



Council Plan 2021-25 quarterly report card

January to March 2024

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Economy of the Future

Over the next four years, we will focus on driving economic recovery and creating the conditions for a strong, adaptive, sustainable and thriving future city economy supported by a diverse mix of industries and jobs that provide dignity and opportunity.

Highlights for quarter three (January to March 2024)

Small Business Grant Program recipients signed their funding agreements and most recipients (21) have received their first funding instalment (50%). Remaining three recipients are at various stages of lease negotiations for properties in the municipality.

Throughout the new academic year, Council delivered a welcome program which engaged more than 4,500 students through various events including, Melbourne International Student Week, the Lord Mayor's Student Welcome at Moomba and The Couch Open Day.

Invest Melbourne has delivered 67 investment projects during this financial year, creating or expediting 1,045 jobs, and generating \$360 million in capital expenditure, representing \$251 million in Gross Local Product (GLP).

The Moomba Festival attracted 840,000 visitors despite extreme heatwave conditions. A range of new programming initiatives were delivered for Moomba's 70th anniversary.

Visitor Services partnered with Formula 1 Australian Grand Prix and launched an official merchandise and free F1 giveaway activation at the Melbourne Visitor Hub. The partnership resulted in a 600 per cent increase in retail sales compared to same time last year and a 140 per cent increase in visitor contacts.

The Open Innovation Competition was launched on 18 March at Melbourne Connect with 80 people attending. This included entrepreneurs, students, innovators, and tech-experts connecting to explore how we accelerate Melbourne's transition to a zero-carbon city. Participants will have access to a range of support to help them bring their ideas to life, including 1:1 mentoring, a community platform offering support and resources and dedicated weekly webinar. Submissions closed on 28 April.

Our progress

Delays in finalising funding for The Couch impacted the implementation of the Economic Development Strategy. Negotiations continue to finalise funding with an outcome expected by end of April.

Delivery of our major initiatives within the Council Plan term is on track.

The major initiatives we're delivering this year

Initiative	Council's role	Our progress
Continue to strengthen Melbourne's economic recovery, including through precinct and shopfront activation, delivery of an enhanced business concierge service ¹ and support for the night-time economy.	Deliver	On track
Ensure Melbourne is the easiest place to start and grow a business through the establishment of Invest Melbourne.	Deliver	On track
Drive economic growth and resilience by implementing the Economic Development Strategy ² , focusing support on existing and emerging industry sectors.	Deliver Partner	Delayed
Work in partnership with the Victorian Government and other stakeholders to advocate for and deliver integrated high-quality public and active transport in urban renewal areas.	Partner	On track
Establish a new tourism entity called Visit Melbourne and review and refresh the program of City of Melbourne-owned and sponsored events ³ to maximise opportunities to drive visitation and spend.	Deliver Partner	On track
Market and promote Melbourne as a great place to live for all, while ensuring key workers have access to affordable housing.	Deliver	Completed
Increase visitation to Docklands by partnering with the Victorian Government and key stakeholders to enable reconstruction and redevelopment in Central Pier and surrounds.	Partner Advocate	On track
Review Melbourne's international relationships to optimise future and existing partnerships to enable mutual growth and opportunity.	Deliver	On track
Partner with industry to support the development of globally competitive innovation ecosystems.	Partner Deliver	On track
Develop a corporate strategy for the City of Melbourne to drive exemplary customer service, digitise services and operations, improve productivity and identify new revenue opportunities.	Deliver	Delayed
Embed the Sustainable Development Goals ⁴ in the way City of Melbourne plans, prioritises its investments, reports and benchmarks against other cities.	Deliver	On track

¹ <https://www.melbourne.vic.gov.au/business/Pages/business-concierge-service.aspx>

² <https://www.melbourne.vic.gov.au/about-council/vision-goals/Pages/economic-development-strategy-2031.aspx>

³ <https://www.melbourne.vic.gov.au/arts-and-culture/strategies-support/funding/Pages/event-partnership-program.aspx>

⁴ <https://www.melbourne.vic.gov.au/about-council/vision-goals/Pages/united-nations-sustainable-development-goals.aspx>

