide implementation.
- Prioritising Standard 8 '*Staff and volunteers are equipped with the knowledge, skills and awareness to keep children and young people safe through ongoing education and training*', by strengthening child safety education and training for staff and volunteers. Continued emphasis will be placed on workforce capability, with a focus on leveraging training opportunities to build staff knowledge, confidence, and responsibility in child safety matters.
- Further developing and promoting child-focused resources to ensure children and young people are informed about their rights and feel safe engaging with Council services.

Gender Impact Assessments

In line with Victorian Government's *Gender Equality Act 2020*, we are committed to advancing gender equality in our organisation and through the policies, programs and services we provide to the community. When developing or reviewing a policy, program or service that has a significant impact on the community, Council officers undertake a Gender Impact Assessment (GIA) to carefully consider how that policy, program or service meets the different needs of everyone in our community, especially those who are disadvantaged. Through GIA, Council officers collect and analyse data, conduct research, evaluate policy and design options, and make recommendations to improve outcomes for people of all genders, backgrounds and identities. Although gender is the primary focus of the GIA, we undertake an intersectional approach and consider equity more broadly, through the lenses of age, First Nations, disability, cultural identity, LGBTIQA+ and socio-economic status.

During the year, Council undertook 26 GIAs on a range of initiatives, including:

- **Plan for Port Phillip 2025-35 (including budget)**
- **Municipal Emergency Management Plan** review
- **Domestic Animal Management Plan**
- Community Funding Policy and Grants programs
- **Affordable Housing and Homelessness Strategy**
- Carlisle Street Streetscaping
- Open Space Maintenance Service review

Since 2021, Council has conducted 85 GIAs across a diverse range of policies, strategies, plans and projects that impact the community. These assessments have resulted in improvements to urban and open space design, infrastructure, facilities, safety, accessibility and inclusive programs and services to benefit people of all genders.

Service performance indicators

The following statement provides the results of the prescribed service performance indicators and measures for the year ended 30 June 2025 including explanation of results in the comments.

				Results	
Service / indicator / measure	2022	2023	2024	2025	Comments
Animal management					
Timeliness					
Time taken to action animal management requests [Number of days between receipt and first response action for all animal management requests / Number of animal management requests]	1.00	1.00	1.00	**1.81**	The time taken to action animal management requests has increased, reflecting a change in the indicator guide definition that resulted in a revised calculation method.
Service standard					
Animals reclaimed [Number of animals reclaimed / Number of animals collected] x 100	53.37%	41.18%	37.33%	**45.61%**	Of the 171 animals impounded from 1 July 2024 and 30 June 2025, 78 animals (45.61 per cent) were successfully reclaimed by their owners. 31 out of the 171 animals impounded were surrendered by their owners (18.13 per cent). As surrendered animals will not be reclaimed, this impacts the reclaim rate. We utilise the Home Together program though the Lost Dogs Home to prevent pet surrenders by connecting people in crisis to support. Officers will always make every effort to return lost pets to their owners to avoid impounding.
Animals rehomed [Number of unclaimed collected animals rehomed / Number of unclaimed collected animals] x100	8.43%	32.13%	51.77%	**47.31%**	Of the 93 animals that were either surrendered or not reclaimed, 44 were successfully rehomed, representing a rehoming rate of 47.31 per cent. Unfortunately, several surrendered animals are unable to be rehomed due to various factors, which impacts the overall rehoming rate. Excluding these cases, the rehoming outcomes remain strong. All available avenues are explored to ensure animals have the best chance of finding new homes. Additionally, the foster carer network plays a vital role in rehabilitating pets with health or behavioural concerns, further supporting positive rehoming outcomes.

Service / indicator / measure	Results 2022	2023	2024	2025	Comments
Animal management					
Service cost					
Cost of animal management service per population [Direct cost of the animal management service / Population]	$9.99	$12.87	$10.34	**$11.22**	The cost per head of the animal management service has increased due to an increase in employee costs and materials.
Health and safety					
Animal management prosecutions [Number of successful animal management prosecutions / Number of animal management prosecutions] x 100	100.00%	100.00%	100.00%	**100.00%**	We achieved 100 per cent success rate on animal prosecutions through the Magistrates' Court of Victoria. All cases were thoroughly assessed to ensure accuracy of evidence prior to being submitted for prosecution.

Service / indicator / measure	Results 2022	2023	2024	2025	Comments
Food safety					
Timeliness					
Time taken to action food complaints [Number of days between receipt and first response action for all food complaints / Number of food complaints]	1.79	1.71	1.53	**1.65**	The number of days between receipt and first response action for all food complaints is well within the target range, with cases being responded to on the day of receipt or next working day.
Service standard					
Food safety assessments [Number of registered class 1 food premises and class 2 food premises that receive an annual food safety assessment in accordance with the Food Act 1984 / Number of registered class 1 food premises and class 2 food premises that require an annual food safety assessment in accordance with the Food Act 1984] x100	98.76%	100%	100.00%	**100.00%**	All class 1 and 2 food premises with a food safety program received an assessment by an Environmental Health Officer within the calendar year.
Food safety samples [Number of food samples obtained / Required number of food samples] × 100	New	New	100%	**100.00%**	The number of food samples required for the calendar year were collected and submitted for analysis.
Service cost					
Cost of food safety service [Direct cost of the food safety service / Number of food premises registered or notified in accordance with the Food Act 1984]	$649.14	$712.86	$762.44	**$789.03**	The cost per registered premises has increased due to an increase in employee costs and materials with minimal increase in the number of registered premises.
Health and safety					
Critical and major non-compliance outcome notifications [Number of critical non-compliance outcome notifications and major non-compliance notifications about a food premises followed up / Number of critical non-compliance outcome notifications and major non-compliance notifications about a food premises] x100	100.00%	100.00%	100.00%	**100.00%**	All major and critical non-compliance identified within registered food premises were follow-up within the registration period.

Service / indicator / measure	Results 2022	2023	2024	2025	Comments
Governance					
Transparency					
Council decisions made at meetings closed to the public [Number of Council resolutions made at meetings of Council, or at meetings of a delegated committee consisting only of Councillors, closed to the public / Number of Council resolutions made at meetings of Council or at meetings of a delegated committee consisting only of Councillors] x100	7.96%	9.92%	12.45%	**13.93%**	Despite ongoing efforts to reduce the number of decisions made in meetings closed to the public, the volume of such decisions has slightly increased over the past year. Examples of these efforts include development and implementation of a procurement specific template which encourages contract awards (where possible) to be considered in an open meeting of Council with the confidential information being included in the attachment to the report. Council officers also recently reviewed the process for designating information confidential, including decisions made at meetings closed to members of the public. Greater scrutiny is now applied to determine which information must be considered confidential. All confidentiality designations now require a reason explaining why the relevant legislation applies and consideration is given to when each matter can be made public.
Consultation and engagement					
Satisfaction with community consultation and engagement [Community satisfaction rating out of 100 with how Council has performed on community consultation and engagement]	54.00	52.00	49.00	**69.00**	Satisfaction with community engagement has risen significantly, reaching its highest level on record and meeting Local Government Victoria (LGV) targets. This improvement reflects Council's increased investment in community engagement planning and implementation over the past two years. Contributing factors include more rigorous reporting of engagement findings, regular community communications, and an unprecedented number of place-based engagement activities. In 2025, our survey methodology changed from computer-assisted telephone interviewing (CATI) to face-to-face interviews, and our rating scale changed. These changes likely had a positive effect on the scores.

Service / indicator / measure	Results 2022	2023	2024	2025	Comments
Governance					
Attendance					
Councillor attendance at council meetings [The sum of the number of Councillors who attended each Council meeting / (Number of Council meetings) × (Number of Councillors elected at the last Council general election)] x100	99.26%	98.02%	94.64%	**98.83%**	All Councillors have the option to attend Council meetings either in person or virtually. This contributes to a higher attendance rate at Council meetings. There were two apologies received by Councillors during the 2024/25 financial year. Three Councillors were on approved leaves of absence for one meeting each during the 2024/25 financial year, these instances were marked as 'in attendance' at meetings.
Service cost					
Cost of elected representation [Direct cost of the governance service / Number of Councillors elected at the last Council general election]	$50,775.11	$56,334.67	$57,511.51	**$59,913.19**	The cost per councillor has increased marginally this year, reflecting a combination of factors. Councillor allowances were adjusted in line with sector standards, recognising the responsibilities of the role. The new councillor cohort has actively engaged in training and development opportunities, supporting effective governance and informed decision-making. Additionally, inflationary pressures have contributed to higher costs for goods and services, resulting in a modest overall increase in expenditure.
Satisfaction					
Satisfaction with council decisions [Community satisfaction rating out of 100 with how council has performed in making decisions in the interest of the community]	55.00	50.00	49.00	**68.00**	Community satisfaction with Council's decision-making has increased by 19 per cent this year, reflecting stronger public confidence in how Council engages with the community. However, satisfaction remains 4 per cent below the sector average, indicating areas for continued improvement. This uplift is linked to several key changes. A new cohort of councillors has brought fresh perspectives and renewed energy, with a strong focus on transparency and responsiveness. Council also updated several governance policies, including the Councillor Gifts and Hospitality Policy, reinforcing ethical standards and public trust. In 2025, our survey methodology changed from computer-assisted telephone interviewing (CATI) to face-to-face interviews, and our rating scale changed. These changes likely had a positive effect on the scores.

Service / indicator / measure	Results 2022	2023	2024	2025	Comments
Libraries					
Resource currency					
Recently purchased library collection [Number of library collection items purchased in the last 5 years / Number of library collection items] x100	48.14%	49.98%	55.34%	**57.97%**	We continue to invest strongly in our library resources with a shift from 55 per cent of our collection aged under five years in 2023/24, to 58 per cent in 2024/25. This trend is underpinned by ongoing purchasing of new titles, and a reduction in our physical collection aged over five years, which should result in continued improvement in this indicator toward ALIA national standards.
Service cost					
Cost of library service per population [Direct cost of the library service / Population]	$37.04	$44.18	$42.91	**$53.98**	The variation between 2023-24 and 2024/25 results is due to capital purchases unintentionally being omitted from the 2023/24 calculation. The actual cost to Council of the library service per population in 2023/24 was $51.16 which means there was a 5.5 per cent increase in cost in 2024/25.
Utilisation					
Loans per head of population [Number of library collection item loans / Population]	New	New	7.21	**9.17**	Loans of our physical and digital collections continue to rise, up 3 per cent from 2023/24. This figure shows a continued community engagement from our membership base utilising our lendable collections.
Participation					
Library membership [Number of registered library members / Population] x100	New	New	30.34%	**34.23%**	9,594 new members joined the library service in 2024/25. While this number is slightly down on 2023/24 (-1 per cent), there was an increase in 'active library membership', indicating a larger number of our membership base were actively using our collections and technology services.

	Results				
Service / indicator / measure	2022	2023	2024	2025	Comments
Library visits per head of population [Number of library visits / Population]	New	New	4.73	**5.04**	There were 568,210 library visits in 2024/25, an increase of 50,734 visits or 9.8 per cent compared to visitation in 2023/24. This steady rise in visitation is related to a significant increase in in-person library programs and events, and increased usage of in-person library services.
Maternal and Child Health (MCH)					
Service standard					
Infant enrolments in the MCH service [Number of infants enrolled in the MCH service (from birth notifications received) / Number of birth notifications received] x100	101.26%	101.18%	100.63%	**101.20%**	Enrolments in MCH remain consistent, and overall participation and engagement has slightly increased.
Service cost					
Cost of the MCH service [Cost of the MCH service / Hours worked by MCH nurses]	$103.25	$100.08	$117.79	**$84.21**	The total cost of this service is similar to the 2023/24 financial year. The decrease in the cost per hour to Council can be attributed to an increase in the total staff hours worked in the period.
Participation					
Participation in the MCH service [Number of children who attend the MCH service at least once (in the year) / Number of children enrolled in the MCH service] x100	78.58%	76.71%	79.67%	**80.70%**	Overall enrolments have decreased slightly, however participation and engagement in the service has increased. Families who have missed a visit are followed up with a reminder and offered outreach visits in childcare centres if they are finding it hard to get to the maternal and child health centre.
Participation in the MCH service by Aboriginal children [Number of Aboriginal children who attend the MCH service at least once (in the year) / Number of Aboriginal children enrolled in the MCH service] x100	83.72%	84.44%	86.36%	**93.65%**	There has been an increase in the number of identified First Nations children accessing the service. Almost all of these children engaged with the service and attended their Key Age and Stage visits.

Service / indicator / measure	Results 2022	2023	2024	2025	Comments
Satisfaction					
Participation in 4-week Key Age and Stage visit [Number of 4-week key age and stage visits / Number of birth notifications received] x100	94.08%	95.72%	91.69%	**94.33%**	There has been a slight increase in the participation in the four-week Key Ages and Stages in June 2025. There were fewer birth notices received in 2024/25 with more participating in visits compared to previous years.
Roads					
Satisfaction of use					
Sealed local road requests [Number of sealed local road requests / Kilometres of sealed local roads] x100	44.44	44.36	53.01	**48.87**	There has been a decrease in the number of sealed local road requests. Of the requests received, many of them related to kerb damage caused by tree roots, pavement deformation resulting from aging underground assets of service authorities, and the condition of old bluestone laneways.
Condition					
Sealed local roads maintained to condition standards [Number of kilometres of sealed local roads below the renewal intervention level set by Council / Kilometres of sealed local roads] x100	95.48%	94.36%	95.11%	**94.81%**	As per the Road Management Plan, Council conducts visual condition inspections every three years for all roads within the municipality. The annual target was met and the number of road sections below the intervention level is expected to improve through ongoing work programs that address the segments of roads in poor condition. Council continues to invest in road condition improvements with a $9 million allocation made in the new Council Plan.
Service cost					
Cost of sealed local road reconstruction [Direct cost of sealed local road reconstruction / Square metres of sealed local roads reconstructed]	$71.18	$65.33	$261.98	**$122.64**	Council experiences significant variance in the costs to undertake works based on the type of works and scope each year. The significant reduction in the average cost of road reconstruction for 2024/25 is attributed to the absence of bluestone works projects during this period compared to the previous year.
Cost of sealed local road resealing [Direct cost of sealed local road resealing / Square metres of sealed local roads resealed]	$23.98	$28.65	$24.96	**$30.06**	The rise in the average cost of sealed local road resurfacing is primarily due to increased contracting costs and cost of the supply of associated materials such as asphalt.

Service / indicator / measure	Results 2022	2023	2024	2025	Comments
Roads					
Satisfaction					
Satisfaction with sealed local roads [Community satisfaction rating out of 100 with how council has performed on the condition of sealed local roads]	66.00	59.00	57.00	**72 .00**	Satisfaction with sealed local roads was above target. This year, the community satisfaction survey was updated to allow residents to provide feedback on both major arterial roads and highways (managed by the Department of Transport and Planning) and sealed local roads (managed by Council). Including both types of roads in the survey helped provide context and encouraged respondents to consider them separately. This change likely contributed to the positive results, with satisfaction for the maintenance and repair of sealed local roads in Port Phillip rated at 72, close to the metropolitan average of 73. In 2025, our survey methodology changed from computer-assisted telephone interviewing (CATI) to face-to-face interviews which may have also had a positive effect on the scores.

Service / indicator / measure	Results 2022	2023	2024	2025	Comments
Statutory Planning					
Timeliness					
Time taken to decide planning applications [The median number of days between receipt of a planning application and a decision on the application]	107.00	106.00	93.00	**66.00**	There has been a focus on the active management of planning applications over the last financial year to improve the efficiency of decision making and the overall customer experience. There has been a decrease in the median days it takes to decide a planning application.
Service standard					
Planning applications decided within required time frames [(Number of regular planning application decisions made within 60 days) + (Number of VicSmart planning application decisions made within 10 days) / Number of planning application decisions made] x100	45.12%	56.99%	60.89%	**71.93%**	Council has increased the number of decisions made within timeframe. This is attributed to the active management of planning applications with a focus on the efficient administration of application processes.
Service cost					
Cost of statutory planning service [Direct cost of the statutory planning service / Number of planning applications received]	$2,577.09	$3,356.33	$3,593.37	**$3136.39**	The results for this measure have The cost of the administering the planning service has substantially reduced due to greater efficiency in the administration of application processes and by enabling staff to act as advocate at the Victorian Civil and Administrative Tribunal (VCAT).
Decision making					
Council planning decisions upheld at VCAT [Number of VCAT decisions that did not set aside council's decision in relation to a planning application / Number of VCAT decisions in relation to planning applications] x100	74.19%	83.33%	77.78%	**94.12%**	The number of planning decisions upheld at VCAT in 2024/25 continues to exceed Council's target of 70 per cent and is above the average of most other municipalities. The percentage has increased since than last financial year which affirms that Council is making sound planning decisions.

Service / indicator / measure	Results 2022	2023	2024	2025	Comments
Waste Management					
Service standard					
Kerbside collection bins missed [Number of kerbside garbage and recycling collection bins missed / Number of scheduled kerbside garbage and recycling collection bin lifts] x10,000	4.96	6.32	34.02	**12.88**	Missed kerbside bin collections have decreased significantly compared to the previous financial year, particularly those resulting from contractor service delivery failures. This improvement reflects Council's work with our kerbside collection contractor. Targeted in-field audits and the identification of repeat service issues have led to corrective actions, contributing to a positive trend. Figure represents community reported missed collection but as part of process, Council validates contractor at fault reports as part of a continuous improvement program.
Service cost					
Cost of kerbside garbage bin collection service [Direct cost of the kerbside garbage bin collection service / Number of kerbside garbage collection bins]	$157.54	$158.78	$148.40	**$170.95**	The cost of the kerbside garbage collection service has increased in 2024/25 due to two factors; higher disposal costs resulting from landfill levy increases, and an increase in collection contract rates.
Cost of kerbside recyclables collection service [Direct cost of the kerbside recyclables bin collection service / Number of kerbside recyclables collection bins]	$119.64	$119.22	$112.42	**$116.07**	The cost of recycling kerbside collection services has increased slightly; however, this increase has been kept below the Consumer Price Index (CPI) by offsetting rises in the collection contract with savings in disposal costs. These savings were achieved through collaboration with other councils to deliver significant efficiencies in the new recycling processing contract, which commenced in July 2024.

Service / indicator / measure	Results 2022	2023	2024	2025	Comments
Waste Management					
Waste diversion					
Kerbside collection waste diverted from landfill [Weight of recyclables and green organics collected from kerbside bins / Weight of garbage, recyclables and green organics collected from kerbside bins] x100	32.54%	34.91%	37.35%	**39.45%**	There has been continued improvement in landfill diversion in 2024/25 as residents settle into the food and garden organics (FOGO) service, now in its second year. Increased familiarity with the service has been supported by targeted education initiatives, including flip-top bin audits across both recycling and FOGO streams. These audits provided direct feedback to individual properties, helping reinforce correct usage and improved participation rates. Council is currently reviewing its waste strategy, which aims to further promote diversion from landfill.

Governance and management checklist

The governance and management checklist increases transparent reporting and is prescribed under the *Local Government Act 2020* (The Act). The checklist measures whether a council has strong governance and management frameworks in place covering community engagement, planning, monitoring, reporting and decision making.

