



Council Plan 2021-25 quarterly report card

July to September 2024

Strategic Objective: Economy of the Future

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.

Key developments this quarter (July to September 2024)

What we achieved against our Strategic Objective

- The Small Business Grants Program received significant interest with 370 applications totalling \$7.88 million in requests across four streams.
- A roundtable with hospitality businesses identified key support areas: safety, marketing, city disruption, and patronage. Draft roadmaps for the hospitality and music sectors will be circulated in December 2024.
- The Melbourne Economy Snapshot in September focused on twilight trading, aiding retailers with industry data. Future updates will be posted after the caretaker period. Precinct associations received \$881,200 in funding, with individual amounts to be shared on the Council's website after the caretaker period.
- Melbourne's Economic Development Strategy is progressing, and key stakeholder interviews are underway for a program review by SGS Economics, with a report due in November. Employability outcomes for international students have been enhanced through a paid internship program involving over 1,400 students.
- Development is ongoing for separated bike lanes on Arden Street and preparations for the Fishermans Bend Standing Advisory Committee. Revitalisation of Central Pier Waterfront includes activations for Wurundjeri Woi-wurrung culture, landscaping, and major civic spaces.
- Melbourne's global connections were strengthened through initiatives like the 2024 NexStar program connecting international students with Chinese technology firms and hosting a panel on India's growing digital gaming industry. The She Loves Tech competition was held in Melbourne, empowering women-led tech startups, with the winner representing Oceania in Singapore.














Risks and issues this quarter





- With central pier being a state-owned asset, there will be limited ability for the City of Melbourne to influence the outcome of Development Victoria's "Revitalising Central Pier Waterfront - Vision and Place Principles".

The major initiatives we are delivering	Council's role	Status Q1 2024-25
Continue to strengthen Melbourne's economic recovery, including through precinct activation, interventions to reduce shopfront vacancies and initiatives to grow the night-time economy.	Deliver	Green

The major initiatives we are delivering	Council's role	Status Q1 2024-25
<p>Drive economic growth and resilience by implementing the Economic Development Strategy, focusing support on existing and emerging industry sectors. This will include close collaboration with industry and universities, development of globally competitive innovation districts (particularly in our renewal areas), strengthening of the creative sector, facilitation of digital and technology innovation, support for re establishment of international education and efforts to unlock climate capital.</p>	<p>Deliver Partner</p>	<p>Green</p>
<p>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 including Melbourne Metro 2, tram to Fishermans Bend and tram to connect the Arden precinct.</p>	<p>Partner</p>	<p>Green</p>
<p>Increase visitation to Docklands by partnering with the Victorian Government and key stakeholders to enable reconstruction and activation in Central Pier and surrounds.</p>	<p>Partner Advocate</p>	<p>Green</p>
<p>Review Melbourne's international relationships to optimise future and existing partnerships to enable mutual growth and opportunity.</p>	<p>Deliver</p>	<p>Green</p>
<p>Partner with industry to support the development of globally competitive innovation ecosystems, including through international engagement, emerging technology trials and digital infrastructure delivery.</p>	<p>Partner Deliver</p>	<p>Green</p>
<p>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.</p>	<p>Deliver</p>	<p>Green</p>
<p>Embed the United Nations Sustainable Development Goals in the way City of Melbourne plans, prioritises its investments, reports, and benchmarks against other cities.</p>	<p>Deliver</p>	<p>Green</p>

How we're tracking based on our measures of success:

Strategic indicator	Target or desired trend	Previous result, where available	Latest result	Comments on new results this quarter
 <p>Planning applications decided within required timeframes.</p>	100%	73% (Q4)	72% (Q1)	<i>Improvement on the number of planning applications decided within require timeframes continues to trend upward.</i>
 <p>Vacancy rate of retail premises.</p>	Decrease 	12% (Q2)	10% (Q4)	<i>No new results this quarter. Result reported half yearly.</i>
 <p>Capital city gross local product.</p>	Increase 	\$114.0 billion (2023)	\$115.7 billion (2024)	<i>No new results this quarter. Result reported annually, at financial year end.</i>
 <p>Number of businesses in the municipality.</p>	Increase 	13,829 (2023)	43,583 (2023)	<i>No new results this quarter. Result reported annually, at financial year end.</i>
 <p>Number of startups in the municipality.</p>	Increase 	1251 (2023)	2074 (2024)	<i>No new results this quarter. Result reported annually, at financial year end.</i>
 <p>Proportion of residents employed in the municipality.</p>	Increase 	57.6% (2021)	57.6% (2021)	<i>No new results this quarter. Result reported every five years.</i>
 <p>Gross local product per capita per person employed.</p>	Increase 	\$237,200 (December 2022)	\$186,053 (December 2023)	<i>No new results this quarter. Result reported annually.</i>