How we're measuring progress over four years

Indicator	Target outcome
Capital city gross local product.	Increase
Number of businesses in the municipality.	Increase
Number of start-ups in the municipality.	Increase
Vacancy rate of retail premises.	Decrease
Proportion of residents employed in the municipality.	Increase
Gross local product per capita per person employed.	Increase
Number of jobs in the municipality.	Increase
Number of visitors to the municipality.	Increase
Planning applications decided within required timeframes.	100%

Melbourne's unique identity and place

Over the next four years we will celebrate and protect the places, people and cultures that make Melbourne a unique, vibrant and creative city with world-leading liveability.

Highlights for quarter three (January to March 2024)

Sixteen events were supported via the Event Partnership Program, including Midsumma, Australian Open and Melbourne International Flower and Garden Show and a number of cultural events including Lunar New Year and Melbourne Latin Festival.

City of Melbourne conducted community engagement for the Heritage, People and Place Discussion Paper in February. It included a series of workshops with the community and key stakeholders, and an online survey that attracted 178 responses. The feedback is being reviewed to inform the Draft Heritage Strategy.

PHOTO 2024 International Festival of Photography, which ran 1-24 March delivered a significant presence in the public realm including a new round of 16 light-box commissions for the Birrarung Lightboxes partnership along Southbank Promenade, Hamer Hall and Fed Square.

Completed the first stage of community engagement and the report detailing the engagement findings for the Chelmsford Street Open Space project.

The submission to the Department of Transport and Planning (DTP) on the draft Development Contributions Plan for Capital City Zoned precincts within the Fishermans Bend Urban Renewal Area and draft planning scheme amendment GC224 was approved at Future Melbourne Committee on 20 February.

The Excellent City Series Festival of Design was held in March at MPavilion, with more than 800 attendees participating in the event.

Our progress

Challenges facing the construction sector due to rising costs continue to impact delivery timelines for the Queen Victoria Market Precinct Renewal.

There is a high-level of uncertainty regarding property availability in Southbank and urban renewal areas

Public exhibition of Macaulay Planning Scheme Amendment C417 and Municipal Planning Strategy Amendment C432 are yet to be authorised by the Minister for Planning.

Delivery of our major initiatives within the Council Plan term is on track

The major initiatives we're delivering this year

Initiative	Council's role	Our progress
Partner with the Victorian Government and other stakeholders to deliver specific components of Greenline ⁵ along the north bank of the Yarra River.	Deliver Partner	On track
Increase the amount of public open space in the municipality with a focus on areas of greatest need.	Deliver	Delayed
Celebrate, partner and advocate for investment in the city's three key waterways, the Yarra River-Birrarung ⁶ , the Maribyrnong and Moonee Ponds Creek.	Partner Advocate	On track
Play a lead role in facilitating the delivery of high-quality and climate adapted urban renewal in Arden ⁷ and Macaulay ⁸ , Fishermans Bend ⁹ , and Docklands in partnership with the Victorian Government.	Partner	On track
Adopt the Municipal Planning Strategy in 2022-23.	Partner	Delayed
Complete heritage reviews and implement associated planning scheme amendments to protect and celebrate heritage in our municipality.	Deliver	Delayed
Protect Queen Victoria Market ¹⁰ as a traditional open-air market.	Deliver	On track
Deliver Queen Victoria Market ¹⁰ precinct improvements and Munro Community Hub.	Deliver Partner	On track
Deliver public art projects that reflect Melbourne's unique culture and heritage.	Deliver	Delayed
Facilitate increased investment in unique Melbourne events to further activate and celebrate the city.	Partner	On track
Champion high quality development and public realm design through delivering the Design Excellence Program ¹¹ .	Deliver	On track

⁵ <https://participate.melbourne.vic.gov.au/greenline/implementation-plan-overview>

