

CITY OF MELBOURNE ANNUAL REPORT

2024–25



CITY OF MELBOURNE

Acknowledgement of Traditional Owners

The City of Melbourne respectfully acknowledges the Traditional Owners of the land we govern, the Wurundjeri Woi-wurrung and Bunurong / Boon Wurrung peoples of the Kulin and pays respect to their Elders past and present. We acknowledge and honour the unbroken spiritual, cultural and political connection they have maintained to this unique place for more than 2000 generations.

We accept the invitation in the Uluru Statement from the Heart and are committed to walking together to build a better future.

Purpose of this document

Melbourne City Council's Annual Report content is guided by the requirements of the *Local Government Act 2020*, the Local Government (Planning and Reporting) Regulations 2020, our Council Plan 2021–25, Local Government Victoria's Better Practice Guide and the Local Government Performance Reporting Framework. The Framework is a mandatory system of performance reporting for all Victorian councils and promotes transparency and accountability in the local government sector.

CONTENTS

Introduction	4	Our organisation	148
Year in review	5	Our functions	149
Message from the Lord Mayor	6	Organisational structure	156
Message from the CEO	7	Senior executive team	158
Quick facts 2024-25	10	Major changes	165
Our neighbourhoods	12	Staff profile	166
Major achievements	15	Health, safety and wellbeing	171
Health and wellbeing snapshot	23	Inclusion, equity and diversity	174
Our Council	24	Involving the community in our decisions	178
Our Councillors	25	Procurement and contracts	179
Integrated Planning and Reporting Framework	37	Property holdings	180
Sustainable Development Goals	39	Local Government Performance Reporting Framework	181
Health and wellbeing in our city	40	Performance statement	186
Our performance	44	Report of operations	202
Economy of the future	48	Governance and management checklist	213
Melbourne's unique identity and place	66	Annual Financial Report	216
Aboriginal Melbourne	86	Appendix A: Neighbourhood Statements summary report	290
Climate and biodiversity emergency	92	Appendix B: Health and wellbeing major initiatives and other actions	332
Access and affordability	110		
Safety and wellbeing	128		
Capital works	144		
Events calendar 2024-25	146		

28 October 2025

Front cover image: Queensbridge Square, Southbank.

Disclaimer

This report is provided for information, and it does not purport to be complete. While care has been taken to ensure the content in the report is accurate, we cannot guarantee it is without flaw of any kind. 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 liable to change. The City of Melbourne 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.

To find out how you can participate in the decision-making process for City of Melbourne's current and future initiatives, visit participate.melbourne.vic.gov.au

INTRODUCTION

The City of Melbourne municipality includes the innermost suburbs of metropolitan Melbourne, including the central city. The municipality covers more than 37 km² across 14 suburbs, which we group into 11 neighbourhoods. Our diverse population includes 189,381 residents. Almost half of our residents speak a language other than English at home. Our population is expected to grow as more people seek the city's cultural, business, education, work and lifestyle opportunities.

As a local government authority, City of Melbourne aims to achieve the community's vision for Melbourne.

Vision

The City of Melbourne is a city of possibility.

Where the world meets and the extraordinary happens.



Image. International students

YEAR IN REVIEW



MESSAGE FROM THE LORD MAYOR

Melbourne at its best is the greatest city in the world. The past 12 months have shown a very positive trajectory for our city, even with some challenges. Melbourne is moving forward as a welcoming city, a vibrant city, a city full of opportunities.

Melbourne has notched up significant achievements this year. We have recorded our lowest shopfront vacancy since 2020, and the lowest of any capital city in Australia.



This is a strong outcome for our business community and a long way from where we were a few short years ago. It also shows the resilience and confidence people have in Melbourne as the best place to invest and grow a business.

To guide our city's future, we released our draft Economic Development Strategy 2030 – *The Melbourne Advantage*. It focuses on five pillars: innovation, attracting global talent and enterprises, supporting a vibrant city life, boosting business competitiveness, and enhancing liveability. These priorities will help ensure Melbourne remains a place where people and businesses continue to thrive.

Melbourne loves students and students love it back! This year they voted it Australia's best student city in the QS survey for 11 consecutive years. Our support for international students was also acknowledged with a Victorian Multicultural Local Government Award for Excellence.