Strategic indicator	Target or desired trend	Previous result, where available	Latest result	Comments on new results this quarter
 <p>Number of jobs in the municipality.</p>	 <p>Increase</p>	<p>480,600 (2022-23)</p>	<p>622,044 (2023-24)</p>	<p><i>No new results this quarter. Result reported annually, at financial year end.</i></p>
 <p>Number of visitors to the municipality.</p>	 <p>Increase</p>	<p>12,367,872 (Mar 2023)</p>	<p>12,715,310 (Mar 2024)</p>	<p><i>No new results this quarter. Result reported annually.</i></p>

Strategic Objective: Melbourne's Unique Identity and Place

We will celebrate and protect the places, people and cultures that make Melbourne a unique, vibrant and creative city with world-leading liveability.

Key developments this quarter (July to September 2024)

What we achieved against our Strategic Objective

- Community consultation for the Greenline Project took place between July and September 2024, with 660 people participating. The Birrarung Marr precinct work began in April 2024, with consents for main construction works nearing completion. The Birrarung Trial Floating Wetlands have been completed, with maintenance, monitoring, and additional funding secured to expand the trial for another year.
- Several other city projects are advancing, such as the excavation of the new Trader Shed, which will house essential market infrastructure, including storage and waste management facilities. Plans for Market Buildings and Queen Street public realm upgrades are progressing, with further community engagement on Market Square scheduled. The Bedford Street Pocket Park is expected to be completed by October 2024.
- Open space projects continue to move forward, including Chelmsford Street Open Space, Miles and Dodds Street Reserve expansion, and Chapman Street Reserve. The Royal Park Master Plan will be released for community engagement later in 2024. Feasibility and design investigations for the Normanby Road Reserve and Errol Street median expansion are also in development, along with preparations for the Swanston Street Triangle landscape construction.
- The Macaulay Structure Plan, first introduced in 2021, continues with community center planning and Chelmsford Street Open Space development. In Fishermans Bend, the Victorian Government confirmed rail station locations, and Development Victoria is leading the Innovation Precinct's planning and delivery. The city is also working with the Victorian Government to advance the Arden precinct, with bike lane construction on Arden Street underway.
- Amendment C432, aimed at updating the Municipal Planning Strategy, was authorised in July 2024 and placed on public exhibition. A review of local planning scheme controls is underway, with further amendments planned. The Design Excellence Advisory Committee is progressing initiatives like the "Places for People" study and new competitions for design excellence, including projects at Queens Corner Building and Queensbridge Square.
- Heritage and urban design policies are being reviewed, with substantial progress on heritage assessments and updates to the planning scheme. The final Heritage Strategy is expected to be delivered in 2025. Additionally, the Melbourne Design Review Panel has provided input on open space projects, and dynamic conversations about design excellence are being planned as part of The Excellent City Series at MPavilion.