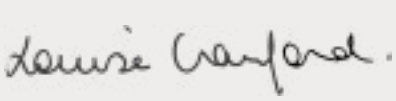
Governance and Management Items	Assessment	
Community engagement policy	Adopted in accordance with Section 55 of the Act	✓
(policy under Section 55 of the Act outlining Council's commitment to engaging with the community on matters of public interest)	**Date of adoption: 17 February 2021**	
Community engagement guidelines	Guidelines (online toolkit)	✓
(guidelines to assist staff to determine when and how to engage with the community)	**Date of operation of current guidelines: 20 March 2021**	
Financial Plan	Adopted in accordance with Section 91 of the Act	✓
(plan under Section 91 of the Act outlining the financial and non-financial resources required for at least the next 10 financial years)	**Date of adoption: 26 June 2024 (as part of the integrated Council Plan 2031-31)**	
Asset plans	Adopted in accordance with Section 92 of the Act	✓
(plan under Section 92 of the Act setting out the asset maintenance and renewal needs for key infrastructure asset classes for at least the next 10 years)	**Enterprise Asset Management Plan 2022-32 Date of adoption: 29 June 2022**	
Revenue and Rating Plan	Adopted in accordance with Section 93 of the Act	✓
(plan under Section 93 of the Act setting out the rating structure of Council to levy rates and charges)	**Date of adoption: 26 June 2024 (as part of the integrated Council Plan 2031-31)**	
Annual budget	Adopted in accordance with Section 94 of the Act	✓
(plan under Section 94 of the Act setting out the services to be provided and initiatives to be undertaken during the budget year and the funding and other resources required)	**Date of adoption: 26 June 2024 (as part of the integrated Council Plan 2031-31)**	
Risk policy	Policy	✓
(policy outlining council's commitment and approach to minimising the risks to council's operations)	**Date of commencement of current policy: 6 September 2023**	
Fraud policy	Policy	✓
(policy outlining council's commitment and approach to minimising the risk of fraud)	**Date of commencement of current policy: 7 August 2024**	

Governance and Management Items	Assessment	
Municipal emergency management planning	**MEMPC meetings were attended by one or more representatives of Council (other than the chairperson) during the financial year.**	✓
(Council's participation in meetings of the Municipal Emergency Management Planning Committee (MEMPC))	**Date of MEMPC meetings attended:** · Friday 20 September 2024 · Friday 29 November 2024 · Thursday 27 February 2025 · Wednesday 7 May 2025	
Procurement policy	Adopted in accordance with Section 108 of the Act	✓
(policy under Section 108 of the Act outlining the principles, processes and procedures that will apply to the purchase of goods and services by the Council)	**Date of adoption: 21 August 2024**	
Business continuity plan	Current Plan in operation: 19 February 2025	✓
(plan setting out the actions that will be undertaken to ensure that key services continue to operate in the event of a disaster)	Business Continuity Plan is currently being revised and updated by an external BCP consultant and will be finalised Q2 2024	
Disaster recovery plan	Current plan in operation	✓
(plan setting out the actions that will be undertaken to recover and restore business capability in the event of a disaster)	**Date of operation: 17 January 2025**	
Complaint policy	Developed in accordance with Section 107 of the Act	✓
(Policy under Section 107 of the Act outlining Council's commitment and approach to managing complaints)	**Date of commencement of policy: 1 Oct 2024**	
Workforce plan	Established in accordance with Section 46 of the Act	✓
(Plan outlining Council's commitment and approach to planning the current and future workforce requirements of the organisation)	**Date of commencement of current plan: 26 November 2021**	
Payment of rates and hardship policy	Policy	✓
(Policy outlining Council's commitment and approach to assisting ratepayers experiencing financial hardship or difficulty paying their rates)	**Date of commencement of current policy: 17 April 2024**	
Risk management framework	Framework	✓
(Framework outlining Council's approach to managing risks to the Council's operations)	**Date of adoption of current framework: 6 September 2023**	

Governance and Management Items	Assessment
Audit and Risk Committee (Advisory committee of Council under Section 53 and Section 54 of the Act whose role is to monitor the compliance of Council policies and procedures, monitor Council's financial reporting, monitor and provide oversight on internal and external audit functions)	Established in accordance with Section 53 of the Act. ✓ **Date of establishment: 1 September 2021** Audit & Risk Committee Charter and Annual Workplan reviewed annually
Internal audit (Independent accounting professionals engaged by Council to provide analyses and recommendations aimed at improving Council's governance risk and management controls)	Engaged ✓ **Date of engagement of current provider: 5 June 2024**
Performance reporting framework (A set of indicators measuring financial and non-financial performance indicators referred to in Section 98 of the Act)	Framework ✓ **Date of framework: 26 June 2024 (as part of Integrated Council Plan 2021-31)**
Council Plan reporting (Report reviewing the performance of the Council against the Council Plan including the results in relation to the strategic indicators for the first six months of the financial year)	Current report: ✓ · 6-month report 19 February 2025
Quarterly budget reports (Quarterly reports presented to Council under Section 97 of the Act comparing actual and budgeted results and an explanation of any material variations)	Reports presented to Council in accordance with Section 97(1) of the Act ✓ **Dates presented:** · Quarter 1 report:11/12/ 2024 · Quarter 2 report: 19/02/2025 · Quarter 3 report 21/05/2025
Risk reports (Six-monthly reports of strategic risks to Council's operations, their likelihood and consequences of occurring and risk minimisation strategies.)	Reports ✓ **Date of reports:** **Operational Risk Reporting** – Operational High Risks are shared at every Strategic Risk and Internal Audit Committee meeting: 8 July 2024, 12 August 2024, 12 September 2024, 14 October 2024, 11 November 2024, 9 December 2024, 10 February 2025, 11 March 2025, 14 April 2025, 12 May 2025, 10 June 202 **Strategic Risk Reporting:** · Deep dives into specific strategic risks occur at both Strategic Risk and Internal Audit Committee and Audit and Risk Committee meetings. · Strategic Risks were shared with Council as part of the Council Plan & Budget 25/26 · Long Term Financial Outlook and Budget Development 11 December 2024

Governance and Management Items	Assessment
Performance reports (Six-monthly reports of indicators measuring results against financial and non-financial performance including the performance indicators referred to in Section 98 of the Act 2020)	Reports ✓ **Date of 6 monthly reports:** · Financial indicator performance report: 19/02/2025 · Non- financial indicator performance report: 19/02/2025
Annual Report (Annual report under Sections 98, 99 and 100 of the Act 2020 to the community containing a report of operations and audited financial and performance statements)	Presented at a meeting of the Council in accordance with Section 100 of the Act ✓ **Date of presentation: 16 October 2024**
Councillor Code of Conduct (Code under Section 139 of the Act setting out the standards of conduct to be followed by Councillors and other matters)	Date Model code of conduct code key dates: ✓ · published on the council's website: 12 November 2024 · declaration by councillors to abide by the model (formal council affirmations and oaths of office): 14 November 2024
Delegations (Documents setting out the powers, duties and functions of Council and the Chief Executive Officer that have been delegated to members of staff, in accordance with Sections 11 and 47 of the Act)	✓ **Date of review under Section 11(7):** · Council delegation to CEO 2/08/2023 · Council delegation to CEO South Melbourne Market 19/07/2023 · Council delegation to Members of Staff 2/07/2025 · Council delegation to Planning Committee 20/10/2021 · CEO delegations to Staff 17/10/2023 · CEO delegation of CEO Powers, Duties and Functions 28/03/2023 · CEO delegation to Staff for VicSmart applications under the Planning and Environment Act 1987 28/01/2022 · CEO delegation to Municipal Building Surveyor 10/06/2025
Meeting procedures (Governance Rules under Section 60 of the Act governing the conduct of meetings of Council and delegated committees)	Governance Rules adopted in accordance with Section 60 of the Act ✓ **Date Governance Rules adopted: 8 September 2022** The meeting procedures are part of the Governance Rules and are not adopted separately. They are included as Chapters 2-4.

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



Cr Louise Crawford
Mayor and Councillor

22 September 2025
St Kilda

Chris Carroll
Chief Executive Officer

22 September 2024
St Kilda

7

Financial Report

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Understanding the Financial Report

The Financial Report includes a General Purpose Financial Report and a Performance Statement for the Port Phillip Council for the year ended 30 June 2025.

The report highlights Council's financial performance and overall position at the close of the 2024/25 financial year (30 June 2025) and is presented in accordance with Australian Accounting Standards, other authoritative pronouncements of the Australian Accounting Standards Board, Urgent Issues Group Interpretations, the *Local Government Act 2020, Local Government* (Finance and Reporting) *Regulations 2004, Local Government (Governance and Integrity) Regulations 2020* and the *Local Government (Planning and Reporting) Regulations 2020.*

Introduction

As part of Council's commitment to accountability, this report has been prepared to assist readers' understanding of the Financial Report and to provide a summary of the circumstances and issues that have had a significant impact on information contained within those documents.

Council is a not-for-profit organisation and several generally recognised terms used in public company reports are not appropriate for Council.

A glossary has been included to further assist readers in understanding the Financial Report.

What is contained in the annual Financial Reports?

Council's Financial Report has two main sections: the financial statements and the accompanying notes.

There are five financial statements and 38 notes.

The five financial statements are the:

- Comprehensive Income Statement
- Balance Sheet
- Statement of Changes in Equity
- Statement of Cash Flows
- Statement of Capital Works.

The accompanying notes to the financial statements detail Council's accounting policies and the breakdown of values contained in the statements.

The Financial Report is prepared by Council staff, reviewed by the Chief Financial Officer and by the Council's Audit and Risk Committee, and then presented to the Auditor-General for audit.

Comprehensive Income Statement

The Comprehensive Income Statement is sometimes referred to as a 'Profit and Loss Statement' and presents:

- the sources of Council's **Income / Revenue** under various headings
- the **Expenses** incurred in running the Council during the year
- The **Other Comprehensive Income**, which typically includes non-cash items such as revaluation adjustments.

The key figure to look at is the surplus or (deficit) of Council for the year. This reflects Council's financial performance. The comprehensive surplus or (deficit) is equal to the movement in Council's net assets or total equity from the prior year. A positive result (no brackets) means that the revenue for the year is greater than the year's expenses.

Balance Sheet

The Balance Sheet is a one page summary, presenting a snapshot of the financial position of Council as at 30 June. It shows what Council controls as Assets and what it owes as Liabilities. The 'bottom line' of this Statement is the Net Assets. This is the net value of Council, which has been built up over many years.

The assets and liabilities are separated into current and non-current. Current assets are realisable or convertible to cash within the next 12 months, while current liabilities are those which Council must pay or settle within the next 12 months.

The components of the Balance Sheet are described here.

Current and non-current assets

- **Cash and cash equivalents** includes cash and investments – that is, cash on hand, cash held in the bank and cash investments maturing within three months.
- **Trade and other receivables** are monies owed to Council for rates, parking, fines, GST refunds, home support and other services provided by Council.
- **Other financial assets** reference the value of Council's longer term financial investments (maturity greater than three months), such as bank bills, term deposits and floating rate notes, as well as the value of shares that Council holds.
- **Non-current assets classified as held for sale** represents Council-owned land or building assets that have been earmarked for future sale.
- **Contract assets** represents income due to Council but not yet paid or billed such as interest on investments.
- **Other assets and prepayments** represents predominantly prepayments which are expenses that have been paid in advance by Council.
- **Investments in associates and joint ventures** includes Council's portion of post-acquisition profits or losses of arrangements in which they have either significant influence or joint control.
- **Property, infrastructure, plant and equipment** are the largest components of Council's worth and represent the current value of land, buildings, roads, drainage and equipment which have been purchased by, or contributed to, Council over many years. It also includes those assets which Council does not own, but has significant control over, and responsibility for, such as foreshore pavilions, parks and Crown land.
- **Right of use assets** are items Council has an exclusive right to use for the duration of a contract or lease period.

Current and non-current liabilities

- **Trade and other payables** are suppliers to whom Council owes money as at 30 June.
- **Trust funds and deposits** represent monies held in trust or deposits received and held by Council.
- **Contract and other liabilities** arise where consideration is received from customers in advance from rent, prepaid fees and government funding.
- **Provisions** include long service and annual leave entitlements owing to employees at the end of the financial year.
- **Lease liabilities** are the amounts payable by Council under contract or lease terms for the right of use assets.

Net assets

This term is used to describe the difference between the value of total assets and the value of total liabilities. It represents the net value of Council as at 30 June. The net value of Council is also known as total equity.

Total equity

Total equity always equals net assets. The components of equity include:

- **accumulated surplus** – the profit or loss results of all financial years totalled and carried forward
- **reserves –** includes asset revaluation reserves, which are the difference between the previously recorded value of assets and their current valuations; and general reserves, which are allocations from the accumulated surplus for specific projects.

Statement of changes in equity

During the year the value of total equity, as set out in the Balance Sheet, changes. This statement shows the values of such changes and how they arose.

The main reasons for changes in equity stem from:

- the 'profit or loss' from operations, as described in the Statement of Comprehensive Income
- transfers to and from Council's reserves
- revaluation of assets.

Statement of cash flows

The Statement of Cash Flows summarises Council's cash payments and cash receipts for the year. The values differ from those shown in the Statement of Comprehensive Income due to the requirement to include GST (which is not a cost to Council as it is recovered from the ATO), and because it is prepared on a cash basis not an accrual basis.

Cash in this statement refers to bank deposits and other forms of highly liquid investments maturing within three months that can readily be converted to cash.

This statement provides the reader with an indication of Council's liquidity and its capacity to pay its debts and other liabilities. It also reflects Council's ability to fulfil its ongoing operating payment obligations, investment in community assets and ongoing financing transactions.

Council's cash arises from, and is used in, three main areas:

Operating activities

- **Receipts:** All cash received into Council's bank account from ratepayers and others who owed money to Council. Receipts also include the interest earnings from Council's cash investments.
- **Payments:** all cash paid by Council from its bank account to staff and creditors. It does not include the costs associated with the creation of assets.

Investing activities

- Relates to payments for assets such as building improvements, footpaths and road renewals and other long term revenue-producing assets and the cash received from the sale of these assets. It also shows the movement in investments.

Financing activities

- This is where the receipt and repayment of borrowed funds are recorded.

Statement of Capital Works

The Statement of Capital Works expands on the payments Council has made for property, infrastructure, plant and equipment identified in the Statement of Cash Flow. It is prepared on a cash basis, not an accrual basis.

Council's capital works occurs in three main areas:

- **Property** relates to land and buildings. Improvements to existing assets are separately identified and heritage buildings are separated from other buildings.
- **Plant and Equipment** comprises fixtures, fittings and furniture, computers and telecommunications, library books, heritage plant and equipment and other plant, machinery and equipment.
- **Infrastructure** includes roads, bridges, footpaths and cycleways, drainage, recreational, leisure and community facilities, waste management, parks, open space and streetscapes, and off-street car parks.

Council's total capital works payments for the year are categorised as new, renewal, expansion or upgrade.

This statement reflects Council's investment in a broad spectrum of community assets. It also demonstrates whether the expenditure was made for new assets or modifications to existing assets.

Notes to the accounts

The notes are a very important and informative section of the report. They enable the reader to understand the basis upon which the values shown in the statements are established and are necessary to provide details of Council's accounting policies.

In addition to providing details of accounting policies, the notes also explain many of the summary figures contained in the statements. The note cross references are shown beside the relevant items in the Statement of Comprehensive Income, Balance Sheet, Statement of Changes in Equity, Statement of Cash Flows and the Statement of Capital Works.

Where Council wishes to disclose other information that cannot be incorporated into the statements, then this is shown in the notes.

Notes are grouped into the following categories:

- Performance against budget.
- Analysis of Council results by program.
- Funding for delivery of our services.
- The cost of delivering services.
- Investing in and financing our operations.
- Assets we manage.
- People and relationships.
- Managing uncertainties.
- Other matters.
- Change in accounting policy.

The notes should be read together with the other parts of the financial statements to get a clear picture of the accounts.

Performance Statement

The Performance Statement reports sustainable capacity performance, service performance and financial performance including forecast results for the next four years from the Council Plan. It also includes a description of the municipal district, including its size, location and population and has been prepared in accordance with the *Local Government Act 2020* and the *Local Government (Planning and Reporting) Regulations 2020*.

Statements by Principal Accounting Officer and Councillors

The Certification by the Principal Accounting Officer is a statement made by the person responsible for the financial management of the Council that, in their opinion, the financial statements have met all the statutory and professional reporting requirements.

The certification by Councillors and the Chief Executive Officer is a statement made on behalf of the Council that, in their opinion, the financial statements are fair and not misleading.

Auditor General's Report

The Independent Audit Report is the external and independent opinion on the financial statements. The audit opinion confirms that the financial statements fairly present the results in all material respects of the Council and comply with the statutory reporting requirements of the *Local Government Act 2020* and the *Local Government (Planning and Reporting) Regulations 2020*. A separate Independent Audit report is also provided on the Performance Statement, which confirms that it fairly presents in all material aspects the Council's performance in accordance with the statutory requirements of the *Local Government Act 2020* and the *Local Government (Planning and Reporting) Regulations 2020*.

Certification of the financial statements

In my opinion, the accompanying financial statements have been prepared in accordance with the *Local Government Act 2020*, the *Local Government (Planning and Reporting) Regulations 2020*, the Australian Accounting Standards and other mandatory professional reporting requirements.

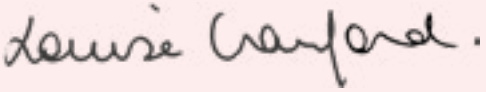
Peter Liu CPA
Principal Accounting Officer

22 September 2025
St Kilda

In our opinion, the accompanying financial statements present fairly the financial transactions of the City of Port Phillip for the year ended 30 June 2025 and the financial position of the Council as at that date.

At the date of signing, we are not aware of any circumstances that would render any particulars in the financial statements to be misleading or inaccurate.

We have been authorised by the Council and by the Local Government (Planning and Reporting) Regulations 2020 to certify the financial statements in their final form.



Louise Crawford
Mayor and Councillor

22 September 2025
St Kilda

Bryan Mears
Councillor

22 September 2025
St Kilda

Chris Carroll
Chief Executive Officer

22 September 2025
St Kilda

Independent Auditor's Report

Victorian Auditor-General's Office

To the Councillors of Port Phillip City Council

Opinion	I have audited the financial report of Port Phillip City Council (the council) which comprises the: • balance sheet as at 30 June 2025 • comprehensive income statement for the year then ended • statement of changes in equity for the year then ended • statement of cash flows for the year then ended • statement of capital works for the year then ended • notes to the financial statements, including material accounting policy information • certification of the financial statements. In my opinion the financial report presents fairly, in all material respects, the financial position of the council as at 30 June 2025 and their financial performance and cash flows for the year then ended in accordance with the financial reporting requirements of Part 4 of the *Local Government Act 2020*, the Local Government (Planning and Reporting) Regulations 2020 and applicable Australian Accounting Standards.
Basis for Opinion	I have conducted my audit in accordance with the *Audit Act 1994* which incorporates the Australian Auditing Standards. I further describe my responsibilities under that Act and those standards in the *Auditor's Responsibilities for the Audit of the Financial Report* section of my report. My independence is established by the *Constitution Act 1975*. My staff and I are independent of the council in accordance with the ethical requirements of the Accounting Professional and Ethical Standards Board's APES 110 *Code of Ethics for Professional Accountants* (the Code) that are relevant to my audit of the financial report in Victoria. My staff and I have also fulfilled our other ethical responsibilities in accordance with the Code. I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.
Councillors' responsibilities for the financial report	The Councillors of the council are responsible for the preparation and fair presentation of the financial report in accordance with Australian Accounting Standards, the *Local Government Act 2020* and the Local Government (Planning and Reporting) Regulations 2020, and for such internal control as the Councillors determine is necessary to enable the preparation and fair presentation of a financial report that is free from material misstatement, whether due to fraud or error. In preparing the financial report, the Councillors are responsible for assessing the council's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless it is inappropriate to do so.

Level 31 / 35 Collins Street, Melbourne Vic 3000
T 03 8601 7000 enquiries@audit.vic.gov.au www.audit.vic.gov.au

Auditor's responsibilities for the audit of the financial report	As required by the *Audit Act 1994*, my responsibility is to express an opinion on the financial report based on the audit. My objectives for the audit are to obtain reasonable assurance about whether the financial report as a whole is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with the Australian Auditing Standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of this financial report. As part of an audit in accordance with the Australian Auditing Standards, I exercise professional judgement and maintain professional scepticism throughout the audit. I also: • identify and assess the risks of material misstatement of the financial report, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control. • obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the council's internal control • evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Councillors • conclude on the appropriateness of the Councillors' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the council's ability to continue as a going concern. If I conclude that a material uncertainty exists, I am required to draw attention in my auditor's report to the related disclosures in the financial report or, if such disclosures are inadequate, to modify my opinion. My conclusions are based on the audit evidence obtained up to the date of my auditor's report. However, future events or conditions may cause the council to cease to continue as a going concern. • evaluate the overall presentation, structure and content of the financial report, including the disclosures, and whether the financial report represents the underlying transactions and events in a manner that achieves fair presentation. I communicate with the Councillors regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that I identify during my audit.

MELBOURNE
1 October 2025

Travis Derricott
as delegate for the Auditor-General of Victoria

Financial statements

For the year ended 30 June 2025

Comprehensive Income Statement

For the year ended 30 June 2025

$'000

	Note	2025	2024
Income / Revenue			
Rates and charges	3.1	152,189	146,070
Statutory fees and fines	3.2	27,285	23,478
User fees	3.3	44,434	41,237
Grants - operating	3.4	12,150	8,940
Grants - capital	3.4	4,489	5,895
Contributions - monetary	3.5	5,912	2,277
Contributions - non-monetary	3.5	3,828	1,674
Other income	3.7	33,822	32,835
Total Income/ Revenue		**284,109**	**262,406**
Expenses			
Employee costs	4.1	111,168	109,466
Materials and services	4.2	88,933	91,937
Depreciation	4.3	23,733	23,157
Depreciation - right-of-use assets	4.4	1,638	1,469
Allowance for impairment losses	4.5	4,681	3,347
Finance costs - leases	4.6	456	464
Net (gain) or loss on disposal of property, infrastructure, plant and equipment	3.6	1,508	8,129
Other expenses	4.7	21,778	18,346
Share of net losses of associates and joint ventures	6.3	31	27
Total Expenses		**253,926**	**256,342**
Surplus / (Deficit) for the year		**30,183**	**6,064**
Other comprehensive income			
Items that will not be reclassified to surplus or deficit in future periods			
Net asset revaluation gain/(loss)	9.1	149,601	(80,883)
Total other comprehensive income		**149,601**	**(80,883)**
Total comprehensive result		**179,784**	**(74,819)**

The above comprehensive income statement should be read in conjunction with the accompanying notes.

Balance Sheet

As at 30 June 2025

$'000

	Note	2025	2024
Assets			
Current assets			
Cash and cash equivalents	5.1	17,136	19,212
Trade and other receivables	5.1	40,641	38,652
Other financial assets	5.1	63,000	112,500
Prepayments	5.2	1,496	3,325
Non-current assets classified as held for sale	6.1	1,202	1,202
Contract assets	5.1	1,698	5,346
Other assets	5.2	-	3,880
Total current assets		**125,173**	**184,117**
Non-current assets			
Trade and other receivables	5.1	609	588
Other financial assets	5.1	25,023	13,000
Investments in associates, joint arrangements and subsidiaries	6.3	157	188
Property, infrastructure, plant and equipment	6.2	3,671,479	3,430,425
Right-of-use assets	5.7	7,192	7,129
Total non-current assets		**3,704,460**	**3,451,330**
Total assets		**3,829,633**	**3,635,447**
Liabilities			
Current liabilities			
Trade and other payables	5.3	15,894	9,501
Trust funds and deposits	5.3	6,978	6,624
Contract and other liabilities	5.3	2,913	2,812
Provisions	5.4	16,844	19,737
Lease liabilities	5.7	1,610	1,230
Total current liabilities		**44,239**	**39,904**
Non-current liabilities			
Provisions	5.4	3,179	2,617
Lease liabilities	5.7	5,897	6,082
Total non-current liabilities		**9,076**	**8,699**
Total liabilities		**53,315**	**48,603**
Net Assets		**3,776,318**	**3,586,844**
Equity			
Accumulated surplus		731,567	637,253
Reserves	9.1	3,044,750	2,949,591
Total Equity		**3,776,318**	**3,586,844**

The above balance sheet should be read in conjunction with the accompanying notes.