⁶ <https://participate.melbourne.vic.gov.au/city-river-strategy>

⁷ <https://participate.melbourne.vic.gov.au/arden/plan>

⁸ <https://participate.melbourne.vic.gov.au/macaulay-refresh>

⁹ <https://www.fishermansbend.vic.gov.au>

¹⁰ <https://www.melbourne.vic.gov.au/qvmrenewal>

¹¹ <https://participate.melbourne.vic.gov.au/design-excellence-program>

How we're measuring progress over four years

Indicator	Target outcome
Proportion of residents within 300m of public open space.	Increase
Proportion of people surveyed who visit a park in the municipality on a regular basis.	Increase
Area of new public open space in Southbank.	1.1ha (by 2025)
Neighbourhoods in the municipality with up-to-date local heritage studies and controls.	100%
Proportion of people who support the city being made up of different cultures.	100%
Value of the creative sector to the local economy.	Increase
The number of creative spaces in the municipality.	Increase
The number of artists supported by City of Melbourne through city planning, design and city operations.	Increase
The number of design reviews of major projects.	Increase

Aboriginal Melbourne

For the Wurundjeri, Bunurong, Taungurung, Dja Dja Wurrung and Wadawurrung peoples of the Eastern Kulin, the place now known as Melbourne has always been an important meeting place and location for events of political, cultural, social and educational significance. Over the next four years, we will ensure that First Peoples' culture, lore, knowledge, and heritage enrich the city's growth and development.

Highlights for quarter three (January to March 2024)

Preferred location for the Stolen Generation Marker was announced on 13 February 2024. Key stakeholders affected by the location were notified. Shortlisted artists are continuing to develop their concept designs for submission to the Working Group on 31 May 2024.

Continued work on Aboriginal Mapping project, including background research on education resources to inform Traditional Owner consultations. Options paper is being prepared on the development of the app.

'Truth-telling talks' - In partnership with City Design, a full day of panels at MPavillion was delivered. Discussions continuing with Blak and Bright for a further event/talk to support a program of truth telling.

Expression on Interest (EOI) for members for the First Nations Committee went live on 7 March and closed on 4 April 2024. The EOI has been promoted across 3KND, Koori Mail and City of Melbourne social media channels.

Our progress

Senior management changes at the traditional owner Corporations have not allowed the progress of an annual gathering of the Eastern Kulin.

Delivery of our major initiatives within the Council Plan term is on track.

The major initiatives we're delivering this year

Initiative	Council's role	Our progress
Explore and deliver opportunities for 'truth-telling' to facilitate learning, healing, and change within Melbourne and beyond. This will be an opportunity to impart knowledge of thousands of years of rich history, language and stories, as well as provide a form of restorative justice by acknowledging Aboriginal peoples' experiences of dispossession and inequity.	Partner	On track
Implement the Declaration of Recognition and Commitment in good faith which signals and elevates the City of Melbourne's shared commitment for reconciliation across the whole of the organisation.	Deliver	Completed
Govern with Sovereign First Nations to enable true self-determination, where deliberative engagement is proactive, responsive and consistent.	Deliver	Delayed
Commence planning for a co-designed First Nations Cultural Precinct with First Peoples – a place to retain, maintain and recreate in a culturally specific geography, where First Peoples can practice continuity of customs and traditions, through uninterrupted connection to lands and waters.	Partner	Closed
Support a partnership forum – an annual gathering of the Eastern Kulin (noting the history of Tanderrum).	Partner	Closed

How we're measuring progress over four years

Indicator	Target outcome
Proportion of people surveyed who demonstrate an understanding of Melbourne's Aboriginal heritage and culture.	100%
Proportion of people surveyed who believe the relationship with Aboriginal people is important.	100%
Delivery of the City of Melbourne's Reconciliation Action Plan.	100%
Level of involvement of Traditional Custodians in city governance.	Increase

Climate and biodiversity emergency

Over the next four years, we will prioritise our environment and take urgent action to reduce emissions and waste in order to protect public health, strengthen the economy and create a city that mitigates and adapts to climate change. The City of Melbourne declared a climate and biodiversity emergency in 2019.

Highlights for quarter three (January to March 2024)

The Kensington Circular Economy Precinct had a successful launch at Kensington Town Hall with over 80 attendees. The launch event was shared with the Kensington Market to maximise patronage and exposure to the local community.