Risks and issues this quarter








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

The major initiatives we are delivering	Council's role	Status Q1 2024-25
Partner with the Victorian Government and other stakeholders to deliver specific components of Greenline along the north bank of the Yarra River (including the implementation of the Yarra River – Birrarung Strategy)	Deliver Partner	Green
Protect Queen Victoria Market as a traditional open-air market, through heritage restoration and the provision of essential services and facilities that enhance the customer and trader experience, including projects such as the Shed Restoration, Food Hall, Trader Shed, Market Square, waste and logistics facility and future developments to the south of the market.	Deliver	Amber
Deliver public art projects that reflect Melbourne's unique culture and heritage, attract visitors to the city and help stimulate our city's recovery.	Deliver	Green
Increase the amount of public open space in the municipality with a focus on areas of greatest need, such as Southbank and emerging urban renewal areas.	Deliver	Green
Play a lead role in facilitating the delivery of high-quality and climate adapted urban renewal in Arden and Macaulay, Fishermans Bend and Docklands to deliver the emerging and future neighbourhoods of Melbourne in partnership with the Victorian Government and other partners. In Arden and Fishermans Bend, realise the place and investment conditions to support globally competitive innovation districts.	Partner (with Victorian Government)	Green
Celebrate, partner and advocate for investment in the city's three key waterways, the Yarra River – Birrarung, the Maribyrnong and Moonee Ponds Creek, to connect these key recreational and biodiversity assets of our city	Partner, Advocate	Green
Adopt Municipal Planning Strategy and associated City Spatial Plan. Advance municipal-wide policy for priority matters, including signage, urban design and infrastructure funding.	Deliver	Green
Complete heritage reviews and implement associated planning scheme amendments to protect and celebrate heritage in our municipality.	Deliver	Amber

The major initiatives we are delivering	Council's role	Status Q1 2024-25
Champion high quality development and public realm design through delivery of the Design Excellence Program, including implementing the Melbourne Design Review Panel, Design Excellence Advisory Committee and Design Competition Guidelines.	Deliver	Green

How we're tracking based on our measures of success:

Strategic indicator	Target or desired trend	Previous result, where available	Latest result	Comments on new results this quarter
 <p>The number of design reviews of major projects.</p>	 <p>Increase</p>	22 (Q4)	17 (Q1)	<p>A total of 17 design reviews of major projects were recorded in Q1 including:</p> <ul style="list-style-type: none"> • 1 project reviewed by the Melbourne Design Review Panel. • 16 projects reviewed through design referral process including: <ul style="list-style-type: none"> • 2 planning applications of high significance. • 14 planning applications of medium significance
 <p>Proportion of residents within 300m of public open space. ❤️</p>	 <p>Increase</p>	94.7% (2023)	94.8% (2024)	<i>No new results this quarter. Result reported annually, at financial year end.</i>
 <p>Proportion of people surveyed who visit a park in the municipality on a regular basis. ❤️</p>	 <p>Increase</p>	87.5% (2023)	87.9% (2024)	<i>No new results this quarter. Result reported annually, at financial year end.</i>
 <p>Area of new public open space in Southbank.</p>	1.1ha by 2025	0.44ha (2023)	0.44ha (2024)	<i>No new results this quarter. Result reported annually, at financial year end.</i>
 <p>Neighbourhoods in the municipality with up-to-date local heritage studies and controls</p>	100%	57% (2023)	57% (2024)	<i>No new results this quarter. Result reported annually, at financial year end.</i>

Strategic indicator	Target or desired trend	Previous result, where available	Latest result	Comments on new results this quarter
 <p>Proportion of people who support the city being made up of different cultures. ♥</p>	100%	95.2% (2023)	87.7% (2024)	<i>No new results this quarter. Result reported annually, at financial year end.</i>
 <p>Value of the creative sector to the local economy.</p>	 <p>Increase</p>	\$7.54 billion Gross Value Added (2023)	\$7.91 billion Gross Value Added (2024)	<i>No new results this quarter. Result reported annually, at financial year end.</i>
 <p>The area of creative spaces in the municipality.</p>	 <p>Increase</p>	1,004,589 m ² (2021 Census)	938,561 m ² (2022)	<i>No new results this quarter. Result reported annually, at financial year end.</i>
 <p>The number of artists supported by City of Melbourne through city planning, design and city operations.</p>	 <p>Increase</p>	185 (2023)	100 (2024)	<i>No new results this quarter. Result reported annually, at financial year end.</i>

Strategic Objective: Aboriginal Melbourne

For the Wurundjeri, Bunurong, Taungurung, 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. We will ensure that First Peoples' culture, lore, knowledge, and heritage enrich the city's growth and development.