Statement of Changes in Equity

For the year ended 30 June 2025

$'000

	Note	Total	Accumulated Surplus	Revaluation Reserve	Other Reserves
2025					
Balance at beginning of the financial year		**3,586,844**	637,253	2,796,912	152,679
Adjustment to opening retained earnings*		**9,690**	9,690	-	-
Adjusted Opening balance		**3,596,534**	**646,943**	**2,796,912**	**152,679**
Surplus/(deficit) for the year		**30,183**	30,183	-	-
Net asset revaluation gain/(loss)	6.2	**149,601**	-	149,601	-
Transfers to other reserves	9.1	-	(51,874)	-	51,874
Transfers from other reserves	9.1	-	106,315	-	(106,315)
Balance at end of the financial year		**3,776,318**	**731,567**	**2,946,513**	**98,238**
2024					
Balance at beginning of the financial year		**3,660,613**	641,248	2,877,795	141,570
Adjustment to opening retained earnings**		1,050	1,050	-	-
Adjusted Opening balance		**3,661,663**	**642,298**	**2,877,795**	**141,570**
Surplus/(deficit) for the year		**6,064**	6,064	-	-
Net asset revaluation gain/(loss)	6.2	**(80,883)**	-	(80,883)	-
Transfers to other reserves	9.1	-	(41,564)	-	41,564
Transfers from other reserves	9.1	-	30,455	-	(30,455)
Balance at end of the financial year		**3,586,844**	**637,253**	**2,796,912**	**152,679**

* Council discontinued Moubray Road which reverted it to unreserved Crown Land in August 2023. During 2024/25 it was confirmed that Council were appointed Committee of Management of the land parcel by the Minister for Environment on 24 May 2024. Opening retained earnings (equity) has been adjusted to reflect the impact on the prior year results.

** In 2007 Council transferred land and buildings to Port Phillip Housing to be used for Community Housing purposes. This included the parcel at 28A Woodstock Street which was transferred/disposed from our asset register in error. During 2023/24, ownership of this asset has been confirmed to have been with Council, therefore opening retained earnings (equity) has been adjusted to reflect the impact on the prior year results.

The above statement of changes in equity should be read in conjunction with the accompanying notes.

Statement of Cash Flows

For the year ended 30 June 2025

$'000

	Note	Inflows / (Outflows) 2025	Inflows / (Outflows) 2024
Cash flows from operating activities			
Rates and charges		152,199	142,231
Statutory fees and fines		21,482	19,371
User fees		44,528	43,004
Grants - operating		16,732	7,945
Grants - capital		4,489	5,895
Contributions - monetary		5,912	2,277
Interest received		5,742	7,050
Trust funds and deposits taken		23,913	22,654
Other receipts		19,474	16,860
Net GST refund		13,438	10,124
Employee costs		(113,985)	(107,659)
Materials and services		(89,657)	(101,319)
Short-term, low value and variable lease payments		(856)	(521)
Trust funds and deposits repaid		(23,559)	(22,991)
Other payments		(13,816)	(10,120)
Net cash provided by / (used in) operating activities	9.2	**66,036**	**34,801**
Cash flows from investing activities			
Payments for property, infrastructure, plant and equipment	6.2	(103,912)	(38,353)
Proceeds from sale of property, infrastructure, plant and equipment	3.6	285	130
Payments for investments		(88,023)	(125,500)
Proceeds from sale of investments		125,500	133,494
Net cash provided by / (used in) investing activities		**(66,150)**	**(30,229)**
Cash flows from financing activities			
Interest paid- lease liability		(456)	(464)
Repayment of lease liabilities		(1,506)	(1,333)
Net cash provided by / (used in) financing activities		**(1,962)**	**(1,797)**
Net increase (decrease) in cash and cash equivalents		(2,076)	2,775
Cash and cash equivalents at the beginning of the financial year		19,212	16,437
Cash and cash equivalents at the end of the financial year		**17,136**	**19,212**
Financing arrangements	5.5		

The above statement of cash flows should be read in conjunction with the accompanying notes.

Statement of Capital Works

For the year ended 30 June 2025

$'000

	Note	2025	2024
Property			
Land		51,246	-
Total land		**51,246**	-
Buildings		23,484	10,542
Total buildings		**23,484**	**10,542**
Total property		**74,730**	**10,542**
Plant and equipment			
Plant, machinery and equipment		3,149	2,875
Fixtures, fittings and furniture		337	251
Computers and telecommunications		714	431
Library books		709	627
Total plant and equipment		**4,909**	**4,184**
Infrastructure			
Roads		2,797	2,856
Bridges		141	61
Footpaths and cycleways		5,118	2,654
Drainage		997	1,944
Parks, open space and streetscapes		15,220	12,232
Total infrastructure		**24,273**	**19,747**
Total capital works expenditure		**103,912**	**34,473**
Deposit for land purchase	5.2	-	3,880
Total capital works expenditure including deposit for land		**103,912**	**38,353**
Represented by:			
New asset expenditure		56,906	4,391
Asset renewal expenditure		16,430	13,954
Asset expansion expenditure		6,966	2,784
Asset upgrade expenditure		23,610	13,344
Total capital works expenditure		**103,912**	**34,473**

The above statement of capital works should be read in conjunction with the accompanying notes.

Notes to the Financial Report for the year ended 30 June 2025

Note 1 Overview

Introduction

The City of Port Phillip was established by an Order of the Governor in Council on 22 June 1994 and is a body corporate. The Council's main office is located at 99a Carlisle Street, St Kilda.

Statement of compliance

These financial statements are a general purpose financial report that consists of a Comprehensive Income Statement, Balance Sheet, Statement of Changes in Equity, Statement of Cash Flows, Statement of Capital Works and Notes accompanying these financial statements. The general purpose financial report complies with the Australian Accounting Standards (AAS), other authoritative pronouncements of the Australian Accounting Standards Board, the *Local Government Act 2020*, and the *Local Government (Planning and Reporting) Regulations 2020*.

The Council is a not-for-profit entity and therefore applies the additional AUS paragraphs applicable to a not-for-profit entity under the Australian Accounting Standards.

Accounting policy information

1.1 Basis of accounting

Accounting policies are selected and applied in a manner which ensures that the resulting financial information satisfies the concepts of relevance and reliability, thereby ensuring that the substance of the underlying transactions or other events is reported. Specific accounting policies applied are disclosed in sections where the related balance or financial statement matter is disclosed.

The accrual basis of accounting has been used in the preparation of these financial statements, except for the cash flow information, whereby assets, liabilities, equity, income and expenses are recognised in the reporting period to which they relate, regardless of when cash is received or paid.

The financial statements are based on the historical cost convention unless a different measurement basis is specifically disclosed in the notes to the financial statements.

The financial statements have been prepared on a going concern basis. The financial statements are in Australian dollars. The amounts presented in the financial statements have been rounded to the nearest thousand dollars unless otherwise specified. Minor discrepancies in tables between totals and the sum of components are due to rounding.

Judgements, estimates and assumptions are required to be made about the carrying values of assets and liabilities that are not readily apparent from other sources. The estimates and associated judgements are based on professional judgement derived from historical experience and various other factors that are believed to be reasonable under the circumstances.Actual results may differ from these estimates.

Revisions to accounting estimates are recognised in the period in which the estimate is revised and also in future periods that are affected by the revision. Judgements and assumptions made by management in the application of AAS's that have significant effects on the financial statements and estimates relate to:

- the fair value of land, buildings, infrastructure, plant and equipment (refer to Note 6.2)
- the determination of depreciation for buildings, infrastructure, plant and equipment (refer to Note 6.2)
- the determination of employee provisions (refer to Note 5.4)
- the determination of whether performance obligations are sufficiently specific so as to determine whether an arrangement is within the scope of AASB 15 Revenue from Contracts with Customers or AASB 1058 Income of Not-for-Profit Entities (refer to Note 3)
- the determination, in accordance with AASB 16 Leases, of the lease term, the estimation of the discount rate when not implicit in the lease and whether an arrangement is in substance short-term or low value (refer to Note 5.7)
- whether or not AASB 1059 Service Concession Arrangements: Grantors is applicable
- other areas requiring judgements

Unless otherwise stated, all accounting policies are consistent with those applied in the prior year. Where appropriate, comparative figures have been amended to accord with current presentation, and disclosure has been made of any material changes to comparatives.

1.2 Goods and Services Tax (GST)

Income and expenses are recognised net of the amount of associated GST. Receivables and payables are stated inclusive of the amount of GST receivable or payable. The net amount of GST recoverable from, or payable to, the taxation authority is included with other receivables or payables in the balance sheet.

Note 2 Analysis of our results

2.1 Performance against budget

The performance against budget notes compare Council's financial plan, expressed through its annual budget, with actual performance. The *Local Government (Planning and Reporting) Regulations 2020* requires explanation of any material variances. Council has adopted a materiality threshold of the lower of 10 percent or $1 million where further explanation is warranted. Explanations have not been provided for variations below the materiality threshold unless the variance is considered to be material because of its nature.

These notes are prepared to meet the requirements of the *Local Government Act 2020* and the *Local Government (Planning and Reporting) Regulations 2020.*

2.1.1 Income / Revenue and expenditure

			$'000	%	
	Budget 2025	Actual 2025	Variance	Variance	Ref
Income / Revenue					
Rates and charges	150,914	152,189	1,275	0.84%	1
Statutory fees and fines	24,084	27,285	3,201	13.29%	2
User fees	44,780	44,434	(346)	(0.77%)	
Grants - operating	8,977	12,150	3,173	35.35%	3
Grants - capital	4,540	4,489	(51)	(1.12%)	
Contributions - monetary	2,496	5,912	3,416	136.86%	4
Contributions - non-monetary	-	3,828	3,828	(100.00%)	5
Other income	30,547	33,822	3,275	10.72%	6
Total income / revenue	**266,338**	**284,109**	**17,771**	**6.67%**	
Expenses					
Employee costs	109,169	111,168	(1,999)	(1.83%)	7
Materials and services	93,786	88,933	4,853	5.17%	8
Depreciation	23,148	23,733	(585)	(2.53%)	
Depreciation - Right of use assets	1,530	1,638	(108)	(7.06%)	
Allowance for impairment losses	4,203	4,681	(478)	(11.37%)	9
Finance costs - Leases	426	456	(30)	(7.04%)	
Other expenses	21,452	21,778	(326)	(1.52%)	
Net loss on disposal of property, infrastructure, plant and equipment	2,125	1,508	617	29.04%	10
Share of net profits losses of associates and joint ventures	-	31	(31)	(100.00%)	
Total expenses	**255,839**	**253,926**	**1,913**	**0.75%**	
Surplus for the year	**10,499**	**30,183**	**19,684**	**187.49%**	

2.1.1(i) Income and expenditure – explanation of material variances

Ref	Item	Explanation
1	**Rates and charges**	The favourable variance of $1.3 million is due to higher supplementary rates from property development in the municipality and an increase in interest on outstanding rates and charges.
2	**Statutory fees and fines**	The $3.2 million favourable revenue variance is primarily driven by parking enforcement infringement notices issued. This increase is largely attributed to greater traffic activity in foreshore and tourist areas during the summer and major event periods. Additionally, improved operational capacity, supported by a greater staff retention rate, has enabled more consistent and effective enforcement throughout the year.
3	**Grants - Operating**	The favourable variance of $3.2 million is largely due to: • $1.8 million prepayment of the 2025/26 Federal Government financial assistance grants. • $0.4 million additional Commonwealth funding for aged and home services to support a longer and smoother service transition. This was unbudgeted. • $1.0 million increase in additional grants received for key projects including Metro Tunnel, Middle Park Beach Renourishment and Housing Strategy.
4	**Contributions - monetary**	The favourable variance of $3.4 million is due to higher than expected property subdivisions from development within the municipality. All developer contributions have been ring-fenced in the Open Space Reserve for future public space enhancements to cater for population growth.
5	**Contributions - non-monetary**	The favourable variance of $3.8 million reflects the recognition of additional contributed assets, largely due to the completion of the ANZAC station precinct and other minor infrastructure contributions associated with new developments. Council is now required to maintain these assets ongoing.
6	**Other Income**	The favourable variance of $3.3 million has largely resulted from: • $1.5 million increase in property rental income largely due to additional sites becoming available for rent and the temporary lease of the Australia Post site back to Australia Post. • $0.9 million additional tree planting contributions received from developers. • $0.6 million due to one-off legal settlements. • $0.3 million funding secured for E-scooter trial.
7	**Employee costs**	The unfavourable variance of $2.0 million is mainly due to: • $1.0 million additional employee costs associated with externally funded project work, key projects including Metro Tunnel, Middle Park Beach Renourishment and Housing Strategy. • $0.4 million additional aged and home care services expenditure funded by the Federal Government to support a longer and smoother service transition. • $0.3 million increase in parental leave due to greater utilisation.

Ref	Item	Explanation
8	**Materials and services**	The favourable variance of $4.9 million is mainly due to: • $3.1 million net operating project spend deferred to future years (offset by Council reserves) for projects including Clever Port Phillip, Coastal Planning, Planning Scheme Amendments and In Our Backyard. • $0.8 million lower expenditure related to prior year work-in-progress, no longer being capitalised and re-allocated to expenditure (non-cash) • $0.5 million additional efficiency savings achieved through reduction in external consulting advice for planning matters, where projects were completed in house or completed with savings and other minor savings.
9	**Allowance for impairment losses**	The unfavourable variance of $0.48 million is mainly due to an increase in the value and quantity of parking infringements issued by Council.
10	**Net loss on disposal of property, infrastructure, plant and equipment**	The favourable variance of $0.62 million was mainly due to updated timing of divestment of council assets with proposed property sales deferred to future years.

2.1.2 Capital Works

			$'000	%	
	Budget 2025	Actual 2025	Variance	Variance	Ref
Property					
Land	44,897	51,246	6,349	14.14%	1
Total land	**44,897**	**51,246**	**6,349**	**14.14%**	
Buildings	28,628	23,484	(5,144)	(17.97%)	2
Total buildings	**28,628**	**23,484**	**(5,144)**	**(17.97%)**	
Total property	**73,525**	**74,730**	**1,205**	**1.64%**	
Plant and equipment					
Plant, machinery and equipment	2,675	3,149	474	17.72%	3
Fixtures, fittings and furniture	735	337	(398)	(54.15%)	4
Computers and telecommunications	750	714	(36)	(4.80%)	
Library books	702	709	7	1.00%	
Total plant and equipment	**4,862**	**4,909**	**47**	**0.97%**	
Infrastructure					
Roads	3,352	2,797	(555)	(16.56%)	5
Bridges	352	141	(211)	(59.94%)	6
Footpaths and cycleways	5,608	5,118	(490)	(8.74%)	7
Drainage	1,310	997	(313)	(23.89%)	8
Parks, open space and streetscapes	20,777	15,220	(5,557)	(26.75%)	9
Total infrastructure	**31,399**	**24,273**	**(7,126)**	**(22.69%)**	
Total capital works expenditure	**109,786**	**103,912**	**(5,874)**	**(5.35%)**	
Represented by:					
New asset expenditure	52,974	56,906	3,932	7.42%	10
Asset renewal expenditure	19,399	16,430	(2,969)	(15.30%)	11
Asset expansion expenditure	7,140	6,966	(174)	(2.44%)	12
Asset upgrade expenditure	30,273	23,610	(6,663)	(22.01%)	13
Total capital works expenditure	**109,786**	**103,912**	**(5,874)**	**(5.35%)**	

2.1.2(i) Capital Works - Explanation of Material Variances

Ref	Item	Explanation
1	**Land**	Investment in land for open space exceeded budget by $6.3 million primarily due to the timing of deposit recognition for a land purchase, and brought forward land acquisitions in St Kilda East that were originally planned for future years.
2	**Building**	Building capital spend was $5.1 million lower than budget mainly due to the deferral of several building projects to 2025/26 and future years. Key contributing factors included asbestos-related and known seismic delays impacting South Melbourne Town Hall Renewal, resource constraints affecting the SMM Project Connect, extended timelines required to award the design contract for Albert Park Bowls Club Pavilion and delays for both Palais Theatre Concrete Spalling and the Electronic Security Expansion Upgrade project.
3	**Plant, machinery and equipment**	Plant, machinery and equipment capital spend was $0.5 million greater than budget due to accelerated expenditure on parking sensor replacements, prompted by sensor failures, and increased procurement of bins to address higher-than-anticipated volumes of bin repairs.
4	**Fixtures, fittings and furniture**	Fixtures, fittings and furniture capital spend was $0.4 million lower than budget primarily driven by cost savings for the Workplace Renewal and Upgrade Program, following a revised project scope. Additionally, the deferral of the St Kilda Library Furniture Replacement to future years - due to delays arising from consultation with Heritage Victoria - contributed to the underspend.
5	**Roads**	Roads capital spend was $0.6 million lower than budget due to the partial deferral of the Park Street road construction project to future years, due to delays associated with the constructions works.
6	**Bridges**	Bridges capital spend was $0.2 million lower than budget due to savings achieved in the design phase of the Broadway Bridge renewal project.
7	**Footpaths and cycleways**	Footpaths and cycleways capital spend was $0.5 million lower than budget primarily attributable to cost savings for the West Beach Boardwalk accessibility project, as less contingency was required for the management of contaminated soil than initially anticipated.
8	**Drainage**	Drainage capital spend was $0.3 million lower than budget and was achieved through savings and efficiencies in the delivery of the Stormwater Capital Works Program.
9	**Parks, open space and streetscapes**	Parks, open space and streetscapes was $5.6 million lower than budget mainly driven by the deferral of several projects to future years, due to resource constraints and updates to project scope and design. The impacted projects include Gasworks Arts Park - Park Upgrade, JL Murphy Pitch Upgrade, Sol Green Reserve Upgrade and Sandridge Recreation Precinct. Additionally, cost savings were realised for the JL Murphy Pitch upgrade as a result of lower-than-expected soil contamination.
10	**New asset expenditure**	New asset expenditure was $3.9 million greater than budget primarily related to funding brought forward from future years to support land acquisitions.
11	**Asset renewal expenditure**	Asset renewal expenditure was $3 million less than budget mainly due to deferral of building renewal works impacted by resource constraints, asbestos-related and known seismic delays, extended timelines required to award design contracts and project scope changes.
12	**Asset expansion expenditure**	Asset expansion expenditure was $0.2 million less than budget mainly due to deferral of open space and building programs to future years to address the impacts of resourcing, design updates and project scope changes.
13	**Asset upgrade expenditure**	Asset upgrade expenditure was $6.7 million less than budget mainly due to deferral of building, parks and open space programs driven by resource constraints, project scope changes and design updates.

2.2 Analysis of Council results by program

Council delivers its functions and activities through the following programs.

2.2.1 Community Wellbeing and Inclusion

The Community Wellbeing and Inclusion division plays a vital role in delivering high-quality services and programs, that enhance the lives of everyone who lives, works, learns, and plays in our city — from newborns to older adults.

We are especially committed to supporting those who face barriers to participation, ensuring they can fully engage with all that the City of Port Phillip has to offer.

Our team is made up of passionate professionals — from frontline service providers to policy developers — all working together to create inclusive, welcoming environments that foster wellbeing and connection.

We work in close partnership with other organisations and community groups to amplify impact, build local capacity, and strengthen social cohesion. These collaborations are key to creating sustainable, community-led solutions that reflect the diverse needs and aspirations of our residents.

We approach our work guided by evidence and driven by outcomes, we strive to ensure our programs are not only effective but truly make a meaningful difference in people's lives.

City Growth and Development

The City Growth and Development division plays a central role in shaping the cultural, economic, and built environment of Port Phillip – making it safer, more vibrant, and sustainable now and into the future.

We focus on services that enhance community safety and amenity, and champion sustainability through strategic planning, infrastructure delivery, and community programs that promote long-term environmental resilience. Our transport projects make it easier and safer for people to move around the City as it grows. This includes leading the delivery of Fishermans Bend as Australia's largest urban renewal project.

We lead statutory planning and building solutions, manage the impacts of new development and land use changes to protect the unique character and heritage of our City. Our work ensures that growth is thoughtfully managed and aligned with community values.

We support economic development through cultural activation and place promotion, including the landmark declaration of St Kilda as Victoria's first Live Music Precinct. Our placemaking, urban design, and planning strategies help create welcoming, dynamic spaces across the municipality. Our team delivers Council's Festivals program and manages the iconic Esplanade Market, enriching the cultural life of Port Phillip.

Operations and Infrastructure

The Operations and Infrastructure division provides asset management, infrastructure management and maintenance, project delivery and financial support to the organisation. We work with our community and other stakeholders to build, maintain and manage our City's infrastructure, deliver quality services and projects all retaining the unique look and feel of our parks, villages and streets. We incorporate environmental sustainability into our practices, and ensure that our impact is reduced through new initiatives to maintain our City and our assets leaving the City in a better place for our community.

Our team works across 4 departments. Our staff aim to provide the best customer experience to our residents and visitors with each interaction. Not only does this include when residents contact us for a request, but also when walking down the street, into our parks, Council facilities and onto our foreshore.

The Division's priorities include getting the most from our investment in assets, delivering high quality services and ensuring the financial sustainability of Council.

Governance & Performance

The division provides governance and advocacy, corporate planning, enterprise portfolio management office, risk and assurance and stakeholder engagement functions to support service delivery.

Our team delivers a broad range of services including advice on governance issues, Council meetings, Council elections, administrative support to Councillors, Freedom of Information as well as Privacy.

We lead Council's advocacy and grants program to influence policy and secure funding to enhance community wellbeing, infrastructure and environmental sustainability. We champion community engagement to ensure that the voice of our community is reflected in the decisions that Council make.

We strategically manage Council's business enterprise risks, compliance, insurance, assurance and business continuity frameworks.

Organisational Capability and Experience

The division provides oversight for customer experience and transformation, people, culture and safety, digital and technology services, and South Melbourne Market operations.

Responsible for embedding a customer-centric mindset, customer culture and capability across the organisation, improving customer experience and making it easier for our customers to access services and interact with Council, and supporting staff to implement and adapt to change.

Enables an employee experience where our people feel welcomed, safe, informed and equipped to contribute and perform at their best. This includes employee and industrial relations, HR business partnering services, recruitment, organisational development and health safety and wellbeing (including Child safety).

Designs the technology infrastructure approach for the organisation, manage all core systems, applications and cyber security, provide data insights and reporting, manage Council's information and records, and deliver digital solutions, continuous improvement and transformation.