The delivery of the Urban Forest Strategy remains on schedule. Another successful Citizen Forester event was held in late January where participants involved in nature journaling in Fitzroy Gardens. The tree planting program commenced in March.

Evaluation of the Food Organics High Rise pilot for residential buildings has concluded and a draft report has been completed. The report includes an evaluation of the current technology in the market, analysing building and planning data, and the cost for each collection method to provide recommendations for an appropriate Food Organic service for residential high rise buildings based on number of dwellings.

The Food Organic High Rise pilot for mixed-use buildings continues to progress, with two buildings preparing for installation dehydrators and two others still in the on-boarding phase.

The Power Melbourne project and delivery of three community batteries by mid-2024 remains on track. Detailed designs for battery installations and electrical works have been completed and tenders have been provided for each site.

Melbourne supported and hosted the Association of Southeast Asian Nations (ASEAN) events which featured both a climate track day and a city resilience event. Both events built relationships across the region and with the federal government through the demonstration of our leadership.

Our progress

Delivery of our major initiatives within the Council Plan term is on track.

The major initiatives we're delivering this year

Initiative	Council's role	Our progress
To enhance Melbourne's position as a global leader on climate action, we will undertake bold advocacy on behalf of our community.	Deliver	On track
Create an enabling environment for Melbourne businesses and universities to become the employment centre of a resilient zero-carbon economy.	Deliver	On track
Progress a planning scheme amendment to improve the environmental performance of buildings in order to reduce emissions to zero by 2040.	Deliver Partner	On track
Deliver on our Urban Forest Strategy ¹² including tree canopy, private greening incentives and city greening.	Partner	On track
Lead the reduction of food waste and diversion of waste from landfill, by continuing the Food Organics, Green Organics rollout through high-rise apartment innovation and by addressing food-waste reduction.	Deliver Partner	On track
Support the development of a circular economy through bold leadership and community neighbourhood projects, including the container deposit scheme, alternative waste technologies, circular economy guidelines and partnered or aggregated demand to stimulate end markets.	Deliver	On track
Support the development of battery storage and renewable energy in the municipality through the Power Melbourne initiative.	Partner Advocate	On track
Implement the Climate and Biodiversity Emergency action plan ¹³ .	Deliver	On track

How we're measuring progress over four years

Indicator	Target outcome
Municipal greenhouse gas emissions.	33% reduction (from 2015 baseline by 2025)
On-road transport emissions.	Decrease
Installed battery storage capacity in the municipality.	Increase
Household waste produced.	10% reduction (by 2025)

¹² <https://www.melbourne.vic.gov.au/community/greening-the-city/urban-forest/pages/urban-forest-strategy.aspx>

¹³ <https://www.melbourne.vic.gov.au/about-council/vision-goals/eco-city/climate-change/Pages/taking-action-climate-change.aspx?k=climate+and+biodiversity+emergency&type=web>

Indicator	Target outcome
Municipal waste diverted from landfill.	50% increase (by 2025)
Alternative water use.	Increase
Stormwater quality.	Increase
Hospital admissions in relation to extreme weather events.	Decrease
Percentage of tree canopy cover in the public realm.	27% (by 2025)
Number of trees planted in the municipality.	2400 plus number of trees removed in previous year, or 3000, whichever is more.
Area of native understorey habitat in the public realm.	Increase

Access and affordability

Over the next four years, we will reduce economic and social inequality by ensuring universal access to housing, core services and information.

Highlights for quarter three (January to March 2024)

Community engagement on the Draft Fair Access Sport and Recreation Allocation and Use Policy 2024-2027, and supporting Action Plan was conducted during the quarter. A summary of the findings is being collated and the feedback will inform the final action plan and policy which will be presented to Council for consideration in June 2024.

Construction of the Kensington Community Aquatic and Recreation Centre is progressing.

The Neighbourhood Survey was launched in February and was open throughout March. Neighbourhood Partners and staff across the organisation participated in more than 80 in-person activities, supplemented by a place-based social media and online campaign.