Key developments this quarter (July to September 2024)

What we achieved against our Strategic Objective






- On 4 July 2024, the Stolen Generations Marker Working Group selected Maree Clarke's design as the preferred concept. A contract was signed, and Clarke held an inception meeting with the group. Her selection was publicly announced on 16 September 2024, with design refinements underway based on feedback.
- Discussions have begun with the Moomba team to activate the Marker during the festival. For truth-telling events, scoping has started, including work with Melbourne Conversations. On 19 September, a "Yalinguth by the Birrarung" event was held during Riverfest, where Elder Jason Timaru led a tour of Aboriginal heritage along the Yarra River.
- The "Mapping Aboriginal Melbourne" project is in its scoping phase, working with Traditional Owners to create educational resources.
- The inaugural meeting of the First Nations Committee took place on 21 August 2024. Discussions with the Wurundjeri Woi-wurrung Cultural Heritage Aboriginal Corporation and Bunurong Land Council continue toward a memorandum of understanding. The first part of the Traditional Owner and Aboriginal Community Engagement Framework is complete, with a briefing paper released in July.

Risks and issues this quarter

- Due to competing demands on Traditional Owner time, the development of a partnership will take longer than anticipated with Wurundjeri.

The major initiatives we are delivering	Council's role	Status Q1 2024-25
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	Green
Govern with Sovereign First Nations to enable true selfdetermination, where deliberative engagement is proactive, responsive, and consistent.	Deliver	Amber

How we're tracking based on our measures of success:

Strategic indicator	Target or desired trend	Previous result, where available	Latest result	Comments on new results this quarter
 <p>Proportion of people surveyed who demonstrate an understanding of Melbourne's Aboriginal heritage and culture.</p>	100%	21% (2023)	38% (2024)	<i>No new results this quarter. Result reported annually, at financial year end.</i>
 <p>Proportion of people surveyed who believe the relationship with Aboriginal people is important. ♥</p>	100%	93% (2023)	87% (2024)	<i>No new results this quarter. Result reported annually, at financial year end.</i>
 <p>Delivery of the City of Melbourne's Reconciliation Action Plan. <small>(To enable meaningful data collection and reporting on a quarterly basis, the methodology has been changed. This means that comparison to periods prior to March 2023 is not possible).</small></p>	100%	100% (2024)	100% (2024)	Reporting on previous Reconciliation Action Plan (RAP) has concluded. The remaining ongoing actions will be delivered in 2024. We are currently preparing a new RAP.
 <p>Level of involvement of Traditional Custodians in city governance.</p>	 <p>Increase</p>	155 (2022-23)	147 (2023-23)	<i>No new results this quarter. Result reported annually, at financial year end.</i>

Strategic Objective: Climate and Biodiversity Emergency

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.

Key developments this quarter (July to September 2024)

What we achieved against our Strategic Objective













- Research on financial models for long-term funding of resilience projects has been completed, with advocacy for federal government support underway. The next step is building partnerships with the insurance and financial sectors in early 2025.
- The Youth Climate Action Grants were awarded in September, supporting youth-led climate projects. Advocacy on mandatory climate reporting and building emissions standards is progressing, with potential federal policy adoption.
- The Melbourne Climate Network (MCN) has grown to over 500 members, hosting events like the Climate Investor Forum and partnering with the University of Melbourne on climate leadership. MCN's online presence has expanded, and its governance has shifted to focus on corporate engagement.
- In August, the Sustainable Building Design Amendment C376 was presented at a two-day Victorian Planning Panel Hearing. The Urban Land Institute provided a final report on a zero-carbon precinct, with recommendations under evaluation. City of Melbourne also supported the expansion of the Commercial Building Disclosure Act, requesting biannual disclosures, and completed a desktop study on global regulatory schemes for Retrofit Melbourne.
- The Urban Forest Strategy is on track, with planning for next year's tree planting season underway. Urban forest precinct plans are being developed for several areas, with draft plans prepared for Kensington, North and West Melbourne, and Docklands. Community consultations for Southbank, Parkville, and Fishermans Bend are in progress.
- A waste reduction and recycling education campaign is in development, awaiting finalisation of the Victorian Government's Household Waste and Recycling Service Standard. Plans for a high-rise food organics recycling service and a glass recycling service are also progressing, with implementation plans expected by the end of October 2024. Work on the Kensington Circular Economy Precinct is ongoing, and recruitment of businesses in North and West Melbourne has begun.
- Batteries for renewable energy storage have been installed at CH1 and Boyd, with commissioning expected by November 2024, though fire mitigation requirements have caused delays. A third battery at Library at the Dock is scheduled for operation by February 2025. City of Melbourne is also awaiting federal funding approval to release a tender for upgrades at Carlton Baths and North Melbourne Recreation Centre.
- The City of Melbourne is updating street cleaning and graffiti removal contracts to require EV fleet reporting and aims to transition its corporate fleet, currently at 50.8% EVs.