Manages all elements of South Melbourne Market operations to ensure a positive experience for the community and traders, including asset management and market operations, marketing and promotion, and retail management and licencing.

2.2.2 Summary of income / revenue, expenses, assets and capital expenses by program

$'000

	Income/ Revenue	Expenses	Surplus/ (Deficit)	Grants included in income/ revenue	Total Assets
2025					
Community Wellbeing and Inclusion	14,455	42,203	(27,748)	4,288	636,493
City Growth and Development	62,327	51,587	10,740	638	778,019
Operations and Infrastructure	194,402	119,998	74,404	11,713	1,809,773
Goverance and Organisational Performance	222	9,520	(9,298)	-	143,578
Organisational Capability and Experience	12,703	30,618	(17,915)	-	461,771
	284,109	**253,926**	**30,183**	**16,639**	**3,829,633**
2024					
Community Wellbeing and Inclusion	15,594	44,994	(29,400)	6,424	638,103
City Growth and Development	52,138	48,556	3,582	687	688,619
Operations and Infrastructure	182,543	123,654	58,889	7,724	1,753,671
Governance and Organisational Performance	172	8,307	(8,135)	-	117,810
Organisational Capability and Experience	11,959	30,831	(18,872)	-	437,244
	262,406	**256,342**	**6,064**	**14,835**	**3,635,447**

Note 3 Funding for the delivery of our services

3.1 Rates and charges

Council uses CIV (Capital Improved Value) as the basis of valuation for rating purposes of all properties within the municipal district. The CIV of a property is the value of the property including both land and all improvements

The valuation base used to calculate general rates for 2024/25 was $75.8 billion (2023/24 $75.0 billion).

	$'000	
	2025	2024
General rates	135,414	130,950
Cultural and recreational land	187	182
Waste management charge	15,015	14,499
Special rates and charges	900	873
Special rates and charges applied	(907)	(931)
Supplementary rates and rate adjustments	1,256	591
Specific rate rebates	(610)	(686)
Interest on rates and charges	934	592
Total rates and charges	**152,189**	**146,070**

The date of the general revaluation of land for rating purposes within the municipal district was 1 January 2024 and the valuation was first applied in the rating year commencing 1 July 2024.

Annual rates and charges are recognised as income when Council issues annual rates notices.Supplementary rates are recognised when a valuation and reassessment is completed and a supplementary rates notice issued.

3.2 Statutory fees and fines

	$'000	
	2025	2024
Parking fines and parking permits	23,008	19,468
Infringements and costs	308	256
Court recoveries	82	51
Town planning fees	1,484	1,520
Land information certificates	279	271
Permits	2,124	1,912
Total statutory fees and fines	**27,285**	**23,478**

Statutory fees and fines (including parking fines and permits) are recognised as income when the service has been provided, the payment is received, or when the penalty has been applied, whichever first occurs.

3.3 User fees

$'000

	2025	2024
Parking fees	22,400	20,894
Aged and health services	298	480
Leisure centre and recreation	984	912
Child care/children's programs	10,150	8,987
Registration and other permits	7,140	6,741
Building services	957	966
Waste management services	361	314
Markets	835	717
Towing	926	890
Other fees and charges	383	336
Total user fees	**44,434**	**41,237**
User fees by timing of revenue recognition		
User fees recognised at a point in time	44,434	41,237
Total user fees	**44,434**	**41,237**

User fees are recognised as revenue at a point in time. Recognition is based on the underlying contractual terms.

3.4 Funding from other levels of government

$'000

	2025	2024
Grants were received in respect of the following :		
Summary of grants		
Commonwealth funded grants	9,401	3,744
State funded grants	7,238	11,091
Total grants received	**16,639**	**14,835**
a) Operating Grants		
Recurrent – Commonwealth Government		
Aged and home care	1,519	2,657
Community health	255	291
Financial Assistance Grants	5,144	145
Recurrent - State Government		
Aged and home care	91	733
Building	138	276
Community health	63	60
Family and children	1,145	1,236
Libraries	755	755
Maternal and child health	939	876
Other	488	439
Recreation	119	120
School crossing supervisors	219	206
Total recurrent operating grants	**10,875**	**7,794**
Non-recurrent – Commonwealth Government		
Community health	-	11
Family and children	22	40
Other	118	3
Non-recurrent – State Government		
Community health	-	60
Family and children	25	25
General home care	(152)	-
Maternal and Child Health	47	99
Foreshore	350	-
Other	725	496
Parks and Streetscapes	-	25
Sustainability	140	387
Total non-recurrent operating grants	**1,275**	**1,146**
Total operating grants	**12,150**	**8,940**

	$'000	
	2025	2024
b) Capital Grants		
Recurrent – Commonwealth Government		
Roads to recovery	361	278
Total recurrent capital grants	**361**	**278**
Non-recurrent – Commonwealth Government		
Buildings	250	1,505
Footpaths and cycleways	1,262	420
Other	11	22
Parks and Streetscapes	481	3,377
Roads	141	19
Non-recurrent – State Government		
Building	156	167
Footpath and cycleway	183	-
Parks and streetscapes	1,627	6
Recreation	-	101
Roads	17	-
Total non-recurrent capital grants	**4,128**	**5,617**
Total capital grants	**4,489**	**5,895**

c) Recognition of grant income

Before recognising funding from government grants as revenue the Council assesses whether there is a contract that is enforceable and has sufficiently specific performance obligations in accordance with *AASB 15 Revenue from Contracts with Customers*. When both these conditions are satisfied, the Council:

- identifies each performance obligation relating to revenue under the contract/agreement
- determines the transaction price
- recognises a contract liability for its obligations under the agreement
- recognises revenue as it satisfies its performance obligations, at the time or over time when services are rendered.

Where the contract is not enforceable and/or does not have sufficiently specific performance obligations, the Council applies *AASB 1058 Income for Not-for-Profit Entities*.

Grant revenue with sufficiently specific performance obligations is recognised over time as the performance obligations specified in the underlying agreement are met. Where performance obligations are not sufficiently specific, grants are recognised on the earlier of receipt or when an unconditional right to receipt has been established. Grants relating to capital projects are generally recognised progressively as the capital project is completed. The following table provides a summary of the accounting framework under which grants are recognised.

Income recognised under AASB 1058 *Income of Not-for-Profit Entities*		
General purpose	5,559	1,482
Specific purpose grants to acquire non-financial assets	3,485	3,437
Other specific purpose grants	4,817	6,422
Revenue recognised under AASB 15 *Revenue from Contracts with Customers*		
Specific purpose grants	2,778	3,494
	16,639	**14,835**

	$'000	
	2025	2024
(d) Unspent grants received on condition that they be spent in a specific manner		
Operating		
Balance at start of year	1,469	5,287
Received during the financial year and remained unspent at balance date	1,950	676
Received in prior years and spent during the financial year	(341)	(4,494)
Balance at year end	**3,078**	**1,469**
Capital		
Balance at start of year	6,349	6,187
Received during the financial year and remained unspent at balance date	827	3,150
Received in prior years and spent during the financial year	(2,783)	(2,988)
Balance at year end	**4,393**	**6,349**

Unspent grants are determined and disclosed on a cash basis.

3.5 Contributions

	$'000	
	2025	2024
Monetary	5,912	2,277
Non-monetary	3,828	1,674
Total contributions	**9,740**	**3,951**
Contributions of non monetary assets were received in relation to the following asset classes.		
Land	-	1,500
Roads	2,510	-
Drains	740	-
Open Space	570	-
Other infrastructure	–	19
Heritage plant and equipment	8	155
Total non-monetary contributions	**3,828**	**1,674**

Monetary and non monetary contributions are recognised as income at their fair value when Council obtains control over the contributed asset.

3.6 Net gain / (loss) on disposal of property, infrastructure, plant and equipment

	$'000	
	2025	2024
Proceeds of sale	285	130
Written down value of assets disposed	(1,793)	(8,259)
Total net gain/(loss) on disposal of property, infrastructure, plant and equipment	**(1,508)**	**(8,129)**

The profit or loss on sale of an asset is determined when control of the asset has passed to the buyer.

3.7 Other income

	$'000	
	2025	2024
Interest	6,088	7,396
Property rental	14,801	13,230
Other rent	8,246	7,619
Other	4,687	4,590
Total other income	**33,822**	**32,835**

Interest is recognised as it is earned.

Other income is measured at the fair value of the consideration received or receivable and is recognised when Council gains control over the right to receive the income.

Note 4 The cost of delivering services

4.1 Employee costs

(a) Employee costs		
Wages and salaries	80,404	77,045
WorkCover*	3,390	2,133
Casual, temporary and agency staff	6,582	8,555
Superannuation	10,535	9,644
Fringe benefits tax	381	263
Annual and long service leave	9,319	9,342
Cessation of service costs	-	1,678
Other	557	806
Total employee costs	**111,168**	**109,466**

* WorkCover increase was largely due to higher Local Government sector WorkCover industry rates which impacted the premium paid in 2024/25.

(b) Superannuation		
Council made contributions to the following funds:		
Defined benefit fund		
Employer contributions to Local Authorities Superannuation Fund (Vision Super)	217	257
	217	**257**
Employer contributions payable at reporting date.	-	-
Accumulation funds		
Employer contributions to Local Authorities Superannuation Fund (Vision Super)	4,441	4,435
Employer contributions - other funds	5,789	4,952
	10,230	**9,387**
Employer contributions payable at reporting date.	-	-

Contributions made exclude amounts accrued at balance date. Refer to note 9.3 for further information relating to Council's superannuation obligations.

4.2 Materials and services

	$'000	
	2025	2024
Waste management contracts	15,049	14,397
Maintenance and construction contracts	12,937	14,009
Parks and gardens contract	11,933	12,046
Consultants	8,466	9,175
Family and community support contracts	5,472	5,846
Parking administration contracts	6,870	6,309
Building and general maintenance	4,185	5,524
Office administration	4,719	5,913
Information technology	6,010	5,659
Utilities	3,161	2,995
Cleaning contract	4,421	4,421
Insurance	2,689	2,620
Security	1,884	2,049
Other contract payments	1,137	974
Total materials and services	**88,933**	**91,937**

Expenses are recognised as they are incurred and reported in the financial year to which they relate.

4.3 Depreciation

	$'000	
	2025	2024
Property	5,920	5,868
Plant and equipment	3,773	3,779
Infrastructure	14,040	13,510
Total depreciation	**23,733**	**23,157**

Refer to note 6.2 for a more detailed breakdown of depreciation and accounting policy.

4.4 Depreciation - Right of use assets

	$'000	
	2025	2024
Vehicles	1,385	1,374
Property, plant and equipment	253	95
Total Depreciation - Right of use assets	**1,638**	**1,469**

4.5 Allowance for impairment losses

	$'000	
	2025	2024
Parking fine debtors	4,352	3,399
Other debtors	329	(52)
Total allowance for impairment losses	**4,681**	**3,347**
Movement in allowance for impairment losses in respect of debtors		
Balance at the beginning of the year	35,462	33,047
New allowances recognised during the year	6,069	5,712
Amounts already allowed for and written off as uncollectible	(995)	(172)
Amounts allowed for but recovered during the year	(2,180)	(3,125)
Balance at end of year	**38,356**	**35,462**

An allowance for impairment losses in respect of debtors is recognised based on an expected credit loss model. This model considers both historic and forward looking information in determining the level of impairment.

4.6 Finance costs – leases

	$'000	
	2025	2024
Interest - Lease Liabilities	456	464
Total finance costs	**456**	**464**

4.7 Other expenses

		$'000
	2025	2024
Contributions and donations	16,009	13,010
Auditors' remuneration - VAGO - audit of the financial statements, performance statement and grant acquittals	97	99
Auditors' remuneration - Internal	182	194
Councillors' allowances	466	485
Operating lease rentals	856	521
Bank charges	624	590
Catering costs	188	192
Subscriptions	838	916
Other	2,518	2,339
Total other expenses	**21,778**	**18,346**

Note 5 Investing in and financing our operations

5.1 Financial assets

(a) Cash and cash equivalents		
Cash on hand	3	4
Cash at bank	13,133	19,208
Term deposits	4,000	-
Total cash and cash equivalents	**17,136**	**19,212**
(b) Other financial assets		
Current		
Term deposits	63,000	112,500
Total current other financial assets	**63,000**	**112,500**
Non-Current		
Term deposits and floating rate notes	25,018	12,995
Shares in Municipal Associations Purchasing Scheme (MAPS)	5	5
Total non-current other financial assets	**25,023**	**13,000**
Total other financial assets	**88,023**	**125,500**
Total cash and cash equivalents and other financial assets	**105,159**	**144,712**

Cash and cash equivalents include cash on hand, deposits at call, and other highly liquid investments with original maturities of three months or less, net of outstanding bank overdrafts.

Other financial assets are valued at fair value, at balance date. Term deposits are measured at original cost. Any unrealised gains and losses on holdings at balance date are recognised as either a revenue or expense.

Other financial assets include term deposits and those with original maturity dates of three to 12 months are classified as current, whilst term deposits with maturity dates greater than 12 months are classified as non-current.

	$'000	
	2025	2024
(c) Trade and other receivables		
Current		
Statutory receivables		
Rates debtors	27,560	27,570
Infringement debtors	47,019	42,547
Allowance for expected credit loss - infringements	(38,062)	(35,196)
Net GST receivable	2,570	1,819
Non statutory receivables		
Other debtors	1,848	2,178
Allowance for expected credit loss - other debtors	(294)	(266)
Total current trade and other receivables	**40,641**	**38,652**
Non-current		
Non statutory receivables		
Other debtors	609	588
Total non-current trade and other receivables	**609**	**588**
Total trade and other receivables	**41,250**	**39,240**

Short term receivables are carried at invoice amount. An allowance for expected credit losses is recognised based on past experience and other objective evidence of expected losses. Long term receivables are carried at amortised cost using the effective interest rate method.

d) Ageing of Receivables		
The ageing of the Council's trade and other receivables (excluding statutory receivables) that are not impaired was:		
Current (not yet due)	150	720
Past due by up to 30 days	175	85
Past due between 31 and 180 days	44	18
Past due between 181 and 365 days	58	38
Past due by more than 1 year	303	181
Total trade and other receivables	**730**	**1,042**

e) Ageing of individually impaired Receivables		
At balance date, other debtors representing financial assets with a nominal value of $1.73 million (2024: $1.72 million) were impaired. The amount of the allowance raised against these debtors was $0.29 million (2024: $0.27 million). They individually have been impaired as a result of their doubtful collection. Many of the long outstanding past due amounts have been lodged with Council's debt collectors or are on payment arrangements.		
The ageing of receivables that have been individually determined as impaired at reporting date was:		
Current (not yet due)	1	-
Past due by up to 30 days	2	-
Past due between 31 and 180 days	578	1,214
Past due between 181 and 365 days	381	152
Past due by more than 1 year	766	358
Total trade & other receivables	**1,728**	**1,724**

(f) Contract assets		
Contract assets	1,698	5,346
Total contract assets	**1,698**	**5,346**

Contract assets are recognised when Council has transferred goods or services to the customer but where Council is yet to establish an unconditional right to consideration.

5.2 Non-financial assets

	$'000	
	2025	2024
(a) Other assets		
Prepayments	1,496	3,325
Deposit land*	-	3,880
Total other assets	**1,496**	**7,205**

* Other assets included a prepaid deposit of $3.88 million in 2023/24 for strategic land purchase for future public open space in Port Melbourne. This was settled in 2024/25.

5.3 Payables, trust finds and deposits and contract and other liabilities

	$'000	
	2025	2024
(a) Trade and other payables		
Current		
Trade payables	15,418	9,332
Accrued expenses	476	169
Total current trade and other payables	**15,894**	**9,501**
(b) Trust funds and deposits		
Current		
Refundable deposits	1,035	971
Fire services levy	1,264	916
Other refundable deposits	4,679	4,737
Total current trust funds and deposits	**6,978**	**6,624**
(c) Contract and other liabilities		
Contract liabilities		
Current		
Grants received in advance - operating	1,336	1,982
Other	1,577	830
Total contract liabilities	**2,913**	**2,812**
Other liabilities		
Current		
Deferred capital grants	-	-
Total other liabilities	**-**	**-**
Total contract and other liabilities	**2,913**	**2,812**

Trust funds and deposits
Amounts received as deposits and retention amounts controlled by Council are recognised as trust funds until they are returned, transferred in accordance with the purpose of the receipt, or forfeited. Trust funds that are forfeited, resulting in council gaining control of the funds, are to be recognised as revenue at the time of forfeit.

Contract liabilities
Contract liabilities reflect consideration received in advance from customers in respect of government funding. Contract liabilities are derecognised and recorded as revenue when promised goods and services are transferred to the customer. Refer to Note 3.4.

Purpose and nature of items

Refundable deposits
Deposits are taken by council as a form of surety in a number of circumstances, including in relation to building works, tender deposits, contract deposits and the use of civic facilities.

Fire Service Levy
Council is the collection agent for fire services levy on behalf of the State Government. Council remits amounts received on a quarterly basis. Amounts disclosed here will be remitted to the state government in line with that process.

Other refundable deposits
Other deposits are taken by council as a form of surety in varying circumstances, including stallholder bonds, permits and fellowship grants.

5.4 Provisions

			$'000
	Employee	Other	Total
2025			
Balance at beginning of the financial year	21,996	358	22,354
Additional provisions	10,439	94	10,533
Amounts used	(12,377)	(152)	(12,529)
Change in the discounted amount arising because of time and the effect of any change in the discount rate	(335)	-	(335)
Balance at the end of the financial year	**19,723**	**300**	**20,023**
Provisions-current	16,844	-	**16,844**
Provisions-non-current	2,879	300	**3,179**
2024			
Balance at beginning of the financial year	19,774	407	20,181
Additional provisions	11,635	-	11,635
Amounts used	(8,823)	(49)	(8,872)
Change in the discounted amount arising because of time and the effect of any change in the discount rate	(590)	-	(590)
Balance at the end of the financial year	**21,996**	**358**	**22,354**
Provisions-current	19,585	152	**19,737**
Provisions-non-current	2,411	206	**2,617**

	$'000	
	2025	2024
(a) Employee Provisions		
Current provisions expected to be wholly settled within 12 months		
Annual leave	5,350	5,363
Long service leave	8,319	8,889
Retirement gratuity	8	9
Redundancies	-	2,000
Other	339	381
	14,016	**16,642**
Current provisions expected to be wholly settled after 12 months		
Annual leave	2,758	2,860
Retirement gratuity	70	83
	2,828	**2,943**
Total current employee provisions	**16,844**	**19,585**

	$'000	
	2025	2024
Non-current		
Long service leave	2,879	2,411
Total non-current employee provisions	**2,879**	**2,411**
Aggregate carrying amount of employee provisions:		
Current	16,844	19,585
Non-current	2,879	2,411
Total aggregate carrying amount of employee provisions	**19,723**	**21,996**

The calculation of employee costs and benefits includes all relevant on-costs and are calculated as follows at reporting date.

Annual leave

A liability for annual leave is recognised in the provision for employee benefits as a current liability because the Council does not have an unconditional right to defer settlement of the liability. Liabilities for annual leave are measured at:

- nominal value if the Council expects to wholly settle the liability within 12 months
- present value if the Council does not expect to wholly settle within 12 months.

Liabilities that are not expected to be wholly settled within 12 months of the reporting date are recognised in the provision for employee benefits as current liabilities, measured at the present value of the amounts expected to be paid when the liabilities are settled using the remuneration rate expected to apply at the time of settlement.

Long service leave

Liability for long service leave (LSL) is recognised in the provision for employee benefits. Unconditional LSL is disclosed as a current liability as the Council does not have an unconditional right to defer settlement. Unconditional LSL is measured at nominal value if expected to be settled within 12 months or at present value if not expected to be settled within 12 months. Conditional LSL that has been accrued, where an employee is yet to reach a qualifying term of employment, is disclosed as a non-current liability and measured at present value.

Key assumptions:		
- discount rate	4.20%	4.35%
- index rate	4.25%	4.45%

(b) Other Provisions

Current		
Council rates waivers**	-	152
	-	**152**
Non Current		
Workcover MAV insurance scheme shortfall*	300	206
	300	**206**
Total Other Provisions	**300**	**358**

* Council was a participant in the MAV self insurance WorkCare scheme. The agreement states that each participant is liable for contributions to the Scheme to the extent of their share of any shortfall in the provision and such liability shall continue until June 2027 whether or not the participant remained a participant in future insurance years. The scheme ceased however we were advised in June 2020 of a funding shortfall and provided for an initial $1.499 million, and a further $0.24 million in 2021/22 which has been drawn down on as the fund is wound up. The provision has increased in 2024/25 based on fund projections.

** In 2021/22 Council endorsed a rates hardship waiver program due to the COVID-19 pandemic. The policy enables ratepayers to apply for waivers retrospectively. The 2023/24 $152,000 has been transferred to reserves and waivers applied from 2025/26 will draw down from this amount.