Fourteen businesses from across the visitor economy have commenced participation in the City of Melbourne capacity building program to help them identify and implement strategies and actions that will improve access and inclusion. As part of the program, people with disability, including two members of the Disability Advisory Committee, are co-designing and co-delivering workshops across topics such as policies, culture, the physical environment, communication and innovation.

Two Foodbank Farm to Families pop-up markets were held during the quarter, with 615 community members attending and 3686 kilos of fresh fruit and vegetables collected. Approximately 69 per cent of people who attended were City of Melbourne residents.

narrm ngarrgu Library and Family Services is attracting new visitors and members daily and the feedback from the public on the new library has been very positive. To date, around 80,000 people have visited the space.

The Make Room construction program is on track to be completed by August 2024. Two artists have been engaged to deliver design for the cultural safety initiatives.

A grant application was submitted to the Federal Government's Housing Australia Future Fund Facility (HAFFF) for \$8.8 million.

The Mel-Van mobile library program continued with activities including outreach visits, safety inductions, community technology sessions and digital literacy sessions. Officers are currently developing the Principles for the new Digital Inclusion Action Plan.

Consultation on Melbourne's draft food policy concluded on Friday 15 March with 273 Participate Melbourne online surveys submitted. Feedback will be presented to the Future Melbourne Committee in May.

Commenced community engagement on the Draft Homelessness Strategy 2024-30 following endorsement by the Future Melbourne Committee.

Our progress

Extended negotiations with external partners and complexity of the scope have delayed the delivery of the North Melbourne Community Centre redevelopment and precinct enhancement project.

Delivery of our major initiatives within the Council Plan term is on track.

The major initiatives we're delivering this year

Initiative	Council's role	Our progress
Increase and upgrade accessible, inclusive spaces for women in City of Melbourne sports facilities	Deliver	On track
Implement a neighbourhood model by working with communities to develop neighbourhood plans and neighbourhood service centres that respond to the local community's existing and projected needs.	Deliver	On track
Deliver a revitalised library network, including pop-up libraries, to increase access for our diverse community and to help revitalise the city.	Deliver	On track
Deliver the Disability Access Plan 2020–2024 ¹⁴ including ensuring our services and events are more accessible, increasing the number of accessible adult change facilities, and partnering with community and transport groups to make transport more accessible.	Deliver Partner	On track
Develop and deliver initiatives and programs that will provide food relief to vulnerable members of our community and improve local food production by supporting communities to grow their own food.	Deliver Partner Advocate	On track
As part of a new corporate strategy for the City of Melbourne, ensure our core services remain accessible and affordable.	Deliver	On track
In partnership with the Victorian Government commence construction on a replacement North Melbourne Community Centre precinct for the Melrose St community and growing Macaulay population.	Deliver Partner	Delayed

¹⁴ <https://participate.melbourne.vic.gov.au/disability-access-plan>

Initiative	Council's role	Our progress
Deliver programs that will build digital literacy skills and capabilities, improve access to free Wi-Fi from our community facilities and advocate for appropriate digital infrastructure, to improve digital inclusion for all, particularly for vulnerable groups.	Deliver	On track
Create a new entity 'Homes Melbourne', to coordinate and facilitate more affordable housing for key workers and people on low-incomes and progress a demonstration project on Council-owned land, support the Make Room accommodation project and new homeless support hubs for vulnerable citizens to access essential support.	Partner	On track

How we're measuring progress over four years

Indicator	Target outcome
Number of people sleeping rough who have not been offered accommodation.	Zero
Number of people supported through a range of accommodation including long-term supportive housing and affordable housing.	500 (by 2025)
Number of new demonstration social and affordable housing units facilitated on City of Melbourne land.	100 (by 2025)
Proportion of people reporting food insecurity.	25% reduction (by 2025)
Proportion of people surveyed who participate in lifelong learning in the municipality.	Increase
Proportion of people surveyed who participate in arts and cultural activities in the municipality.	Increase

Safety and wellbeing

Over the next four years, we will plan and design for the safety and wellbeing of those who live, visit, work and do business in Melbourne, regardless of their background.