Risks and issues this quarter

- None.

The major initiatives we are delivering	Council's role	Status Q1 2024-25
To enhance Melbourne's position as a global leader on climate action, we will undertake bold advocacy on behalf of our community.	Advocate	Green
Create an enabling environment for Melbourne businesses and universities to become the employment centre of a resilient zero-carbon economy.	Partner	Green
Progress a planning scheme amendment to improve the environmental performance of buildings in order to reduce emissions to zero by 2040.	Deliver	Green
Deliver on our Urban Forest Strategy including tree canopy, private greening incentives and city greening.	Deliver	Green
Lead the reduction of food waste and diversion of waste from landfill, by continuing the Food Organics, Green Organics (FOGO) rollout through high-rise apartment innovation and by addressing food-waste reduction.	Deliver	Green
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.	Partner	Green
Support the development of battery storage and renewable energy in the municipality through the Power Melbourne initiative.	Partner	Amber
Implement the Climate and Biodiversity Emergency action plan	Deliver	Green

How we're tracking based on our measures of success:

Strategic indicator	Target or desired trend	Previous result, where available	Latest result	Comments on new results this quarter
 <p>Installed battery storage capacity in the municipality.</p>	 <p>Increase</p>	505kW (Q4)	520kW (Q1)	<i>Installed battery capacity in the municipality has increased Jul-Sep 2024.</i>
 <p>Household waste produced.</p>	<p>10% reduction (by 2025)</p> 	10,197t (Q4)	10,348t (Q1)	<i>There was a slight increase in the volume of household waste produced due to new high-rise buildings being serviced by the City of Melbourne.</i>
 <p>Municipal waste diverted from landfill.</p>	 <p>50% diversion (by 2025)</p>	28.4% (Q4)	28.0% (Q1)	<p><i>The percentage of material diverted from landfill has reduced from the previous financial year. This reduction can be attributed to the container deposit scheme which removes material from the recycling stream.</i></p> <p><i>We anticipated an increase in diversion as we roll out new programs to extract organics from more households within multi-unit dwellings.</i></p>
 <p>Municipal greenhouse gas emissions.</p>	<p>33% reduction (from 2015 baseline by 2025)</p> 	4,554,280 tCO ₂ -e (calendar year data 2022)	3,812,630 tCO ₂ -e (calendar year data 2023)	<i>No new results this quarter. Result reported annually, at financial year end.</i>
 <p>On-road transport emissions.</p>	<p>Decrease</p> 	481,833 tCO ₂ -e (calendar year data 2022)	587,870 tCO ₂ -e (calendar year data 2023)	<i>No new results this quarter. Result reported annually, at financial year end.</i>
 <p>Percentage of alternative water used for Council's operations.</p>	 <p>Increase</p>	23% (2023)	24% (2024)	<i>No new results this quarter. Result reported annually, at financial year end.</i>