5.5 Financing arrangements

$'000

	2025	2024
The Council has the following funding arrangements in place as at 30 June 2025.		
Bank overdraft	1,500	1,500
Credit card facilities	2,300	2,167
Other facilities	-	-
Total facilities	**3,800**	**3,667**
Used facilities	41	30
Unused facilities	**3,759**	**3,637**

5.6 Commitments

The Council has entered into the following commitments. Commitments are not recognised in the Balance Sheet. Commitments are disclosed at their nominal value and presented inclusive of the GST payable.

a) Commitments for expenditure

$'000

	Not later than 1 year	Later than 1 year and not later than 2 years	Later than 2 years and not later than 5 years	Later than 5 years	Total
2025					
Operating					
Waste management	23,747	19,131	52,177	-	**95,055**
Building maintenance	5,644	5,141	4,736	-	**15,521**
Open space management	11,411	1,383	898	-	**13,692**
Operational services	6,056	4,038	1,580	-	**11,674**
Community Services	4,799	2,899	2,062	-	**9,760**
Computers and technology	5,660	1,445	283	-	**7,388**
Cleaning contracts for council buildings	3,881	2,623	481	-	**6,985**
Consultancies	690	32	-	-	**722**
Total	**61,888**	**36,692**	**62,217**	**-**	**160,797**
Capital					
Buildings	12,746	8,592	32	-	**21,370**
Parks & open spaces	9,659	841	-	-	**10,500**
Roads	674	41	-	-	**715**
Plant, machinery and equipment	270	270	61	-	**601**
Total	**23,349**	**9,744**	**93**	**-**	**33,186**
TOTAL	**85,237**	**46,436**	**62,310**	**-**	**193,983**

	Not later than 1 year	Later than 1 year and not later than 2 years	Later than 2 years and not later than 5 years	Later than 5 years	Total
2024					
Operating					
Waste management	22,057	17,351	48,595	15,183	**103,186**
Building maintenance	5,653	5,220	9,757	-	**20,630**
Open space management	13,390	10,284	1,828	-	**25,502**
Operational services	3,240	2,652	3,383	-	**9,275**
Community Services	4,608	2,375	2,218	-	**9,201**
Computers and technology	4,845	3,798	153	-	**8,796**
Cleaning contracts for council buildings	2,439	544	-	-	**2,983**
Consultancies	669	261	20	-	**950**
Total	**56,901**	**42,485**	**65,954**	**15,183**	**180,523**
Capital					
Buildings *	4,818	539	6	-	**5,363**
Parks & open spaces	41,652	761	28	-	**42,441**
Roads	675	74	50	27	**826**
Plant, machinery and equipment	300	186	186	49	**721**
Total	**47,445**	**1,560**	**270**	**76**	**49,351**
TOTAL	**104,346**	**44,045**	**66,224**	**15,259**	**229,874**

* Includes the settlement amount of $34.927 million for the strategic open space land purchase in Port Melbourne. A deposit of $3.88 million was paid in 2023/24. Refer note 5.2(a).

b) Operating lease receivables

The Council has entered into leases and licences for some of the property it owns or controls as a Committee of Management for crown land. Properties used for commercial purpose are held under leases which have varying terms. Long term leases usually reflect significant private investment in the buildings on the land. Most leases include an annual rental increase and periodical reviews to market. Council also enters into licence agreements with stallholders at the South Melbourne Market.

Future undiscounted minimum rentals receivable under non-cancellable operating leases are as follows:

	$'000	
	2025	2024
Not later than one year	**12,917**	12,010
Later than one year and not later than five years	**41,642**	35,154
Later than five years	**44,962**	71,204
TOTAL	**99,521**	**118,368**

5.7 Leases

At inception of a contract, Council assesses whether a contract is, or contains, a lease. A contract is, or contains, a lease if the contract conveys the right to control the use of an identified asset for a period of time in exchange for consideration. To identify whether a contract conveys the right to control the use of an identified asset, it is necessary to assess whether:

- The contract involves the use of an identified asset;
- Council has the right to obtain substantially all of the economic benefits from use of the asset throughout the period of use; and
- Council has the right to direct the use of the asset.

This policy is applied to contracts entered into, or changed, on or after 1 July 2019.

As a lessee, Council recognises a right-of-use asset and a lease liability at the lease commencement date. The right-of-use asset is initially measured at cost which comprises the initial amount of the lease liability adjusted for:

- any lease payments made at or before the commencement date less any lease incentives received; plus
- any initial direct costs incurred; and
- an estimate of costs to dismantle and remove the underlying asset or to restore the underlying asset or the site on which it is located.

The right-of-use asset is subsequently depreciated using the straight-line method from the commencement date to the earlier of the end of the useful life of the right-of-use asset or the end of the lease term. The estimated useful lives of right-of-use assets are determined on the same basis as those of property, plant and equipment. In addition, the right-of-use asset is periodically reduced by impairment losses, if any, and adjusted for certain measurements of the lease liability.

The lease liability is initially measured at the present value of the lease payments that are not paid at the commencement date, discounted using the interest rate implicit in the lease or, if that rate cannot be readily determined, an appropriate incremental borrowing rate. Generally, Council uses an appropriate incremental borrowing rate as the discount rate.

Lease payments included in the measurement of the lease liability comprise the following:

- Fixed payments
- Variable lease payments that depend on an index or a rate, initially measured using the index or rate as at the commencement date;
- Amounts expected to be payable under a residual value guarantee; and
- The exercise price under a purchase option that Council is reasonably certain to exercise, lease payments in an optional renewal period if Council is reasonably certain to exercise an extension option, and penalties for early termination of a lease unless Council is reasonably certain not to terminate early.

When the lease liability is remeasured in this way, a corresponding adjustment is made to the carrying amount of the right-of-use asset, or is recorded in profit or loss if the carrying amount of the right-of-use asset has been reduced to zero.

Under *AASB 16 Leases*, Council as a not-for-profit entity has elected not to measure right-of-use assets at initial recognition at fair value in respect of leases that have significantly below-market terms.

$'000

	Property	Vehicles	Plant and Equipment	Total
Right-of-Use Assets				
Balance at 1 July 2024	-	6,868	261	**7,129**
Additions	201	1,010	490	**1,701**
Depreciation charge	(26)	(1,385)	(227)	**(1,638)**
Balance at 30 June 2024	**175**	**6,493**	**524**	**7,192**

$'000

	2025	2024
Lease Liabilities		
Maturity analysis - contractual undiscounted cash flows		
Less than one year	1,999	1,659
One to five years	6,581	5,622
More than five years	-	1,345
Total undiscounted lease liabilities as at 30 June:	**8,580**	**8,626**
Lease liabilities included in the Balance Sheet at 30 June:		
Current	1,610	1,230
Non-current	5,897	6,082
Total lease liabilities	**7,507**	**7,312**

Short-term and low value leases

Council has elected not to recognise right-of-use assets and lease liabilities for short-term leases of machinery that have a lease term of 12 months or less and leases of low-value assets (individual assets worth less than existing capitalisation thresholds for a like asset up to a maximum of AUD$5,000), including IT equipment. Council recognises the lease payments associated with these leases as an expense on a straight-line basis over the lease term.

		$'000
	2025	2024
Expenses relating to:		
Short-term leases	844	516
Leases of low value assets	12	5
Total	**856**	**521**
Variable lease payments (not included in measurement of lease liabilities)		
Variable lease payments	70	134
Total	**70**	**134**

Variable lease payments are those that depend on an index or a rate, for example payments linked to the consumer price index, a benchmark interest rate or changes in market rental rates.

Non-cancellable lease commitments – Short-term and low-value leases		
Commitments for minimum lease payments for short-term and low-value leases are payable as follows:		
Payable:		
Within one year	49	32
Later than one year but not later than five years	47	34
Later than 5 years	6	8
Total lease commitments	**102**	**74**

Note 6 Assets we manage

6.1 Non-current assets classified as held for sale

$'000

	2025	2024
Asset at carrying value	1,202	1,202
Total non-current assets classified as held for sale	**1,202**	**1,202**

Non-current assets classified as held for sale (including disposal groups) are measured at the lower of its carrying amount and fair value less costs of disposal, and are not subject to depreciation. Non-current assets, disposal groups and related liabilities and assets are treated as current and classified as held for sale if their carrying amount will be recovered through a sale transaction rather than through continuing use. This condition is regarded as met only when the sale is highly probable and the asset's sale (or disposal group sale) is expected to be completed within 12 months from the date of classification.

6.2 Property, infrastructure, plant and equipment

Summary of property, infrastructure, plant and equipment

$'000

	Carrying amount 30 June 2024	Additions	Contributions	Revaluation	Depreciation	Disposal	Transfers	Carrying amount 30 June 2025
Property	2,889,144	56,307	9,690	45,108	(5,920)	(109)	1,107	**2,995,327**
Plant and equipment	33,435	4,083	8	3,574	(3,773)	(86)	19	**37,260**
Infrastructure	481,725	15,532	3,820	100,919	(14,040)	(1,598)	10,673	**597,031**
Work in progress	26,121	27,990	-	-	-	-	(12,250)	**41,861**
Total	**3,430,425**	**103,912**	**13,518**	**149,601**	**(23,733)**	**(1,793)**	**(451)**	**3,671,479**

Summary of work in progress

$'000

	Opening WIP	Additions	Transfers	Write Offs	Closing WIP
Property	11,456	19,256	(9)	(1,107)	**29,596**
Plant and equipment	19	233	-	(19)	**233**
Infrastructure	14,646	8,501	(442)	(10,673)	**12,032**
Total	**26,121**	**27,990**	**(451)**	**(11,799)**	**41,861**

* write-off refers to the reallocation of costs to operating expenditure

$'000

	Land – specialised	Land - non specialised	**Total Land**	Buildings - specialised	Buildings - non specialised	**Total Buildings**	**Total Property**
(a) Property							
At fair value 1 July 2024	2,510,822	106,017	**2,616,839**	493,864	92,818	**586,682**	**3,203,521**
Accumulated depreciation at 1 July 2024	-	-	**-**	(274,060)	(40,317)	**(314,377)**	**(314,377)**
	2,510,822	**106,017**	**2,616,839**	**219,804**	**52,501**	**272,305**	**2,889,144**
Movements in fair value							
Additions	12,322	38,841	**51,163**	4,166	978	**5,144**	**56,307**
Contributions	9,690	-	**9,690**	-	-	**-**	**9,690**
Revaluation	13,067	(10,374)	**2,693**	73,070	47,703	**120,773**	**123,466**
Disposal	-	-	**-**	(521)	-	**(521)**	**(521)**
Transfers	-	-	**-**	1,107	-	**1,107**	**1,107**
	35,079	**28,467**	**63,546**	**77,822**	**48,681**	**126,503**	**190,049**
Movements in accumulated depreciation							
Depreciation and amortisation	-	-	**-**	(5,075)	(845)	**(5,920)**	**(5,920)**
Accumulated depreciation of disposals	-	-	**-**	412	-	**412**	**412**
Revaluation	-	-	**-**	(40,185)	(38,173)	**(78,358)**	**(78,358)**
	-	**-**	**–**	**(44,848)**	**(39,018)**	**(83,866)**	**(83,866)**
At fair value 30 June 2025	2,545,901	134,484	**2,680,385**	571,686	141,499	**713,185**	**3,393,570**
Accumulated depreciation at 30 June 2025	-	-	**-**	(318,908)	(79,335)	**(398,243)**	**(398,243)**
Carrying amount	**2,545,901**	**134,484**	**2,680,385**	**252,778**	**62,164**	**314,942**	**2,995,327**

$'000

	Heritage Plant and Equipment	Plant, Machinery and Equipment	Fixtures Fittings and Furniture	Computers and Telecomms	Library Books	**Total Plant and Equipment**
(b) Plant and Equipment						
At fair value 1 July 2024	23,864	13,230	2,757	2,946	4,189	**46,986**
Accumulated depreciation at 1 July 2024	(473)	(7,630)	(2,133)	(1,615)	(1,700)	**(13,551)**
	23,391	**5,600**	**624**	**1,331**	**2,489**	**33,435**
Movements in fair value						
Additions	35	2,523	102	714	709	**4,083**
Contributions	8	-	-	-	-	**8**
Revaluation	2,863	-	-	-	-	**2,863**
Disposal	-	(664)	(30)	(688)	(64)	**(1,446)**
Transfers	-	19	-	-	-	**19**
	2,906	**1,878**	**72**	**26**	**645**	**5,527**
Movements in accumulated depreciation						
Depreciation and amortisation	(238)	(1,905)	(238)	(621)	(771)	**(3,773)**
Accumulated depreciation of disposals	-	594	30	672	64	**1,360**
Revaluation	711	-	-	-	-	**711**
	473	**(1,311)**	**(208)**	**51**	**(707)**	**(1,702)**
At fair value 30 June 2025	26,770	15,108	2,829	2,972	4,834	**52,513**
Accumulated depreciation at 30 June 2025	-	(8,941)	(2,341)	(1,564)	(2,407)	**(15,253)**
Carrying amount	**26,770**	**6,167**	**488**	**1,408**	**2,427**	**37,260**

$'000

	Roads	Bridges	Footpaths and cycleways	Drainage	Parks, open spaces and streetscapes	Off-street carparks	Other Infrastructure	**Total Infrastructure**	**Work In Progress**
(c) Infrastructure									
At fair value 1 July 2024	281,980	10,825	151,924	162,844	113,824	20,116	19,206	**760,719**	**26,121**
Accumulated depreciation at 1 July 2024	(80,240)	(7,866)	(65,634)	(63,544)	(50,240)	(2,912)	(8,558)	**(278,994)**	**-**
	201,740	**2,959**	**86,290**	**99,300**	**63,584**	**17,204**	**10,648**	**481,725**	**26,121**
Movements in fair value									
Additions	1,851	-	5,847	1,805	3,350	50	2,629	**15,532**	**27,990**
Contributions	1,872	-	638	740	570	-	-	**3,820**	**-**
Revaluation	53,820	3,682	26,296	7,672	24,049	4,115	2,686	**122,320**	**-**
Disposal	(1,548)	-	(515)	(102)	(486)	(107)	(143)	**(2,901)**	**-**
Write-off	-	-	-	-	-	-	-	**-**	**(451)**
Transfers	933	-	338	1,013	8,389	-	-	**10,673**	**(11,799)**
	56,928	**3,682**	**32,604**	**11,128**	**35,872**	**4,058**	**5,172**	**149,444**	**15,740**
Movements in accumulated depreciation									
Depreciation and amortisation	(4,444)	(122)	(2,026)	(1,175)	(5,092)	(53)	(1,128)	**(14,040)**	**-**
Revaluation	(2,475)	(2,648)	(12,074)	(2,176)	(581)	(86)	(1,361)	**(21,401)**	
Accumulated depreciation of disposals	583	-	250	43	276	49	102	**1,303**	**-**
	(6,336)	**(2,770)**	**(13,850)**	**(3,308)**	**(5,397)**	**(90)**	**(2,387)**	**(34,138)**	**-**
At fair value 30 June 2025	338,908	14,507	184,528	173,972	149,696	24,174	24,378	**910,163**	**41,861**
Accumulated depreciation at 30 June 2025	(86,576)	(10,636)	(79,484)	(66,852)	(55,637)	(3,002)	(10,945)	**(313,132)**	**-**
Carrying amount	**252,332**	**3,871**	**105,044**	**107,120**	**94,059**	**21,172**	**13,433**	**597,031**	**41,861**

Acquisition

The purchase method of accounting is used for all acquisitions of assets, being the fair value of assets provided as consideration at the date of acquisition plus any incidental costs attributable to the acquisition. Fair value is the price that would be received to sell an asset (or paid to transfer a liability) in an orderly transaction between market participants at the measurement date. Refer also to Note 8.4 for further disclosure regarding fair value measurement.

Where assets are constructed by Council, cost includes all materials used in construction, direct labour, borrowing costs incurred during construction, and an appropriate share of directly attributable variable and fixed overheads.

In accordance with Council's policy, the threshold limits have applied when recognising assets within an applicable asset class and unless otherwise stated are consistent with the prior year.

$'000

	Depreciation Period	Threshold Limit
Asset recognition thresholds and depreciation periods		
Land and land improvements		
land	-	All
land improvements	10 - 100 years	$5
Buildings		
buildings	25 - 100 years	$5
building and leasehold improvements	100 years	$5
Plant and Equipment		
heritage plant and equipment	100 years	$2
plant, machinery and equipment	4 -7 years	$2
fixtures, fittings and furniture	5 years	$2
computers and telecommunications	3 - 6 years	$2
library books	5 years	All
motor vehicles	5 years	All
Infrastructure		
road pavements and seals	18 - 30 years	$5
road substructure	100 years	$5
road formation and earthworks	250 years	$5
road - kerb, channel and minor culverts and other	50 years	$5
bridges - deck	20 - 80 years	$5
bridges - substructure	40 - 100 years	$5
footpaths and cycleways	40 - 50 years	$5
drainage	150 years	$5
waste management	10 years	$5
parks, open space and streetscapes	10 - 100 years	$5
off street carparks	100 years	$5

Land under roads

Council does not recognise land under roads that it controlled prior to 30 June 2008 in its financial report.

From 1 July 2008, Council recognises any material land under roads that comes in Council's control within the financial report at fair value.

Depreciation and amortisation

Buildings, land improvements, plant and equipment, infrastructure, and other assets having limited useful lives are systematically depreciated over their useful lives to the Council in a manner which reflects consumption of the service potential embodied in those assets. Estimates of remaining useful lives and residual values are made on a regular basis with major asset classes reassessed annually. Depreciation rates and methods are reviewed annually.

Where assets have separate identifiable components that are subject to regular replacement, these components are assigned distinct useful lives and residual values and a separate depreciation rate is determined for each component.

Road earthworks are not depreciated on the basis that they are assessed as not having a limited useful life.

Straight line depreciation is charged based on the residual useful life as determined each year.

Depreciation periods used are listed above and are consistent with the prior year unless otherwise stated.

Repairs and maintenance

Where the repair relates to the replacement of a component of an asset and the cost exceeds the capitalisation threshold the cost is capitalised and depreciated. The carrying value of the replaced asset is expensed.

Valuation of land and buildings

Valuation of land and buildings were undertaken by a qualified independent valuer Sarah Morrissy AAPI (No 62894) and Benjamin Israel, Assistant Valuer. The valuation of land and buildings is at fair value, being market value based on highest and best use permitted by relevant land planning provisions. Where land use is restricted through existing planning provisions the valuation is reduced to reflect this limitation. This adjustment is an unobservable input in the valuation. The adjustment has no impact on the comprehensive income statement.

Specialised land is valued at fair value using site values adjusted for englobo (undeveloped and/or unserviced) characteristics, access rights and private interests of other parties and entitlements of infrastructure assets and services. This adjustment is an unobservable input in the valuation. The adjustment has no impact on the comprehensive income statement.

Any significant movements in the unobservable inputs for land will have a significant impact on the fair value of these assets.

The date and type of the current valuation is detailed in the following table.

Details of the Council's land and buildings and information about the fair value hierarchy as at 30 June 2025 are as follows:

	$'000				
	Level 1	Level 2	Level 3	Date of Valuation	Type of Valuation
Land	134,484	-	-	Jun-25	Full
Specialised land	-	-	2,545,901	Jun-25	Full
Buildings	62,164	-	252,778	Jun-25	Full
Total	**196,648.00**	**-**	**2,798,679**		

Valuation of infrastructure

Valuation of infrastructure assets has been determined in accordance with a valuation undertaken by Mr Mohamed El-Saafin ME (Civil) and Clint Vandepeer (B.Eng).

The date and type of the current valuation is detailed in the following table.

The valuation is at fair value based on current replacement cost less accumulated depreciation as at the date of valuation.

Details of the Council's infrastructure and information about the fair value hierarchy as at 30 June 2025 are as follows:

	$'000				
	Level 1	Level 2	Level 3	Date of Valuation	Type of Valuation
Roads	-	-	273,504	Jun-25	Full
Bridges	-	-	3,871	Jun-25	Full
Footpaths and cycleways	-	-	105,044	Jun-25	Full
Drainage	-	-	107,120	Jun-25	Full
Parks, open space and streetscapes	-	-	94,059	Jun-25	Full
Other infrastructure	-	-	13,433	Jun-25	Full
Total	**-**	**-**	**597,031**		

Valuation of heritage and works of art

Valuation of Heritage assets and works of art are undertaken by qualified independent valuers. The valuation is at market value based on current market prices for similar types of assets based on use, type and condition.

Heritage and works of art valuations as at 30 June 2025 were performed by the following independent valuers:

- Australian Art Valuers - contemporary, visual, historical and public art;
- Sainsbury Books - heritage photographs; and
- Sophie Ullin Art Advisory - historical items, artworks, monuments and memorials, mayoral robes, chains and other attire

The valuation is at fair value based on current replacement cost less accumulated depreciation as at the date of valuation.

Details of the Council's heritage and works of art and information about the fair value hierarchy as at 30 June 2025 are as follows:

	$'000				
	Level 1	Level 2	Level 3	Date of Valuation	Type of Valuation
Heritage and works of art	-	-	**26,770**	Jun-25	Full
Total	**-**	**-**	**26,770**		

Description of significant unobservable inputs into level 3 valuations

Specialised buildings are valued using a current replacement cost technique. Significant unobservable inputs include the current replacement cost and remaining useful lives of buildings. Current replacement costs are calculated on a square metre basis and ranges from $508 to $4,918 per square metre. The remaining useful lives of buildings are determined on the basis of the current condition of buildings and vary from 5 years to 100 years. Replacement cost is sensitive to changes in market conditions, with any increase or decrease in cost flowing through to the valuation. Useful lives of buildings are sensitive to changes in expectations or requirements that could either shorten or extend the useful lives of buildings.

Infrastructure assets are valued based on the current replacement cost. Significant unobservable inputs include the current replacement cost and remaining useful lives of infrastructure. The remaining useful lives of infrastructure assets are determined on the basis of the current condition of the asset and vary from 5 years to 250 years. Replacement cost is sensitive to changes in market conditions, with any increase or decrease in cost flowing through to the valuation. Useful lives of infrastructure are sensitive to changes in use, expectations or requirements that could either shorten or extend the useful lives of infrastructure assets.

$'000

	2025	2024
Reconciliation of specialised land		
Parks and reserves	2,020,691	1,998,864
Commercial	147,775	241,832
Community	331,864	328,504
Council office land	45,571	47,639
Total specialised land	**2,545,901**	**2,616,839**

6.3 Investments in associates, joint ventures and subsidiaries

a) Investments in associates

Joint Arrangement – Joint Venture

Interests in joint ventures accounted for by the equity method are:

Albert Park Hockey and Tennis Centre

Background

In 1997 Council entered into a 21 year Joint Venture agreement with Wesley College, St Kilda Rd, Prahran for the maintenance and operation of the Albert Park Hockey and Tennis Centre. A further 21 Year Joint Venture Agreement between Council and Wesley, was executed in 2020.

The objective of the Joint Venture is to provide, manage and maintain the Albert Park Hockey and Tennis Centre for use by sporting clubs, schools and residents of Port Phillip municipality and the students of Wesley College. The Joint Venture Agreement provides for joint control via a Management Committee with 50% representation and 50% voting power for each of the Joint Venture parties with decisions being made by a majority vote. The Joint Venture Agreement also provides for each party to share equally in the profits or losses occurring each year and provides for an equal share of the net assets.