Highlights for quarter three (January to March 2024)

Activities and community events were held across several neighbourhoods as part of the Cultural Diversity week and the United Nations International Day for the Elimination of Racial Discrimination on 21 March, including community celebrations, Welcome to Country Smoking ceremonies and International Student gatherings.

The City of Melbourne hosted a workshop for the Western Region's Preventing Violence Together Partnership. More than 20 organisations came together to share priority issues and actions they are working on to address family and gender-based violence. The workshop provided the opportunity to identify collaborative actions over the next two years.

Heat Lab activities were extended beyond the pilot period during the heatwave event on 8-11 March. One of our libraries and participating community organisations extended opening hours during the period. Evaluation of the Heat Lab program commenced in March.

Engagement with Victoria Police, resident groups, businesses and business groups continued to discuss safety in the municipality. This included the commencement of the 'Presidents of residents safety committee meeting', where we have the opportunity to hear from resident groups on matters that affect their safety.

Projects continued as part of the implementation of Transport Strategy 2030 included:

- Construction commenced on bike lanes on Grattan Street from Rathdowne Street west to the Melbourne Metro station construction site.
- Works on Little Lonsdale Street have been completed including a new, wide pedestrian crossing connecting two major shopping destinations and road safety works to ensure slow vehicle speeds.
- Footpath expansions, bluestone installation and streetscape upgrades continued in the Exhibition Street theatre precinct.
- Delivered upgrades on Elizabeth Street to restrict unauthorised vehicles from driving through the pedestrianised area between Flinders Lane and Flinders Street..

Our progress

Limited access to sites and need to seek alternative design options have resulted in delays to some pedestrian and bicycle infrastructure projects.

Delivery of our major initiatives within the Council Plan term is on track.

The major initiatives we're delivering this year

Initiative	Council's role	Our progress
Continue to implement the Transport Strategy 2030 ¹⁵ , including delivery of a protected bike lane network, station precincts, streets for people, safer speed limits, etcetera.	Advocate Partner Deliver	Delayed
Deliver the North and West Melbourne and Docklands Transport and Amenity Program in partnership with the Victorian Government.	Deliver Partner	Delayed
City of Melbourne will design and deliver the upgrades to the City Road northern undercroft by end of 2023-2024 and advocate for the full delivery of upgrades to the City Road East and West.	Deliver Advocate	Delayed
Adopt in 2021-22 and then implement an Inclusive Melbourne Strategy ¹⁶ that will increase access to opportunities for all people who live, work, study in and visit the city.	Deliver	On track
We will be a leading organisation on equality and inclusion and deliver programs in communities that will reduce physical and psychological harm to all people.	Deliver	On track
We will continue to work with Victoria Police and other agencies to deliver a range of initiatives that improve safety on the streets of Melbourne and within our communities.	Partner Deliver	On track
Deliver and maintain a clean city through the Rapid Response Clean Team initiative.	Deliver	On track
Engage and prepare residents and communities to enhance their resilience to hazards, disasters and the health impacts of climate change.	Deliver	Delayed

How we're measuring progress over four years

¹⁵ <https://www.melbourne.vic.gov.au/parking-and-transport/transport-planning-projects/Pages/transport-strategy.aspx>

¹⁶ <https://participate.melbourne.vic.gov.au/inclusive-melbourne-strategy>

Indicator	Target outcome
Proportion of people who report feeling safe in the city.	90% by day, 65% by night
Melburnians' self-reported sense of belonging to community.	At least 70 /100
Rate of recorded family violence incidents.	Decrease
Complaints of discrimination based on sexual orientation, sexuality, disability, sex, gender, race, religious or political beliefs or other grounds for unlawful discrimination.	Decrease
Proportion of adults who get adequate physical exercise.	Increase
Rate of ambulance attendance for alcohol and drug misuse in the municipality.	Decrease
Number of transport related injuries and fatalities.	Decrease
Proportion of trips made by public transport, bicycle or on foot.	Increase