Strategic indicator	Target or desired trend	Previous result, where available	Latest result	Comments on new results this quarter
 <p>Percentage of total nitrogen removed from stormwater entering waterways.</p>	 <p>Increase</p>	13% (2023)	13% (2024)	<i>No new results this quarter. Result reported annually, at financial year end.</i>
 <p>Heat health alerts this year. ♥</p>	<p>Decrease</p> 	3 heat health alerts recorded (2023)	4 heat health alerts recorded (2024)	<i>No new results this quarter. Result reported annually, at financial year end.</i>
 <p>Percentage of tree canopy cover in the public realm. ♥</p>	<p>27% (by 2025)</p>	24.8% (2023)	24.7% (2024)	<i>No new results this quarter. Result reported annually, at financial year end.</i>
 <p>Number of trees planted in the municipality. ♥</p>	<p>>2400 or = 3000</p>	2554 (2022–23)	3071 (2023–23)	<i>No new results this quarter. Result reported annually, at financial year end.</i>
 <p>Area of native understorey habitat in the public realm.</p>	 <p>Increase</p>	490,663 m ² (2023)	500,231 m ² (2024)	<i>No new results this quarter. Result reported annually, at financial year end.</i>

Strategic Objective: Access and Affordability

We will reduce economic and social inequality by ensuring universal access to housing, core services and information.

Key developments this quarter (July to September 2024)

What we achieved against our Strategic Objective

- The City of Melbourne is enhancing inclusive sports facilities for women and girls through new constructions, upgrades, and programming. The Ryder Pavilion in Royal Park is progressing, and the Kensington Community Aquatic and Recreation Centre will be completed by 2025, featuring inclusive changing facilities and women-only programming.
- In August 2024, the Council endorsed a Recreation Facilities Provision Framework and a Fair Access Policy, ensuring equitable access through 24 specific actions, including a Fair Access application process for community sporting grounds.
- The Neighbourhood Volunteer Program has launched to promote civic participation among underrepresented communities, with 24 participants selected from diverse backgrounds. The program will be piloted in Carlton, CBD, Docklands, and Southbank.
- 14 pre-engagement Knowledge Bank reports have been developed to guide City of Melbourne projects, and 27 neighbourhood grants have been awarded for community-led initiatives.
- Business engagement workshops have commenced, and the place-based focus for the Business Concierge has begun with library sessions and on-street engagement.
- Democracy Champion pop-ups were held to boost participation in the 2024 local government elections, targeting groups that face barriers to the democratic process, including international students and small businesses.
- City of Melbourne is working with Queen Victoria Market traders to redirect surplus food to food relief providers, exploring changes in customer demands and operations. Initiatives like the Kensington Fresh Food Market and Seed Libraries encourage fresh food sharing and sustainable gardening. The Kensington market, for example, harvested 50 kilograms of food, with \$300 in donations supporting the market.
- The FareShare program has distributed over 2,500 free meals at the Kathleen Syme Library since July 2024, with no library card required. Additionally, service profiles are being incorporated into the 2025-26 Annual Planning and Budgeting cycle to align community needs with future planning.










Risks and issues this quarter

- None.

The major initiatives we are delivering	Council's role	Status Q1 2024-25
Increase and upgrade accessible, inclusive spaces for women in City of Melbourne sports facilities	Deliver	Green
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	Green
Deliver a revitalised library network, including pop-up libraries, to increase access for our diverse community and to help revitalise the city.	Deliver	Green
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	Amber
As part of a new corporate strategy for the City of Melbourne, ensure our core services remain accessible and affordable.	Deliver	Amber
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	Green
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	Green
Create a new entity called 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 services including food, showers, lockers, information and housing and homelessness advice.	Partner	Green

How we're tracking based on our measures of success:

Strategic indicator	Target or desired trend	Previous result, where available	Latest result	Comments on new results this quarter
 <p>Number of people recorded as experiencing chronic homelessness and sleeping rough. ♥</p>	Zero	82 (Q4)	89 (Q1)	<p>The number of people sleeping rough has increased this quarter from 82 at the end of Q4. The continued influx of people into the city has led to a greater visibility of individuals sleeping rough, highlighting the ongoing need for temporary, supported, and long-term housing solutions.</p> <p>The Make Room Project should help with reducing the rough sleeping numbers.</p>
 <p>4 2023–24 ♥</p>	200 (by 2025)	15 (Q4)	25 (Q1)	<p>The number of housing outcomes has started to slow down. Housing outcomes can mostly be attributed to people who have case management support and are connected to the Victorian Government Homelessness to a Home Program. As this program has ended, less people in the coming months will be eligible for this pathway out of homelessness, however people with priority Victorian Housing Register applications which are connected with other services will receive housing offers.</p> <p>The Make Room Project coming up in 2024/2025 should have a positive outcome for people in the City of Melbourne.</p>
 <p>The number of affordable housing units approved through a planning permit. ♥</p>	200 (by 2025)	98 (2024)	N/A	No new results this quarter. Result reported half yearly.