The Joint Venture reporting period is for the 12 months to 31 March each year.

The draft Joint Venture financial statements for the 12 months ended 31 March 2025 have been provided. Council's carrying value in the joint venture investment represents a 50% share of the net assets and liabilities of the Albert Park Hockey & Tennis Centre as at 31 March 2025.

		$'000
	2025	2024
Fair value of Council's investment in Albert Park Hockey and Tennis Centre	**157**	**188**
Council's share of accumulated surplus/(deficit)		
Council's share of accumulated surplus(deficit) at start of year	188	215
Reported surplus(deficit) for year	(31)	(27)
Council's share of accumulated surplus(deficit) at end of year	**157**	**188**
Movement in carrying value of specific investment		
Carrying value of investment at start of year	188	215
Share of surplus(deficit) for year	(31)	(27)
Carrying value of investment at end of year	**157**	**188**
Council's share of expenditure commitments		
Operating commitments	-	15
Council's share of expenditure commitments	**-**	**15**
Council's share of contingent liabilities and contingent assets	**nil**	**nil**
Significant restrictions	**nil**	**nil**

Associates are all entities over which Council has significant influence but not control or joint control. Investments in associates are accounted for using the equity method of accounting, after initially being recognised at cost.

Investments in joint arrangements are classified as either joint operations or joint ventures depending on the contractual rights and obligations each investor has, rather than the legal structure of the joint arrangement.

For joint operations, Council recognises its direct right to, and its share of jointly held assets, liabilities, revenues and expenses of joint operations.

Interests in joint ventures are accounted for using the equity method. Under this method, the interests are initially recognised in the consolidated balance sheet at cost and adjusted thereafter to recognise Council's share of the post-acquisition profits or losses and movements in other comprehensive income in profit or loss and other comprehensive income respectively.

b) Community Asset Committee

All entities controlled by Council that have material revenues, expenses, assets or liabilities, such as community asset committees, have been included in this financial report. Any transactions between these entities and Council have been eliminated in full.

Principles of consolidation

An assessment by management has determined that there are no consolidated entities for the 30 June 2025 reporting period.

Note 7 People and relationships

7.1 Council and key management remuneration

(a) Related Parties

Parent entity – City of Port Phillip is the parent entity

Subsidiaries and Associates – Interests in subsidiaries and associates are detailed in Note 6.3

(b) Key Management Personnel

Key management personnel (KMP) are those people with the authority and responsibility for planning, directing and controlling the activities of City of Port Phillip. The Councillors, Chief Executive Officer, Chief Financial Officer, General Managers and Directors are deemed KMP.

Details of KMP at any time during the year are:

Councillors

Councillor Louise Crawford (Councillor from 1 July 2024, Mayor from 14 November 2024)

Councillor Heather Cunsolo (Mayor to 26 October 2024, Councillor from 8 November 2024)

Councillor Bryan Mears (from 8 November 2024)

Councillor Serge Thomann (from 8 November 2024)

Councillor Libby Buckingham (from 8 November 2024)

Councillor Rod Hardy (from 8 November 2024)

Councillor Justin Halliday (from 8 November 2024)

Councillor Beti Jay (from 8 November 2024)

Councillor Alex Makin (from 8 November 2024)

Councillor Marcus Pearl (to 26 October 2024)

Councillor Andrew Bond (to 26 October 2024)

Councillor Tim Baxter (to 26 October 2024)

Councillor Rhonda Clark (to 26 October 2024)

Councillor Peter Martin (to 26 October 2024)

Councillor Christina Sirakoff (to 26 October 2024)

Councillor Robbie Nyaguy (to 26 October 2024)

Other

Chris Carroll
Chief Executive Officer

Lachlan Johnson
General Manager Operations & Infrastructure

Brian Tee
General Manager City Growth and Development

Claire Stevens
General Manager Organisational Capability & Experience

Kylie Bennetts
General Manager Community Wellbeing & Inclusion (from 11 November 2024)

Tarnya McKenzie
A/General Manager Community Wellbeing & Inclusion (to 18 November 2024)

Robyn Borley
Director Governance & Performance Robyn Borley (from 20 January 2025)

Peter Liu
Chief Financial Officer

Joanne McNeill
Executive Manager Governance & Organisational Capability
(to 31 January 2025)

James Gullan
A/Executive Manager Governance & Organisational Capability
(from 4 November 2024 to 24 January 2025)

	2025	2024
Total number of Councillors	16	9
Total number of Chief Executive Officer and other Key Management Personnel	10	8
Total number of Key Management Personnel	**26**	**17**

(c) Remuneration of Key Management Personnel

Remuneration comprises employee benefits including all forms of consideration paid, payable or provided by Council, or on behalf of the Council, in exchange for services rendered. Remuneration of Key Management Personnel and Other senior staff is disclosed in the following categories.

Short-term employee benefits include amounts such as wages, salaries, annual leave or sick leave that are usually paid or payable on a regular basis, as well as non-monetary benefits such as allowances and free or subsidised goods or services.

Other long-term employee benefits include long service leave, other long service benefits or deferred compensation.

Post-employment benefits include pensions, and other retirement benefits paid or payable on a discrete basis when employment has ceased.

Termination benefits include termination of employment payments, such as severance packages.

$'000

	2025	2024
Total remuneration of key management personnel was as follows:		
Short-term employee benefits	2,750	2,285
Other long-term benefits	55	44
Post-employment benefits	239	182
Termination benefits	-	-
Total	**3,044**	**2,511**

Note 7 People and relationships

	2025	2024
The numbers of key management personnel whose total remuneration from Council and any related entities, fall within the following bands:		
$10,000 - $19,999	7	-
$20,000 - $29,999	6	-
$30,000 - $39,999	-	6
$40,000 - $49,999	1	1
$50,000 - $59,999	-	1
$60,000 - $69,999	1	-
$100,000 - $109,000	1	-
$120,000 - $129,999	-	1
$170,000 - $179,999	-	1
$180,000 - $189,999	-	1
$190,000 - $199,999	1	1
$200,000 - $210,999	2	-
$220,000 - $229,999	-	1
$230,000 - $239,999	3	–
$240,000 - $249,999	1	
$250,000 - $259,999	-	1
$280,000 - $289,999	-	1
$290,000 - $299,999	1	-
$300,000 - $309,000	1	1
$410,000 - $419,999	-	1
$420,000 - $429,999	1	-
	26	**17**

(d) Remuneration of other senior staff

Other senior staff are officers of Council, other than Key Management Personnel, whose total remuneration exceeds $170,000 and who report directly to a member of the KMP.

	2025	2024
Total remuneration of other senior staff was as follows:		
Short-term employee benefits	4,184	3,235
Other long-term benefits	99	354
Post-employment benefits	458	80
Termination benefits	-	-
Total	**4,741**	**3,669**

	2025	2024
The number of other senior staff are shown below in their relevant income bands:		
Income Range:		
$170,000 - $179,999	2	4
$180,000 - $189,999	5	1
$190,000 - $199,999	1	3
$200,000 - $209,999	2	2
$210,000 - $219,999	4	4
$220,000 - $229,999	3	1
$230,000 - $239,999	1	2
$240,000 - $249,999	3	1
$300,000 - $309,999	1	-
	22	**18**

		$'000
	2025	2024
Total Remuneration for the reporting year for other senior staff included above, amounted to	**4,741**	**3,669**

7.2 Related party disclosure

	$'000	
	2025	2024
(a) Transactions with related parties		
During the period Council entered into the following transactions with related parties.		
Funding deeds - *payable to community groups following submission to the grants assessment panel and approval by Council*	nil	2
(b) Outstanding balances with related parties		
No balances are outstanding at the end of the reporting period in relation to transactions with related parties.	nil	nil
(c) Loans to/from related parties		
There are no loans in existence at balance date that have been made, guaranteed or secured by the council to a related party.	nil	nil
(d) Commitments to / from related parties		
There are no commitments in existence at balance date that have been made, guaranteed or secured by the council to a related party.	nil	nil

Note 8 Managing uncertainties

8.1 Contingent assets and liabilities

Contingent assets and contingent liabilities are not recognised in the Balance Sheet, but are disclosed and if quantifiable, are measured at nominal value. Contingent assets and liabilities are presented inclusive of GST receivable or payable, respectively.

(a) Contingent assets

Contingent assets are possible assets that arise from past events, whose existence will be confirmed only by the occurrence or non-occurrence of one or more uncertain future events not wholly within the control of the Council.

At balance date the Council was not aware of any contingent assets.

(b) Contingent liabilities

Contingent liabilities are:

- possible obligations that arise from past events, whose existence will be confirmed only by the occurrence or non-occurrence of one or more uncertain future events not wholly within the control of the Council; or
- present obligations that arise from past events but are not recognised because:
- it is not probable that an outflow of resources embodying economic benefits will be required to settle the obligation; or
- the amount of the obligation cannot be measured with sufficient reliability.

Superannuation

Council has obligations under a defined benefit superannuation scheme that may result in the need to make additional contributions to the scheme, matters relating to this potential obligation are outlined below. As a result of the volatility in financial markets the likelihood of making such contributions in future periods exists.

Legal matters

The Council is presently involved in a number of confidential legal matters which are being conducted through Council's solicitors. Some of these legal matters may present a liability to council through the course of the matter. Council has not presented any estimate of these amounts in these financial statements, as these matters are ongoing and any reflection of a contingent liability in relation to these matters may unfairly prejudice Council's position in relation to the outcome of these matters.

MAV Workcare

Council was a participant of the MAV WorkCare Scheme. The MAV WorkCare Scheme provided workers compensation insurance. MAV WorkCare commenced business on 1 November 2017 and the last day the Scheme operated as a self-insurer was 30 June 2021. In accordance with the Workplace Injury Rehabilitation and Compensation Act 2013 , there is a six-year liability period following the cessation of the Scheme (to 30 June 2027). At the end of the liability period, an adjustment payment may be required (or received). The determination of any adjustment payment is dependent upon revised actuarial assessments of the Scheme's tail claims liabilities as undertaken by Work Safe Victoria.

8.2 Changes in accounting standards

Certain new Australian Accounting Standards and interpretations have been published that are not mandatory for the 30 June 2025 reporting period. Council assesses the impact of these new standards. As at 30 June 2025 there were no new accounting standards or interpretations issued by the AASB which are applicable for the year ending 30 June 2025 that are expected to impact Council.

In September 2024 the Australian Accounting Standards Board (AASB) issued two Australian Sustainability Reporting Standards (ASRS). This followed Commonwealth legislation establishing Australia's sustainability reporting framework. Relevant entities will be required to undertake mandatory reporting of climate-related disclosures in future financial years. Public sector application issues remain under consideration and Council will continue to monitor developments and potential implications for future financial years.

8.3 Financial instruments

(a) Objectives and policies

The Council's principal financial instruments comprise cash assets, term deposits, receivables (excluding statutory receivables), and payables (excluding statutory payables). Details of the material accounting policy information and methods adopted, including the criteria for recognition, the basis of measurement and the basis on which income and expenses are recognised, in respect of each class of financial asset, financial liability and equity instrument is disclosed in the notes of the financial statements. Risk management is carried out by senior management under policies approved by the Council. These policies include identification and analysis of the risk exposure to Council and appropriate procedures, controls and risk minimisation.

(b) Market risk

Market risk is the risk that the fair value or future cash flows of council financial instruments will fluctuate because of changes in market prices. The Council's exposure to market risk is primarily through interest rate risk with only insignificant exposure to other price risks and no exposure to foreign currency risk.

Interest rate risk

Interest rate risk refers to the risk that the value of a financial instrument or cash flows associated with the instrument will fluctuate due to changes in market interest rates. Council does not hold any interest bearing financial instruments that are measured at fair value, and therefore has no exposure to fair value interest rate risk. Cash flow interest rate risk is the risk that the future cash flows of a financial instrument will fluctuate because of changes in market interest rates. Council has minimal exposure to cash flow interest rate risk through its cash and deposits that are at floating rates.

Investment of surplus funds is made with approved financial institutions under the *Local Government Act 2020*. Council manages interest rate risk by adopting an investment policy that ensures:

- diversification of investment product,
- monitoring of return on investment, and
- benchmarking of returns and comparison with budget.

There has been no significant change in the Council's exposure, or its objectives, policies and processes for managing interest rate risk or the methods used to measure this risk from the previous reporting period.

Interest rate movements have been sufficiently significant during the year to have an impact on the Council's year end result.

(c) Credit risk

Credit risk is the risk that a contracting entity will not complete its obligations under a financial instrument and cause Council to make a financial loss. Council have exposure to credit risk on some financial assets included in the balance sheet. Particularly significant areas of credit risk exist in relation to outstanding fees and fines as well as receivables from sporting clubs and associations. To help manage this risk:

- council have a policy for establishing credit limits for the entities council deal with;
- council may require collateral where appropriate; and
- council only invest surplus funds with financial institutions which have a recognised credit rating specified in council's investment policy.

Receivables consist of a large number of customers, spread across the ratepayer, business and government sectors. Credit risk associated with the council's financial assets is minimal because the main debtor is secured by a charge over the rateable property.

There are no material financial assets which are individually determined to be impaired.

Council may also be subject to credit risk for transactions which are not included in the balance sheet, such as when council provide a guarantee for another party. Details of our contingent liabilities are disclosed in Note 8.1(b).

The maximum exposure to credit risk at the reporting date to recognised financial assets is the carrying amount, net of any allowance for impairment of those assets, as disclosed in the balance sheet and notes to the financial statements. Council does not hold any collateral.

(d) Liquidity risk

Liquidity risk includes the risk that, as a result of council's operational liquidity requirements it will not have sufficient funds to settle a transaction when required or will be forced to sell a financial asset at below value or may be unable to settle or recover a financial asset.

To help reduce these risks Council:

- have a liquidity policy which targets a minimum and average level of cash and cash equivalents to be maintained;
- have readily accessible standby facilities and other funding arrangements in place;
- have a liquidity portfolio structure that requires surplus funds to be invested within various bands of liquid instruments;
- monitor budget to actual performance on a regular basis; and
- set limits on borrowings relating to the percentage of loans to rate revenue and percentage of loan principal repayments to rate revenue.

The Council's maximum exposure to liquidity risk is the carrying amounts of financial liabilities as disclosed on the face of the balance sheet, and is deemed insignificant based on prior periods' data and current assessment of risk.

There has been no significant change in Council's exposure, or its objectives, policies and processes for managing liquidity risk or the methods used to measure this risk from the previous reporting period.

e) Sensitivity disclosure analysis

Taking into account past performance, future expectations, economic forecasts, and management's knowledge and experience of the financial markets, Council believes the following movements are 'reasonably possible' over the next 12 months:

- A parallel shift of + 0.5% and -1.0% in market interest rates (AUD) from year-end rates of 4.70%.

These movements will not have a material impact on the valuation of Council's financial assets and liabilities, nor will they have a material impact on the results of Council's operations.

8.4 Fair value measurement

Fair value hierarchy

Council's financial assets and liabilities are not valued in accordance with the fair value hierarchy , Council's financial assets and liabilities are measured at amortised cost.

Council measures certain assets and liabilities at fair value where required or permitted by Australian Accounting Standards. AASB 13 Fair value measurement, aims to improve consistency and reduce complexity by providing a definition of fair value and a single source of fair value measurement and disclosure requirements for use across Australian Accounting Standards.

Council has considered the amendments to AASB 13 Fair Value Measurement that apply for the 2024/25 financial year as a result of AASB 2022-10 Amendments to Australian Accounting Standards - Fair Value Measurement of Non-Financial Assets of Not-for-Profit Public Sector Entities. For assets, where the Council adopts a current replacement cost approach to determine fair value, the Council now considers the inclusion of site preparation costs, disruption costs and costs to restore another entity's assets in the underlying valuation. The AASB 13 amendments apply prospectively, comparative figures have not been restated.

The AASB 13 amendments have impacted Council's financial statements as follows:

- The current replacement cost of Council assets, such as infrastructure assets, has increased by $194 million due to the inclusion of site preparation costs, disruption costs and costs to restore another entity's assets.

The movements are as follows:

- Land $2.6 million,
- Buildings $42.4 million,
- Infrastructure (including roads, footpaths, drainage and open space) $101 million and
- Heritage and works of art assets $3.6 million.

All assets and liabilities for which fair value is measured or disclosed in the financial statements are categorised within a fair value hierarchy, described as follows, based on the lowest level input that is significant to the fair value measurement as a whole:

Level 1 — Level 1 — Quoted (unadjusted) market prices in active markets for identical assets or liabilities

Level 2 — Valuation techniques for which the lowest level input that is significant to the fair value measurement is directly or indirectly observable; and

Level 3 — Level 3 — Valuation techniques for which the lowest level input that is significant to the fair value measurement is unobservable.

For the purpose of fair value disclosures, Council has determined classes of assets and liabilities on the basis of the nature, characteristics and risks of the asset or liability and the level of the fair value hierarchy as explained above.

In addition, Council determines whether transfers have occurred between levels in the hierarchy by re-assessing categorisation (based on the lowest level input that is significant to the fair value measurement as a whole) at the end of each reporting period.

Revaluation

Subsequent to the initial recognition of assets, non-current physical assets, other than plant and equipment, are measured at their fair value, being the price that would be received to sell an asset (or paid to transfer a liability) in an orderly transaction between market participants at the measurement date. (For plant and equipment carrying amount is considered to approximate fair value given short useful lives). At balance date, the Council reviewed the carrying value of the individual classes of assets measured at fair value to ensure that each asset materially approximated its fair value. Where the carrying value materially differed from the fair value at balance date, the class of asset was revalued.

Site preparation costs related to the removal and disposal of any unwanted existing structures on the land to make way for hypothetical construction of a reference asset have not been included in the replacement cost estimate for infrastructure assets. Information to estimate those costs is not reasonably available as the Council has not recently undertaken any significant construction projects, such as construction of a new road, that would provide the data to reliably estimate those costs.

Fair value valuations are determined in accordance with a valuation hierarchy. Changes to the valuation hierarchy will only occur if an external change in the restrictions or limitations of use of an asset result in changes to the permissible or practical highest and best use of the asset. In addition, Council undertakes a formal revaluation of land, buildings, and infrastructure assets on a regular basis ranging from 1 to 3 years. The valuation is performed either by experienced council officers or independent experts. The following table sets out the frequency of revaluations by asset class.

Asset class	Revaluation frequency
Land	Annually
Buildings	Every 3 years
Roads	Every 3 years
Bridges	Every 3 years
Footpaths and cycleways	Every 3 years
Drainage	Every 3 years
Parks, open space and streetscapes	Every 3 years
Other infrastructure	Every 3 years
Heritage and works of art	Every 3 years

Where the assets are revalued, the revaluation increments are credited directly to the asset revaluation reserve except to the extent that an increment reverses a prior year decrement for that class of asset that had been recognised as an expense in which case the increment is recognised as revenue up to the amount of the expense. Revaluation decrements are recognised as an expense except where prior increments are included in the asset revaluation reserve for that class of asset in which case the decrement is taken to the reserve to the extent of the remaining increments. Within the same class of assets, revaluation increments and decrements within the year are offset.

Impairment of assets

At each reporting date, the Council reviews the carrying value of its assets to determine whether there is any indication that these assets have been impaired. If such an indication exists, the recoverable amount of the asset, being the higher of the asset's fair value less costs of disposal and value in use, is compared to the assets carrying value. Any excess of the assets carrying value over its recoverable amount is expensed to the comprehensive income statement, unless the asset is carried at the revalued amount in which case, the impairment loss is recognised directly against the revaluation surplus in respect of the same class of asset to the extent that the impairment loss does not exceed the amount in the revaluation surplus for that same class of asset.

8.5 Events occurring after balance date

No matters have occurred after balance date that require disclosure in the financial report.

Note 9 Other matters

9.1 Reserves

(a) Asset revaluation reserves

$'000

	Balance at beginning of reporting period	Increase (decrease)	Balance at end of reporting period
2025			
Property			
Land and land improvements	2,362,698	2,693	**2,365,391**
Buildings	135,699	42,415	**178,114**
	2,498,397	**45,108**	2,543,505
Infrastructure			
Roads	143,146	51,345	**194,490**
Bridges	897	1,034	**1,931**
Footpaths and cycleways	38,589	14,222	**52,811**
Drainage	56,167	5,495	**61,662**
Parks, open space and streetscapes	30,476	23,468	**53,944**
Offstreet car parks	8,249	4,030	**12,279**
Other infrastructure	3,314	1,325	**4,639**
	280,837	**100,919**	**381,755**
Plant and equipment			
Heritage plant & equipment	17,678	3,574	**21,252**
	17,678	**3,574**	21,252
Total Asset revaluation reserves	**2,796,912**	**149,601**	2,946,512

$'000

	Balance at beginning of reporting period	Increase (decrease)	**Balance at end of reporting period**
2024			
Property			
Land and land improvements	2,463,846	(101,148)	**2,362,698**
Buildings	135,699	-	**135,699**
	2,599,545	**(101,148)**	**2,498,397**
Infrastructure			
Roads	143,146	-	**143,146**
Bridges	897	-	**897**
Footpaths and cycleways	38,589	-	**38,589**
Drainage	42,244	13,923	**56,167**
Parks, open space and streetscapes	24,134	6,342	**30,476**
Offstreet car parks	8,249	-	**8,249**
Other infrastructure	3,314	-	**3,314**
	260,572	**20,265**	**280,837**
Plant and equipment			
Heritage plant & equipment	17,678	-	**17,678**
	17,678	**-**	**17,678**
Total Asset revaluation reserves	**2,877,795**	**(80,883)**	**2,796,912**

The asset revaluation reserve is used to record the movements in fair value of Council's assets over time.