Our city's events calendar remains one of our greatest strengths. In 2024-25, more than 4.3 million people attended Moomba Festival, Melbourne Fashion Week, the Christmas Festival, and Now or Never. In its second year, Now or Never drew 250,000 visitors to 14 sold-out performances, showing just how much people enjoy Melbourne's cultural scene.

We continue to deliver important infrastructure projects. At the Queen Victoria Market Precinct Renewal, construction and waterproofing of the trader shed basement levels three and four are now complete. This year we will open the Birrarung Marr stage of the Greenline Project, revitalising the north bank of the Yarra River – Birrarung. The Seafarers Rest Park stage has already opened and Collins Wharf stage is under construction.

We are making Melbourne the Garden City. We planted over 3000 trees this year, and new projects such as Bedford Street Pocket Park and Eades Dog Park have added vibrant open spaces to our neighbourhoods. Southbank's future is also looking bright, with \$4.1 million in federal funding secured to redevelop City Square Park and transform the Kings Way Undercroft into 5000 m² of public space.

Keeping our city safe and clean is my most pressing priority. As a Council, we have never been doing more to keep Melbourne clean. Our Rapid Response Clean Team removed 6170 tonnes of waste and 142,500 m² of graffiti, including 2995 offensive tags within an hour of reporting. We also resurfaced 36,000 m² of roads and reconstructed 41,000 m² of footpaths.

We are committed to supporting our community in the face of cost-of-living and housing pressures. In January, we opened the Make Room project, providing secure housing with on-site services for people experiencing homelessness. For people doing it tough, we partnered with Foodbank Victoria to improve access to fresh food, offered free access to recreation facilities for 7000 vulnerable residents, and helped 10,000 residents beat the heat with \$2 swims at outdoor pools.

Reconciliation remains central to our work. Through our Reconciliation Action Plan, we commissioned research into Council's role in colonisation, which informed our submission to Victoria's Yoorrook Justice Commission. We are committed to deepening our partnership with Traditional Owners and continuing our work with the Wurundjeri Woi-wurrung Cultural Heritage Aboriginal Corporation.

This report documents the progress we made in 2024-25 and gives us a chance to reflect on how we can continue to grow and improve. We are setting Melbourne up for success by getting the basics right, locking in a surplus, and delivering vital services for the community. As I look back on my first year as Lord Mayor, I am proud of what we have achieved. I am determined to keep delivering for Melbourne and our community.

A handwritten signature in black ink that reads "Nicholas Reece". The signature is written in a cursive, flowing style.

Nicholas Reece
Lord Mayor

MESSAGE FROM THE CHIEF EXECUTIVE OFFICER

Taking the opportunity to reflect on our achievements as a Council is one of the highlights of my role. It really is a privilege to be the CEO of such an ambitious and community-orientated organisation like the City of Melbourne.

It's also an honour to serve such a diverse community. All Melburnians play their part in making our city such an amazing place.



In the past year, we have made exciting advances in how we engage our community through the launch of our new City of Melbourne website with improved accessibility. We also heard from more than 15,000 people through community consultation activities spanning 59 city-shaping projects.

We have achieved an underlying surplus of almost \$600,000. This is the first underlying surplus in five years and continues the important steps we are taking to set up the City of Melbourne to be financially sustainable.

I am pleased that Melbourne continues to prioritise sustainability in how we manage waste. We diverted 2107 tonnes of organic waste from landfill this year. Included in this was more than 50 tonnes of food and organic waste diverted through the Food Organics High Rise Pilot, saving the energy equivalent of charging almost 18 million smartphones.

As a capital city council, we play an important role in looking after the health and wellbeing of not only our residents and business owners, but also the many visitors and workers who come into the city every day.

This year we delivered services to support our diverse community through all stages of life, including:

- 4513 influenza vaccines
- 8292 hours of family support and counselling
- 2552 hours of high-quality children's services programming
- 1298 parenting programs to strengthen parenting capacity and connections
- 3154 inspections of food premises to protect the community's health and wellbeing.