Strategic indicator	Target or desired trend	Previous result, where available	Latest result	Comments on new results this quarter
 <p>Number of new demonstration social and affordable housing units facilitated on City of Melbourne land. ♥</p>	<p>100 (by 2025)</p>	<p>50 units under construction via the Make Room project</p>	<p>N/A</p>	<p>No new results this quarter. Result reported half yearly.</p>
 <p>Proportion of people reporting food insecurity. ♥</p>	<p>25% reduction (by 2025)</p> 	<p>31.7% (2023)</p>	<p>48.2% (2024)</p>	<p>No new results this quarter. Result reported annually, at financial year end.</p>
 <p>Proportion of people surveyed who participate in lifelong learning in the municipality.</p>	 <p>Increase</p>	<p>74.7% (2023)</p>	<p>68.5% (2024)</p>	<p>No new results this quarter. Result reported annually, at financial year end.</p>
 <p>Proportion of people surveyed who participate in arts and cultural activities in the municipality. ♥</p>	 <p>Increase</p>	<p>24.0% (2023)</p>	<p>23.3% (2024)</p>	<p>No new results this quarter. Result reported annually, at financial year end.</p>
 <p>Number of City of Melbourne programs that are inclusive and respond to the needs of people with disability. ♥</p>	 <p>Increase</p>	<p>486 (2023)</p>	<p>456 (2024)</p>	<p>No new results this quarter. Result reported annually, at financial year end.</p>

Strategic Objective: Safety and Wellbeing

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.

Key developments this quarter (July to September 2024)

What we achieved against our Strategic Objective







- The City of Melbourne has made progress across various urban and community development projects. In September, the Council endorsed the final Strategic Opportunities Plan for Racecourse Road, signalling further improvements to bike lanes and public spaces.
- The Northern Undercroft project is advancing, with community engagement completed in June and two potential funding opportunities identified. A report was presented to the Future Melbourne Committee in August, outlining the program's status and potential funding options.
- In September, the Council approved the Inclusive Melbourne Action Plan 2024-26, which includes 46 targeted actions to improve outcomes for women, people with disabilities, multicultural communities, and LGBTIQ+ individuals. Key initiatives include launching the Elizabeth Morgan House Aboriginal Women's Family Violence Service and offering gender equity training for City of Melbourne staff.
- Street safety initiatives have expanded, including the Safe City Cameras program and laneway lighting improvements on Elizabeth Street South. A data dashboard has been created to monitor safety metrics such as crime, graffiti, and rubbish.
- The Rapid Response Clean Team, which became a permanent service in April 2024, has removed over 1,200 tonnes of waste and 36,500 square meters of graffiti since the beginning of the financial year.
- The Youth Engagement Program has been successfully delivered to local primary schools, with overwhelmingly positive feedback from students and teachers. This program educates young people about the social impacts of graffiti and has additional sessions scheduled for later in the year. Meanwhile, the Prepared Communities initiative launched in August, focusing on building resilience through education and grants for community projects.
- The Community Cool Places and Services Grants, which opened in September, offer up to \$5,000 to support local organisations in managing heat risks over the summer.
- Project scoping for the Inclusive Communications Strategy is underway, alongside ongoing efforts by the Co-Chief Heat Officers to engage the community on heat-related risks. These initiatives aim to bolster resilience and inclusivity within the city, ensuring long-term sustainability and community well-being.









Risks and issues this quarter

- Additional traffic modelling required by the Department of Transport and Plannings has impacted the Hawke Street Linear Park and Spencer Street North Master Plan, which are currently on hold.
- Delays in public art allocations have affected the Franklin Street upgrade, but work continues on its streetscape improvements.
- The Northern Undercroft has been delayed due to a lack of secured funding, particularly for City Road West and East upgrades.