(b) Other reserves

$'000

	Balance at beginning of reporting period	Transfer from accumulated surplus	Transfer to accumulated surplus	**Balance at end of reporting period**
2025				
General reserve				
Contractual Reserves	40,796	28,168	(34,146)	**34,818**
Strategic Reserves	33,932	4,110	(23,948)	**14,094**
Other Reserves	38,364	13,723	(21,402)	**30,685**
	113,092	**46,001**	**(79,496)**	**79,597**
Statutory Reserves				
Resort and recreation reserve	37,796	5,873	(26,819)	**16,850**
Contributions for car parking reserve	1,791	-	-	**1,791**
	39,587	**5,873**	**(26,819)**	**18,641**
Total Other reserves	**152,679**	**51,874**	**(106,315)**	**98,238**
2024				
General reserve				
Contractual Reserves	48,006	12,445	(19,655)	**40,796**
Strategic Reserves	31,699	4,404	(2,171)	**33,932**
Other Reserves	19,993	23,236	(4,865)	**38,364**
	99,698	**40,085**	**(26,691)**	**113,092**
Statutory reserves				
Resort and recreation reserve	40,081	1,479	(3,764)	**37,796**
Contributions for car parking reserve	1,791	-	-	**1,791**
	41,872	**1,479**	**(3,764)**	**39,587**
Total other reserves	**141,570**	**41,564**	**(30,455)**	**152,679**

$'000

	2025	2024
Asset revaluation reserve	2,946,512	2,796,912
Other reserves	98,238	152,679
Total reserves	**3,044,750**	**2,949,591**

For presentation purposes General Reserves have been split into 3 categories

General reserve

General Reserves will be maintained at levels sufficient to ensure operational liquidity and for contingencies. Council holds three types of general reserves:

Contractual Reserves hold funds that are subject to contractual obligations. These reserves arise from external contributions such as unspent government grants, infrastructure contributions (including the Childcare Infrastructure Fund, Waste Charge Fund, and committed project budgets). Their use is strictly limited to the purposes for which they were received, ensuring compliance with all relevant agreements and statutory requirements.

Strategic Reserves are allocated by Council to support the delivery of long-term priorities and major initiatives. While not legally restricted, these reserves are set aside to fund future infrastructure projects, service enhancements, or other strategic commitments identified through Council's planning processes. They reflect Council's proactive approach to managing future needs and ensuring the city's resilience and growth. These reserves include Palais Theatre, Strategic Property Fund, Sustainable Transport, Affordable Housing).

Other Reserves are not tied to specific projects or obligations and are used to manage unforeseen events, asset renewal, and support the overall financial health of the organisation. They enable Council to respond effectively to emerging challenges while maintaining service continuity. Other reserves are also offset by Council's internal borrowings

Contributions for car parking reserve The car parking reserve is for the accumulation of developers contributions which are to be expended at a future date on improved car parking facilities.

9.2 Reconciliation of cash flows from operating activities to surplus/(deficit)

	$'000	
	2025	2024
Surplus/(deficit) for the year	30,183	6,064
Non cash adjustments		
Loss on disposal of property, infrastructure, plant and equipment	1,508	8,129
Depreciation/amortisation	25,371	24,626
Contributions - Non-monetary assets	(3,828)	(1,674)
Deposit for land purchase	-	3,880
Other	916	1,809
Change in assets and liabilities:		
(Increase)/decrease in trade and other receivables	(1,989)	(3,563)
(Increase)/decrease in prepayments	5,709	(2,341)
Increase/(decrease) in contract assets	3,649	(1,955)
Increase/(decrease) in trade and other payables	6,393	(2,258)
(Decrease)/increase in contract and other liabilities	101	248
(Decrease)/increase in other liabilities	354	(337)
(Decrease)/increase in provisions	(2,331)	2,173
Net cash provided by/(used in) operating activities	**66,036**	**34,801**

9.3 Superannuation

Council makes the majority of its employer superannuation contributions in respect of its employees to the Local Authorities Superannuation Fund (the Fund). This Fund has two categories of membership, accumulation and defined benefit, each of which is funded differently. Obligations for contributions to the Fund are recognised as an expense in the Comprehensive Income Statement when they are made or due.

Accumulation

The Fund's accumulation category, Vision MySuper/Vision Super Saver, receives both employer and employee contributions on a progressive basis. Employer contributions are normally based on a fixed percentage of employee earnings (for the year ended 30 June 2025, this was 11.5% as required under Superannuation Guarantee (SG) legislation (2024: 11.0%).

Defined Benefit

Council does not use defined benefit accounting for its defined benefit obligations under the Fund's Defined Benefit category. This is because the Fund's Defined Benefit category is a pooled multi-employer sponsored plan.

There is no proportional split of the defined benefit liabilities, assets or costs between the participating employers as the defined benefit obligation is a floating obligation between the participating employers and the only time that the aggregate obligation is allocated to specific employers is when a call is made. As a result, the level of participation of Council in the Fund cannot be measured as a percentage compared with other participating employers. Therefore, the Fund Actuary is unable to allocate benefit liabilities, assets and costs between employers for the purposes of AASB 119.

Funding arrangements

Council makes employer contributions to the Defined Benefit category of the Fund at rates determined by the Trustee on the advice of the Fund Actuary. An interim actuarial investigation is currently underway for the Defined Benefit category as at 30 June 2025 as the fund provides lifetime pensions in the Defined Benefit category. It is expected to be completed by 31 October 2025. The vested benefit index (VBI) of the Defined Benefit category as at 30 June 2025 (of which Council is a contributing employer) was 110.5% (2024: 105.4%). The financial assumptions used to calculate the VBI were:

- Net investment returns 5.7% pa
- Salary information 3.5% pa
- Price inflation (CPI) 2.6% pa

The VBI is used as the primary funding indicator. Because the VBI was above 100%, the 30 June 2024 actuarial investigation determined the Defined Benefit category was in a satisfactory financial position and that no change was necessary to the Defined Benefit category's funding arrangements from prior years.

Employer contributions

a) Regular contributions

On the basis of the results of the 2024 interim actuarial investigation conducted by the Fund Actuary, Council makes employer contributions to the Fund's Defined Benefit category at rates determined by the Fund's Trustee. For the year ended 30 June 2025, this rate was 11.5% of members' salaries (11.0% in 2023/24). This rate is expected to increase in line with any increases in the SG contribution rate and was reviewed as part of the 30 June 2023 triennial valuation.

In addition, Council reimburses the Fund to cover the excess of the benefits paid as a consequence of retrenchment above the funded resignation or retirement benefit.

b) Funding calls

If the Defined Benefit category is in an unsatisfactory financial position at an actuarial investigation or the Defined Benefit category's VBI is below its shortfall limit at any time other than the date of the actuarial investigation, the Defined Benefit category has a shortfall for the purposes of SPS 160 and the Fund is required to put a plan in place so that the shortfall is fully funded within three years of the shortfall occurring. The Fund monitors its VBI on a quarterly basis and the Fund has set its shortfall limit at 98% from 26 July 2024 (previously 97%).

In the event that the Fund Actuary determines that there is a shortfall based on the above requirement, the Fund's participating employers (including Council) are required to make an employer contribution to cover the shortfall.

Using the agreed methodology, the shortfall amount is apportioned between the participating employers based on the pre-1 July 1993 and post-30 June 1993 service liabilities of the Fund's Defined Benefit category, together with the employer's payroll at 30 June 1993 and at the date the shortfall has been calculated.

Due to the nature of the contractual obligations between the participating employers and the Fund, and that the Fund includes lifetime pensioners and their reversionary beneficiaries, it is unlikely that the Fund will be wound up.

If there is a surplus in the Fund, the surplus cannot be returned to the participating employers.

In the event that a participating employer is wound-up, the defined benefit obligations of that employer will be transferred to that employer's successor.

The 2024 interim actuarial investigation surplus amounts

An actuarial investigation is conducted annually for the Defined Benefit category of which Council is a contributing employer. Generally, a full actuarial investigation is conducted every three years and interim actuarial investigations are conducted for each intervening year. An interim investigation was conducted as at 30 June 2024 while a full investigation was conducted as at 30 June 2023.

The Fund's actuarial investigation identified the following for the Defined Benefit category of which Council is a contributing employer:

		$ m
	2024 (Interim)	2023 (Interim)
A VBI Surplus	108.4	84.7
A total service liability surplus	141.4	123.6
A discounted accrued benefits surplus	156.7	141.9

The VBI surplus means that the market value of the fund's assets supporting the defined benefit obligations exceed the vested benefits that the defined benefit members would have been entitled to if they had all exited on 30 June 2024.

The total service liability surplus means that the current value of the assets in the Fund's Defined Benefit category plus expected future contributions exceeds the value of expected future benefits and expenses as at 30 June 2024.

The discounted accrued benefit surplus means that the current value of the assets in the Fund's Defined Benefit category exceeds the value of benefits payable in the future but accrued in respect of service to 30 June 2024.

The 2025 interim actuarial investigation

An interim actuarial investigation is being conducted for the Fund's position as at 30 June 2025 as the Fund provides lifetime pensions in the Defined Benefit category. It is anticipated that this actuarial investigation will be completed by October 2025. The last interim actuarial investigation conducted prior to 30 June 2025 was at 30 June 2024. The VBI vested benefit index of the Defined Benefit category as at 30 June 2025 was 110.5% (2024: 105.4%).

- Net investment returns 5.7% pa
- Salary information 3.5% pa
- Price inflation (CPI) 2.6% pa

Because the VBI was above 100%, the Defined Benefit category was in a satisfactory financial position and it is expected that the actuarial investigation will recommend that no change will be necessary to the Defined Benefit category's funding arrangements from prior years.

The 2023 triennial investigation

The last triennial actuarial investigation conducted prior to 30 June 2023 was at 30 June 2020. This actuarial investigation was completed by 31 December 2020. The financial assumptions for the purposes of that investigation was:

	2023 Triennial investigation	2020 Triennial investigation
Net investment return	5.7% pa	5.6% pa
Salary inflation	3.50% pa	2.5% pa for two years and 2.75% pa thereafter
Price inflation	2.8% pa	2.0% pa

Superannuation contributions

Contributions by Council (excluding any unfunded liability payments) to the above superannuation plans for the financial year ended 30 June 2025 are detailed below:

$'000

Scheme	Type of Scheme	Rate	2025	2024
Vision super	Defined benefits	11.5% (2024:11.0%)	217	257
Vision super	Accumulation	11.5% (2024:11.0%)	4,441	4,457

Council has not paid any unfunded liability payments to Vision Super during the 2024/25 year (2023/24: $nil)

There were $0 contributions outstanding and no loans issued from or to the above schemes as at 30 June 2025.

The expected contributions to be paid to the Defined Benefit category of Vision Super for the year ending 30 June 2026 is $231,242.

Note 10 Change in accounting policy

The Fixed Asset Accounting Policy has been updated to include changes in costs in response to the new AASB 13 Fair Value Measurement requirements

In accordance with the standard, Council recognises additional elements in the replacement cost of assets including

- Once-only costs, such as design costs, for a hypothetical construction of the subject asset
- Site preparation costs
- Costs to restore assets of other entities
- Costs of removal or disposal of any unwanted existing structures on land that would be incurred when acquiring or constructing the subject asset
- Disruption costs when acquiring or constructing the subject asset

These costs will also be recognised as capital. Previously expenses of this nature where written off as operating in nature.

There have been no other accounting policy changes in the 2024/25 financial year.

The iconic Palais Theatre played host to the opening night of St Kilda Film Festival.

Performance statement

For the year ended 30 June 2025

Council is required to prepare and include a performance statement within its annual report. The performance statement includes the results of the prescribed sustainable capacity, service performance and financial performance indicators and measures together with a description of the municipal district and an explanation of material variations in the results. This statement has been prepared to meet the requirements of the *Local Government Act 2020* and *Local Government (Planning and Reporting) Regulations 2020*.

Where applicable the results in the performance statement have been prepared on accounting bases consistent with those reported in the Financial Statements. The other results are based on information drawn from Council information systems or from third parties (for example the Australian Bureau of Statistics). The performance statement presents the actual results for the current year and for the prescribed financial performance indicators and measures, the results forecast by the Council's strategic resource plan.

The *Local Government (Planning and Reporting) Regulations 2020* requires explanation of any material variations in the results contained in the performance statement. Council has adopted materiality thresholds relevant to each indicator and measure. Explanations have been provided for all service indicators to provide clarity of comparison with other Councils, while for financial performance indicators, explanations are provided only if the variations are below the materiality thresholds.

The forecast figures included in the performance statement are those adopted by Council in its 2021-31 Council Plan (Volume 2 - Year 4) which was adopted on 26 June 2024. The plan includes estimates based on key assumptions about the future that were relevant at the time of adoption and aimed at achieving sustainability over the long term.

About City of Port Phillip

The City of Port Phillip is located south of Melbourne's city centre on the northern shore of Port Phillip Bay. The foreshore stretches over 11 kilometres. A network of public open spaces makes the City a desirable place for residents and visitors to enjoy. Significant employment areas within Port Phillip include the St Kilda Road office district, and the industrial, warehousing and manufacturing districts in South Melbourne, Port Melbourne and Fishermans Bend.

The City of Port Phillip is one of the smallest and most densely populated municipalities in Victoria, covering an area of 20.6 kilometres and being home to 112,669 people. We anticipate substantial population growth over the next 40 years, particularly in Fishermans Bend on the northern edge of the City. The largest growth is expected to be in those aged over 60, suggesting many residents will retire within our community.

Port Melbourne's Edward Park is lined with towering palm trees – a signature sight in Port Phillip.

Section 2 – Service Performance Indicators

For the year ended 30 June 2025

				Results		
Service / indicator / measure	2022	2023	2024		2025	Comment
	Actual	Actual	Actual	Target as per budget	Actual	
Aquatic Facilities						
Utilisation						
Utilisation of aquatic facilities [Number of visits to aquatic facilities / Municipal population]	0	0	0	N/A	**0**	
Animal Management						
Health and safety						
Animal management prosecutions [Number of successful animal management prosecutions / Number of animal management prosecutions] x 100	100.00%	100.00%	100.00%	N/A	**100.00%**	Council achieved 100 per cent success rate on animal prosecutions through the Magistrates' Court of Victoria. All cases were thoroughly assessed to ensure accuracy of evidence prior to being submitted for prosecution.
Food Safety						
Health and safety						
Critical and major non-compliance outcome notifications [Number of critical non-compliance outcome notifications and major non-compliance notifications about a food premises followed up / Number of critical non-compliance outcome notifications and major non-compliance notifications about a food premises] x100	100%	100%	100%	N/A	**100%**	All major and critical non-compliance identified within registered food premises were follow-up within the registration period.

Service / indicator / measure	2022	2023	2024	Results 2025		Comment
	Actual	Actual	Actual	Target as per budget	Actual	
Governance						
Consultation and engagement						
Satisfaction with community consultation and engagement [Number of registered library members / Population] x100	54	52	49	54	**69**	"Satisfaction with community engagement has risen significantly, reaching its highest level on record and meeting LGV targets. This improvement reflects Council's increased investment in community engagement planning and implementation over the past two years. Contributing factors include more rigorous reporting of engagement findings, regular community communications, and an unprecedented number of place-based engagement activities. In 2025, our survey methodology changed from computer-assisted telephone interviewing (CATI) to face-to-face interviews, and our rating scale changed. These changes likely had a positive effect on the scores."
Libraries						
Participation						
Library membership [Number of registered library members / Population] x100	N/A	N/A	30.34%	N/A	**34.23%**	9,594 new members joined the library service in 2024/25. Whilst this number is slightly down on 2023/24 (-1%), there was an increase in active library membership, indicating a larger number of our membership base were actively using our collections and technology services.

Service / indicator / measure	Results 2022	2023	2024	2025		Comment
	Actual	Actual	Actual	Target as per budget	Actual	
Maternal and Child Health (MCH)						
Participation						
Participation in the MCH service [Number of children who attend the MCH service at least once (in the year) / Number of children enrolled in the MCH service] x100	78.58%	76.71%	79.67%	N/A	**80.70%**	Overall enrolments have decreased slightly, however participation and engagement in the service has increased. Families who have missed a visit are followed up with a reminder and offered outreach visits in childcare centres if they are finding it hard to get to the maternal and child health centre.
Participation in the MCH service by Aboriginal children [Number of Aboriginal children who attend the MCH service at least once (in the year) / Number of Aboriginal children enrolled in the MCH service] x100	83.72%	84.44%	86.36%	N/A	**93.75%**	There has been an increase in the number of identified First Nations children accessing the service. Almost all of these children engaged with the service and attended their Key Age and Stage visits.
Roads						
Condition						
Sealed local roads maintained to condition standards [Number of kilometres of sealed local roads below the renewal intervention level set by Council / Kilometres of sealed local roads] x100	95.48%	94.36%	95.11%	95.00%	**94.81%**	As per the Road Management Plan, Council conducts visual condition inspections every three years for all roads within the municipality. The annual target was almost met, with the number of road sections below the intervention level expected to improve through ongoing work programs addressing segments of roads in poor condition. Council continues to invest in road condition improvements with a $9m allocation made in the new Council Plan.

Service / indicator / measure	Results 2022	2023	2024		2025	Comment
	Actual	Actual	Actual	Target as per budget	Actual	
Statutory Planning						
Service standard						
Planning applications decided within required time frames [(Number of regular planning application decisions made within 60 days) + (Number of VicSmart planning application decisions made within 10 days) / Number of planning application decisions made] x100	45.12%	56.99%	60.89%	65.00%	**71.93%**	Council has increased the number of decisions made within the statutory timeframes. This is attributed to the active management of planning applications with a focus on the efficient administration of application processes.
Waste Management						
Waste diversion						
Kerbside collection waste diverted from landfill [Weight of recyclables and green organics collected from kerbside bins / Weight of garbage, recyclables and green organics collected from kerbside bins] x100	32.54%	34.91%	37.35%	40.00%	**39.45%**	There has been continued improvement in landfill diversion in 2024/25 as residents settle into the second year of the Food and Organics (FOGO) service. Increased familiarity with the service has been supported by targeted education initiatives, including flip-top bin audits across both recycling and FOGO streams. These audits provided direct feedback to individual properties, helping reinforce correct usage and improved participation rates. The set target of 40% was almost met. Council is currently reviewing its waste strategy, which aims to further promote diversion from landfill.

Section 3 – Financial performance indicators

For the year ended 30 June 2025

	Results					Forecasts			
	2022	2023	2024		**2025**	2026	2027	2028	2029
Dimension/indicator/measure	Actual	Actual	Actual	Target as per budget	Actual	Forecasts	Forecasts	Forecasts	Forecasts
Efficiency									
Expenditure level									
Expenses per property assessment [Total expenses / Number of property assessments]	$2,892.64	$3,034.63	$3,379.72	$3,337.00	**$3,293.29**	$3,489.33	$3,513.72	$3,528.61	$3,572.90
Material variations and explanation Expenses per property assessment for 2024/25 show a favourable comparison to 2023/24, primarily due to the one-off disposal of land last year for development of community housing. Excluding this item, the ongoing cost base increased marginally by 1%, which is below the 2% inflation rate, reflecting effective cost containment and $1.5m of efficiency savings. Forecast expenditure is expected to rise, driven by cost shifting from State Government, including substantial increases in land tax, WorkCover premiums, congestion levy and landfill levy.									
Revenue level									
Average rate per property assessment [Sum of all general rates and municipal charges / Number of property assessments]	$1,813.14	$1,667.33	$1,725.25	N/A	**$1,764.63**	$1,797.20	$1,850.88	$1,897.51	$1,943.41
Material variations and explanation The 2024/25 ratio increased in line with the rates cap legislation. This ratio is expected to increase subject to the forecast rates cap to be set by the Victorian Government.									
Liquidity									
Working capital									
Current assets compared to current liabilities [Current assets / Current liabilities] x100	390.11%	451.50%	461.40%	273.00%	**282.95%**	230.74%	150.23%	143.62%	121.12%
Material variations and explanation "Council continues to meet its short-term financial obligations. The ratio has declined compared to the previous year, primarily due to reduced cash reserves following a record $103.9 million investment in community infrastructure during 2024/25, which included strategic land acquisitions for open space. In line with Council's endorsed long-term financial plan, substantial investment in community infrastructure will continue, necessitating further drawdowns on cash reserves."									
Unrestricted cash									
Unrestricted cash compared to current liabilities [Unrestricted cash / Current liabilities] x 100	-141.12%	-183.73%	-151.95%	N/A	**-75.01%**	-68.27%	-37.03%	-23.83%	-21.68%
Material variations and explanation Council's total cash reserves are invested in accordance with our Investment and Treasury Policy, aiming to optimise investment returns while prioritising capital preservation, liquidity and corporate social responsibility. This indicator reflects a snapshot of short-term cash and investments relative to current liability as at 30 June 2025, and may fluctuate depending on the allocation between short-term and long-term investments. Our prudent financial management ensures all current liabilities are settled promptly. Over 62 percent of supplier invoices are paid within 14 days of receipt, in alignment with the Small Business Charter.									

	Results					Forecasts			
	2022	2023	2024		**2025**	2026	2027	2028	2029
Dimension/indicator/measure	Actual	Actual	Actual	Target as per budget	Actual	Forecasts	Forecasts	Forecasts	Forecasts
Obligations									
Loans and borrowings									
Loans and borrowings compared to rates [Interest bearing loans and borrowings / Rate revenue] x100	0.00%	0.00%	0.00%	N/A	**0.00%**	0.00%	0.00%	0.00%	0.00%
Material variations and explanation Council have no current borrowings and no future borrowing plans.									
Loans and borrowings repayments compared to rates [Interest and principal [Non-current liabilities / Own source revenue] x100	5.56%	0.00%	0.00%	N/A	**0.00%**	0.00%	0.00%	0.00%	0.00%
Material variations and explanation Council have no current borrowings and no future borrowing plans.									
Indebtedness									
Non-current liabilities compared to own source revenue [Non-current liabilities / Own source revenue] x100	1.11%	1.08%	3.57%	N/A	**3.52%**	2.64%	2.26%	1.88%	3.98%
Material variations and explanation Consistent with prior year. This result is impacted by lease liabilities recognised in accordance with Australian Accounting Standards.									
Asset renewal and upgrade									
Asset renewal and upgrade compared to depreciation [Asset renewal and asset upgrade expense / Asset depreciation] x100	100.44%	96.28%	117.88%	215.00%	**168.71%**	196.23%	212.78%	128.22%	121.31%

Material variations and explanation
Council spent $103.9 million on community assets during the 2024/25 financial year. $40 million were renewal and upgrade expenditure which represented 169% on depreciation.