The major initiatives we are delivering	Council's role	Status Q1 2024-25
Continue to implement the Transport Strategy 2030, including delivery of a protected bike lane network, station precincts as key gateways, little streets as streets for people, safer speed limits, micro mobility trials, more efficient traffic signal timing, developing an approach to support electric vehicles and bicycling encouragement programs.	Deliver, Partner, Advocate	Green
Deliver the North and West Melbourne and Docklands Transport and Amenity Program in partnerships with the Victorian Government.	Deliver, Partner	Amber
As part of the delivery of the City Road Masterplan, the City of Melbourne will design and deliver the upgrades to the City Road northern undercroft by end of 2023–24 and advocate to the Victorian Government for the full delivery of upgrades to the City Road East and West.	Deliver, Advocate	Amber
Adopt (2021–22) and then implement (2022–25) an Inclusive Melbourne Strategy that will increase access to opportunities for all people and outline how the City of Melbourne will respond to the diversity of religions, cultures, age groups, genders, sexual orientation and abilities among the people who live, work, study in, and visit the city.	Deliver	Green
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.	Deliver, Partner	Green
Deliver and maintain a clean city through the Rapid Response Clean Team initiative.	Deliver	Green
Engage and prepare residents and communities to enhance their resilience to hazards, disasters and the health impacts of climate change	Deliver	Green

How we're tracking based on our measures of success:

Strategic indicator	Target or desired trend	Previous result, where available	Latest result	Comments on new results this quarter
 <p>Number of transport related injuries and fatalities. ♥</p>	<p>Decrease</p> 	151 (Q4)	102 (Q1)	<p>The report includes Department of Transport and Planning (DTP) managed arterial roads.</p> <p>60 crashes on state roads and 42 crashes on local roads. Q1 showed a positive downward trend in crashes.</p> <p>Crashstats data is continuously updated by the Department of Transport and Planning, and therefore quarterly reported figures at the time of this report may not complete.</p> <p>There is a six-month lag in crashstats data updates.</p>
 <p>Proportion of people who report feeling safe in the city. ♥</p>	<p>90% by day, 65% by night</p>	<p>82% by day 51% by night (2023)</p>	<p>74% by day 48% by night (2024)</p>	<p>No new results this quarter. Result reported annually, at financial year end.</p>
 <p>Melburnians' self-reported sense of belonging to community. ♥</p>	<p>At least 70 on a scale of 100</p>	<p>63.1% (2023)</p>	<p>63.7% (2024)</p>	<p>No new results this quarter. Result reported annually, at financial year end.</p>
 <p>Rate of recorded family violence incidents. ♥</p>	<p>Decrease</p> 	<p>1241.3 per 100,000 (2023)</p>	<p>1103.5 per 100,000 (2024)</p>	<p>No new results this quarter. Result reported annually, at financial year end.</p>

Strategic indicator	Target or desired trend	Previous result, where available	Latest result	Comments on new results this quarter
 <p>Complaints of discrimination based on sexual orientation, sexuality, disability, sex, gender, race, religious or political beliefs or other grounds for unlawful discrimination. ♥</p>	<p>Decrease</p> 	<p>5 racial vilification reports 10 race discrimination reports 4 disability discrimination reports (2022)</p>	<p>N/A</p>	<p>No new results this quarter. Result reported annually, at financial year end. This data is unavailable at local government level for 2023–24</p>
 <p>Proportion of adults who get adequate physical exercise. ♥</p>	<p>Increase</p> 	<p>46% (2023)</p>	<p>41% (2024)</p>	<p>No new results this quarter. Result reported annually, at financial year end.</p>
 <p>Rate of ambulance attendance for alcohol and drug misuse in the municipality. ♥</p>	<p>Decrease</p> 	<p>2280 per 100,000 population (2022–23)</p>	<p>2176 per 100,000 population (2023–24)</p>	<p>No new results this quarter. Result reported annually, at financial year end.</p>
 <p>Proportion of trips made by public transport, bicycle or on foot. ♥</p>	<p>Increase</p> 	<p>63.4% (2018)</p>	<p>N/A</p>	<p>No new results this quarter. Result reported every two years, with a pause due to pandemic restrictions. Next published results scheduled for late 2024 release.</p>