This ratio increased by 51% on 2023/24 due to record spend on works in 2024/25.

It is lower than the budgeted ratio of 196%, mainly due to deferred project spend in parks and open space. That said, the 2023/24 result indicates appropriate asset management as Council's investment on renewing and upgrading our assets exceed depreciation. This will increase in future years as we deliver our significant portfolio program.

	Results					Forecasts			
	2022	2023	2024		**2025**	2026	2027	2028	2029
Dimension/indicator/measure	Actual	Actual	Actual	Target as per budget	Actual	Forecasts	Forecasts	Forecasts	Forecasts
Operating position									
Adjusted underlying result									
Adjusted underlying surplus (or deficit) [Adjusted underlying surplus (deficit)/ Adjusted underlying revenue] x100	5.00%	6.64%	0.48%	N/A	**6.04%**	-1.14%	0.21%	1.03%	1.32%

Material variations and explanation
The improvement in the operating surplus for 2024/25 was primarily driven by increased user and statutory parking fees, stronger developer contributions, and the early receipt of $1.8 million in annual general-purpose funding from the Victoria Grants Commission.

Our long-term financial plan projects continued positive surpluses in future financial years. Both surplus and depreciation remain vital funding sources to support the renewal, upgrade, and expansion of community infrastructure to meeting growing needs.

Stability									
Rates concentration									
Rates compared to adjusted underlying revenue [Rate revenue / Adjusted underlying revenue] x100	60.12%	57.03%	57.28%	58.00%	**56.32%**	58.62%	59.21%	59.82%	60.22%

Material variations and explanation
Consistent with prior year we have revenue streams from multiple sources that Council can rely on to fund our services, with no over-reliance on rates. This will remain consistent in future years.

Rates effort									
Rates compared to property values [Rate revenue / Capital improved value of rateable properties in the municipality] x100	0.20%	0.19%	0.19%	N/A	**0.20%**	0.21%	0.21%	0.21%	0.21%

Material variations and explanation
This ratio is influenced by a number of factors including the annual valuation of properties in the municipality, growth in properties during the year and the rates cap. This result is consistent with prior years and long team forecast targets.

Section 4 – Sustainable Capacity Indicators

For the year ended 30 June 2025

	Results				
	2022	2023	2024	**2025**	**Comment**
Indicator / measure / [formula]	Actual	Actual	Actual	Actual	
Population					
Expenses per head of municipal population [Total expenses / Municipal population]	$1,935.21	$2,218.10	$2,340.70	**$2,253.73**	This has reduced from prior year due to a reduction in expenditure mainly as a result of asset disposal costs in the prior year due to significant transfers for community housing.
Infrastructure per head of municipal population [Value of infrastructure / Municipal population]	$6,599.59	$7,558.25	$7,428.98	**$8,796.51**	This has increased due to the completion of projects in 2024/25 resulting in record spend during the year. In addition the impact of accounting standard changes for the recognition of fair value costs has resulted in a $150 million valuation increase to Infrastructure asset values.
Population density per length of road [Municipal population / Kilometres of local roads]	421.40	386.01	407.12	**418.84**	Council's estimated resident population increased by 5.5% in 2024/25, and the length of local roads remained consistent. This has resulted in an increase in the population density per length of road.
Own-source revenue					
Own-source revenue per head of municipal population [Own-source revenue / Municipal population]	$1,881.44	$2,222.38	$2,224.54	**$2,287.50**	This result has remained consistent with the prior year as the increase in revenue is matched by the increase in population.

	Results				
	2022	2023	2024	**2025**	**Comment**
Indicator / measure / [formula]	Actual	Actual	Actual	Actual	
Recurrent grants					
Recurrent grants per head of municipal population [Recurrent grants / Municipal population]	$111.85	$110.96	$73.71	**$99.73**	There was a substantial increase in this indicator, primarily due to the early receipt of $1.8 million in annual general-purpose funding from the Victoria Grants Commission during 2024/25.
Disadvantage					
Relative Socio-Economic Disadvantage [Index of Relative Socio-Economic Disadvantage by decile]	10.00	9.00	9.00	**9.00**	The SEIFA relative Socio-Economic Disadvantage score is measured every five years. The score summarises a range of information about the economic and social conditions of people and households within the City. It indicates that there was an increase in disadvantage when compared to other local government areas in the most recent results. There are several pockets of disadvantage and vulnerable members of our community are experiencing mental health issues, substance abuse problems, childhood developmental difficulties, insecure housing and employment. Building a safer and active community with strong social connections is key to supporting the community we serve.
Workforce turnover					
Percentage of staff turnover [Number of permanent staff resignations and terminations / Average number of permanent staff for the financial year] x100	20.2%	17.4%	13.4%	**18.2%**	There has been an increase in overall turnover for 2024/25. This is primarily attributed to the strategic exit of the majority of our Aged Care services in Quarter 2. Additionally, a slight rise in resignations during Quarter 4 reflects broader market trends, as the candidate landscape continues to stabilise following pandemic-related fluctuations. In addition, some frontline services remain affected by ongoing national labour challenges. Internally, we have continued to evolve our practices to strengthen our position as an employer of choice. Our focus remains on enhancing the employee experience for current team members, in alignment with our attraction and retention strategies.

Section 5 – Notes to the accounts

5.1. Basis of preparation

Council is required to prepare and include a performance statement within its annual report. The performance statement includes the results of the prescribed, service performance, financial performance and sustainable capacity indicators and measures together with a description of the municipal district, an explanation of material variations in the results and notes to the accounts. This statement has been prepared to meet the requirements of the Local Government Act 2020 and Local Government (Planning and Reporting) Regulations 2020.

Where applicable the results in the performance statement have been prepared on accounting bases consistent with those reported in the Financial Statements. The other results are based on information drawn from council information systems or from third parties (e.g., Australian Bureau of Statistics or the Council's satisfaction survey provider).

The performance statement presents the actual results for the current year and the previous three years, along with the current year's target, if mandated by the Local Government (Planning and Reporting) Regulations 2020. Additionally, for the prescribed financial performance indicators and measures, the performance statement includes the target budget for the current year and the results forecast for the period 2024-25 to 2027-28 by the council's financial plan.

The Local Government (Planning and Reporting) Regulations 2020 requires explanation of any material variations in the results contained in the performance statement. Council has adopted materiality thresholds relevant to each indicator and measure and explanations have not been provided for variations below the materiality thresholds unless the variance is considered to be material because of its nature.

5.2. Definitions

Key term	Definition
Aboriginal children	means a child who is an Aboriginal person
Aboriginal person	has the same meaning as in the Aboriginal Heritage Act 2006
adjusted underlying revenue	means total income other than: • non-recurrent grants used to fund capital expenditure; and • non-monetary asset contributions; and • contributions to fund capital expenditure from sources other than those referred to above
adjusted underlying surplus (or deficit)	means adjusted underlying revenue less total expenditure
annual report	means an annual report prepared by a council under section 98 of the Act
asset renewal expenditure	means expenditure on an existing asset or on replacing an existing asset that returns the service capability of the asset to its original capability
asset upgrade expenditure	means expenditure that — (a) enhances an existing asset to provide a higher level of service; or (b) extends the life of the asset beyond its original life
critical non-compliance outcome notification	means a notification received by council under section 19N(3) or (4) of the Food Act 1984 , or advice given to council by an authorized officer under that Act, of a deficiency that poses an immediate serious threat to public health
current assets	has the same meaning as in the Australian Accounting Standards
current liabilities	has the same meaning as in the Australian Accounting Standards
food premises	has the same meaning as in the *Food Act 1984*
intervention level	means the level set for the condition of a road beyond which a council will not allow the road to deteriorate and will need to intervene
local road	means a sealed or unsealed road for which the council is the responsible road authority under the *Road Management Act 2004*
major non-compliance outcome notification	means a notification received by a council under section 19N(3) or (4) of the *Food Act 1984* , or advice given to council by an authorized officer under that Act, of a deficiency that does not pose an immediate serious threat to public health but may do so if no remedial action is taken
MCH	means the Maternal and Child Health Service provided by a council to support the health and development of children within the municipality from birth until school age
non-current liabilities	means all liabilities other than current liabilities
own-source revenue	means adjusted underlying revenue other than revenue that is not under the control of council (including government grants)
population	means the resident population estimated by council
rate revenue	means revenue from general rates, municipal charges, service rates and service charges
relative socio-economic disadvantage	in relation to a municipal district, means the relative socio-economic disadvantage, expressed as a decile for the relevant financial year, of the area in which the municipal district is located according to the Index of Relative Socio-Economic Disadvantage of SEIFA
restricted cash	means cash, cash equivalents and financial assets, within the meaning of the Australian Accounting Standards, not available for use other than for a purpose for which it is restricted, and includes cash to be used to fund capital works expenditure from the previous financial year
SEIFA	means the Socio-Economic Indexes for Areas published from time to time by the Australian Bureau of Statistics on its Internet site
unrestricted cash	means all cash and cash equivalents other than restricted cash

5.3. Other Matters

Overview of 2024

During the year Council invested $103.9 million in infrastructure and community assets, including $51.2 million of land acquisition to cater for the growing population by creating new parks and green open space. This investment supported the delivery of priority projects and service enhancements, reinforcing our commitment to continuous improvement, operational efficiency, and keeping rates affordable.

Rising costs associated with delivering Council's core services such as increasing cost base for long day child care, high inflation on contracted services impacted council service. Despite all the above pressures we were able to report a surplus for the 2024/25.

Council is responsible for $3.67 billion of community assets. Changes in asset valuation methodology saw our fixed assets increase by $150 million due to the new cost recognition criteria. Most significantly roads and footpath assets increased by $65 million, buildings $42 million and parks and open space $23 million.

Councils cash reserves have reduced due to the record capital works spend and the $51 million for strategic land acquisitions for open space.

Certification of the performance statement

In my opinion, the accompanying performance statement has been prepared in accordance with the Local Government Act 2020 and the Local Government (Planning and Reporting) Regulations 2020.

Peter Liu CPA
Principal Accounting Officer

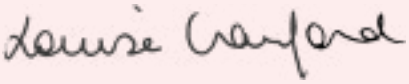
22 September 2025
St Kilda

In our opinion, the accompanying performance statement of the City of Port Phillip for the year ended 30 June 2025 presents fairly the results of council's performance in accordance with the Local Government Act 2020 and the Local Government (Planning and Reporting) Regulations 2020.

The performance statement contains the relevant performance indicators, measures and results in relation to service performance, financial performance and sustainable capacity.

At the date of signing, we are not aware of any circumstances that would render any particulars in the performance statement to be misleading or inaccurate.

We have been authorised by the council and by the Local Government (Planning and Reporting) Regulations 2020 to certify this performance statement in its final form.



Louise Crawford
Mayor and Councillor

Dated: 22 September 2025
St Kilda

Bryan Mears
Councillor

Dated: 22 September 2025
St Kilda

Chris Carroll
Chief Executive Officer

Dated: 22 September 2025
St Kilda

Independent Auditor's Report

Victorian Auditor-General's Office

To the Councillors of Port Phillip City Council

Opinion	I have audited the accompanying performance statement of Port Phillip City Council (the council) which comprises the: • description of municipality for the year ended 30 June 2025 • service performance indicators for the year ended 30 June 2025 • financial performance indicators for the year ended 30 June 2025 • sustainable capacity indicators for the year ended 30 June 2025 • notes to the accounts • certification of the performance statement. In my opinion, the performance statement of Port Phillip City Council in respect of the year ended 30 June 2025 presents fairly, in all material respects, in accordance with the performance reporting requirements of Part 4 of the *Local Government Act 2020* and Local Government (Planning and Reporting) Regulations 2020.
Basis for Opinion	I have conducted my audit in accordance with the *Audit Act 1994* which incorporates the Australian Standards on Assurance Engagements. I further describe my responsibilities under that Act and those standards in the *Auditor's Responsibilities for the Audit of the performance statement* section of my report. My independence is established by the *Constitution Act 1975*. My staff and I are independent of the council in accordance with the ethical requirements of the Accounting Professional and Ethical Standards Board's APES 110 *Code of Ethics for Professional Accountants* (the Code) that are relevant to my audit of the performance statement in Victoria. My staff and I have also fulfilled our other ethical responsibilities in accordance with the Code. I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.
Councillors' responsibilities for the performance statement	The Councillors are responsible for the preparation and fair presentation of the performance statement in accordance with the performance reporting requirements of the *Local Government Act 2020* and Local Government (Planning and Reporting) Regulations 2020 and for such internal control as the Councillors determines is necessary to enable the preparation and fair presentation of a performance statement that is free from material misstatement, whether due to fraud or error.

Level 31 / 35 Collins Street, Melbourne Vic 3000
T 03 8601 7000 enquiries@audit.vic.gov.au www.audit.vic.gov.au

Auditor's responsibilities for the audit of the performance statement	As required by the *Audit Act 1994*, my responsibility is to express an opinion on the performance statement based on the audit. My objectives for the audit are to obtain reasonable assurance about whether the performance statement as a whole is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with the Australian Standards on Assurance Engagements will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the decisions of users taken on the basis of this performance statement. As part of an audit in accordance with the Australian Standards on Assurance Engagements, I exercise professional judgement and maintain professional scepticism throughout the audit. I also: • identify and assess the risks of material misstatement of the performance statement, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control. • obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the council's internal control • evaluate the overall presentation, structure and content of the performance statement, including the disclosures, and whether performance statement represents the underlying events and results in a manner that achieves fair presentation. I communicate with the Councillors regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that I identify during my audit.

MELBOURNE
1 October 2025

Travis Derricott
as delegate for the Auditor-General of Victoria

Glossary

Item	Explanation
Accrual accounting	System of accounting where items are brought to account and included in the Financial Statements as they are earned or incurred, rather than as they are received or paid.
Accumulated surplus	The value of all net assets accumulated over time.
AIFRS	Australian equivalents to International Financial Reporting Standards.
Asset expansion expenditure	Expenditure that extends the capacity of an existing asset to provide benefits to new users at the same standard as is provided to beneficiaries.
Asset renewal expenditure	Expenditure on an existing asset or on replacing and existing asset that returns the service capability of the asset to its original capability.
Asset upgrade expenditure	Expenditure that: (a) enhances an existing asset to provide a higher level of service or (b) increases the life of the asset beyond its original life.
Assets	Future economic benefits controlled by Council as a result of past transactions or other past events.
Bad and doubtful debts	Bad debts written off and the movement in the bad debt provision for infringement debtors and sundry debtors.
Balance sheet	A quantitative summary of Council's financial condition at 30 June, including assets, liabilities and net equity.
Borrowing costs	Interest paid on borrowings.
Capital expenditure	Capital expenditure is relatively large (material) expenditure that produces economic benefits expected to last for more than 12 months. A pre-determined 'threshold' may be used which indicates the level of expenditure deemed to be material in accordance with Council's policy. Capital expenditure includes renewal, expansion and upgrade. Where capital projects involve a combination of renewal, expansion and upgrade expenditures, the total project cost needs to be allocated accordingly.
Cash and cash equivalents	Cash and investments readily convertible to cash, including cash on hand, cash held in the bank, deposits at call and highly liquid investments.
Contributions	Contributions received by Council are received for the purpose of providing and improving public open space, provision/improvement of the drainage system and in relation to specific projects.
Comprehensive Income Statement	A financial statement highlighting the accounting surplus or deficit which highlights whether Council has sufficient revenue to meet expenses in the current year, including non-cash costs such as depreciation expenditure. It also includes other comprehensive income items including net asset revaluation increment (decrement reversal) and share of other comprehensive income of associates and joint ventures accounted for by the equity method, to arrive at a 'comprehensive result'. The comprehensive result equates to the movement in net assets or total equity.
Current assets	Assets where Council expects to receive the future economic benefit within the next twelve months unless the asset is restricted from being exchanged or used to settle a liability for at least twelve months after the reporting date.
Current liabilities	Liabilities where Council expects to fulfil its obligation within the next twelve months unless the Council does not have an unconditional right to defer settlement of the liability for at least twelve months after reporting date.
Depreciation	An expense which recognises the value of a fixed asset as it is used up over time.

Item	Explanation
Employee benefits	Relates to wages and salaries, casual staff payments, annual leave, long service leave, superannuation, fringe benefits tax, WorkCover and redundancy payments.
Equity	The residual interest in the assets of Council after deduction of its liabilities, which is made up of accumulated surplus and reserves. Total equity is also equal to net assets.
Expense	An outgoing payment made by Council.
Financing activities	Financing activities means those activities which relate to changing the size and composition of the financial structure of the entity, including equity and borrowings not falling within the definition of cash.
Fixed assets	See Property, infrastructure, plant and equipment.
Grants – non-recurrent	Grant income received for a 'one off' specific purpose, generally for a particular project.
Grants – recurrent	Grant income received on a regular basis (i.e. quarterly, annually) and granted to Council by another entity for specific or general purposes.
Income	Income is the amount of money that Council actually receives from its activities, mostly from rates and services provided to customers and ratepayers.
Infrastructure	Non-current property, plant and equipment excluding land.
Interest	Includes interest earned on all cash and investment balances, interest earned on rates and unrealised gains on managed fund investments.
Interest bearing loans and borrowings	Council's borrowings.
Investing activities	Investing activities means those activities which relate to acquisition and disposal of non-current assets, including property, plant and equipment and other productive assets, and investments not falling within the definition of cash.
Liabilities	Future sacrifices of economic benefits that Council is presently obliged to make to other entities as a result of past transactions or other past events.
Materials and services	Expenditure incurred in relation to building maintenance, general maintenance, plant and equipment maintenance, office and administration, insurance, registration and Metropolitan Fire Brigade levy, financial and legal costs and information technology costs.
Changes in equity for the period	The net movement in the net surplus (deficit) and asset revaluation increments (decrements). This is also equal to the change in net assets.
Net asset revaluation increment (decrement)	This represents the increase (decrease) between the old valuation and new valuation of property and infrastructure asset classes, which were re-valued during the year.
Net assets	The difference between total assets and total liabilities, which represents Council's net worth. Net assets are also equal to total equity.
Net gain (loss) on disposal of property, plant and equipment, infrastructure	The net of income received in relation to the sale of assets and the carrying amount of assets sold, replaced or disposed of during the year.
New asset expenditure	Expenditure that creates a new asset that provides a service that does not currently exist.

Item	Explanation
Non-current assets	Assets where the future economic benefit is not expected to be received within the next twelve months or where the asset is restricted from being exchanged or used to settle a liability for at least twelve months after the reporting date.
Non-current assets classified as held for sale	Non-current assets that Council intends to sell within the next twelve months.
Non-recurrent grants	Means a grant obtained on the condition that it is expended in a specified manner and is not expected to be received again during the period covered by the Integrated Council Plan.
Non-current liabilities	Liabilities where the obligation is not expected to be fulfilled within the next twelve months or where Council has a right to defer settlement of the liability for at least twelve months after reporting date.
Other expenses	Includes auditors' remuneration, Councillors' allowances, operating lease rentals, impairment losses, community grants and contributions, training and professional development expenditure, contract settlement expenditure and expenditure incurred in relation to special rate schemes.
Other income	Income received from donations, insurance recoveries, craft markets, festivals, local laws, right-of-way sales, transport and other sources.
Prepayments	Payments made by Council in advance of receiving the goods or services.
Property, infrastructure, plant and equipment	Often referred to as Fixed Assets. This is the largest component of Council's asset base or worth. This represents the value of all land, buildings, roads, footpaths, drains, bridges, vehicles, plant and equipment and so on, which are recorded on Council's asset register.
Provisions	Includes accrued long-service leave, annual leave, sick leave and rostered days off owing to employees at reporting date.
Rate and charges	Income received from ratepayers in relation to general rates, garbage rates and special rate schemes.
Recurrent grant	A grant other than a non-recurrent grant.
Reserves	Includes the asset revaluation reserve which includes the net revaluation increments and decrements arising from the revaluation of fixed assets in accordance with AASB 1041 'Revaluation of Non-Current Assets'. Other reserves include statutory reserves such as resort and recreation and carpark and general reserves where money is held in reserve for specific projects.
Share of net profits (losses) of associates and joint ventures	Council's share of the net profit/loss recognised in its joint venture partnerships.
Statement of capital works	Means a statement which shows all capital expenditure of a council in relation to non-current assets and asset expenditure type.
Statement of cash flows	The statement of cash flows shows the net cash inflows and outflows in the forthcoming year in the form of a reconciliation between the opening and closing balances of total cash and investments for the year. The cash flow statement should be prepared in accordance with the requirements of AASB 107 Statement of Cash Flows.
Statement of changes in equity	The statement of changes in equity shows the movement in Accumulated Surplus and reserves for the year. The net movement in the net surplus (deficit) and asset revaluation increments (decrements). This is also equal to the change in net assets.

Item	Explanation
Statutory fees and fines	Includes parking infringements and costs, PERIN court recoveries, town planning fees, land information certificates and trader parking and street furniture permits.
Statutory reserves	Statutory reserves are funds set aside for specified statutory purposes in accordance with various legislative requirements. These reserves are not available for other purposes.
Surplus (deficit)	Represents the difference between total revenues, expenses, net gain (loss) on disposal of property, plant and equipment, infrastructure and share of net profits (losses) of associates and joint ventures accounted for by the equity method.
Trade and other payables	Monies owed by Council to other entities/individuals.
Trade and other receivables	Monies owed to Council by ratepayers and other parties less provisions for doubtful debts.
Trust funds and deposits	Monies received by Council for a specific purpose, which are to be refunded upon a specific event occurring (e.g.. Council assets are not damaged). If that specific event does not occur, Council is entitled to recognise these monies as income.
User fees	Income received by Council from a variety of fees and charges such as aged and health services fees, animal and local law fines and registrations, building permits and other charges, child care/children's program fees, debt collection recovery charges, debt collection recovery charges, election fines, recreation fees, library fines and other charges and tow-away charges.

St Kilda's Acland Street is home to colour, culture and iconic cakeshops.

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