We also held an Mpox pop-up immunisation clinic at Midsumma Festival in partnership with the Victorian Department of Health. The clinic's success demonstrated the value of culturally safe, accessible immunisation in community settings.

Our much-loved libraries are as popular as ever, attracting 1.1 million visits in the past year. A highlight of our capital works program was the reopening of City Library with extended opening hours and enhanced facilities.

Melbourne's reputation as a tourist destination goes from strength to strength, with our visitor services network assisting 767,731 visitors – a 4.7 per cent increase on last year. This was supported by our award-winning *Only in the City* destination marketing campaign, which generated an estimated \$99 million in economic impact by boosting visitor spend.

Our volunteers are a crucial part of Melbourne's success. This past year, more than 800 volunteers contributed 48,466 hours to the organisation and broader community. From city ambassadors and garden guides to digital heritage facilitators and event operations staff – our volunteers play a central role in enriching the city's cultural, environmental and social life.

Financial result	June 2025 (\$m)	June 2024 (\$m)
Income	668.4	582.4
Expense	596.1	564.4
Income statement surplus / (Deficit)	72.3	18.0
Net asset revaluation increment	525.6	(147.3)
Comprehensive result surplus / (Deficit)	597.9	(129.3)
Underlying result	0.6	(15.0)
Council funds	47.7	26.3
Net assets	5,439.60	4,841.70
Current asset ratio	0.75	0.66

Delivering on the *Inclusive Melbourne Strategy* was a key priority this year. We helped create employment pathways for multicultural communities through a partnership with AMES that offered internships at the City of Melbourne for recent migrants and refugees.

I'm proud of the city's good governance and fiscal responsibility. Overseeing financial growth while also delivering key services for our community puts us on the path for a prosperous future.

I commend our new Council group for its dedication so far, and our outgoing councillors who helped shape the city in the past four years. At every level at the City of Melbourne, our hardworking and adaptable team is committed to supporting our diverse community.



Alison Leighton
Chief Executive Officer

QUICK FACTS 2024–25

Spotlight on some of the services we delivered over the past year:



Collected more than **41,477 tonnes** of household waste



Removed more than **142,500 m²** of graffiti



Planted more than **3000** trees



Families provided with **8292** hours of support



Provided **4513** influenza vaccines



Delivered **400** free swimming lessons



Managed almost **10,000** business enquiries through our Business Concierge Service

Key services:



Diverted more than **2107 tonnes** of food and garden waste from landfill



Renewed **72,600 m²** roads and footpaths



Loaned more than **1.8 million** print, audio and ebooks through our libraries



8001 maternal and child health services consultations



Registered **8064** cats and dogs

Expenditure on some key services:



\$5.8 million

Kerbside recyclables bin collection service



\$4.9 million

Local road resealing and reconstruction



\$16.2 million

Library services



\$3.4 million

Maternal and child health services



\$1.2 million

Animal management services

We report on a range of indicators as part of the Local Government Performance Reporting Framework. More information about the framework can be found in the Local Government Performance Reporting Framework section.

Resident population:



189,381 residents

50% females

50% males

55% born overseas

46% speak a language other than English

3114 same-sex couple households

769 Aboriginal and Torres Strait Islander peoples

2.3% people with disability

Economic environment:

Melbourne contributes **21.8%** to the Victorian economy

44,709 businesses registered in the municipality

652,241 jobs

\$126.8 billion gross local product

4.4% unemployment rate

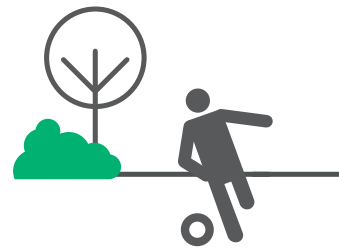
25% of households experienced rental and mortgage stress

48% reported food insecurity

9.1% retail vacancy rate



Built and natural environment:



28.3% tree canopy cover in the public realm

21.0 tonnes of greenhouse gas emissions per capita, an annual decrease of 4.2%

136 kilolitres from alternative water sources diverted to our parks and gardens

Capital works:



Ryder Pavilion in Royal Park construction completed

Make Room completed in November 2024 and opened in January 2025

Bedford Street Pocket Park in North Melbourne completed

OUR NEIGHBOURHOODS

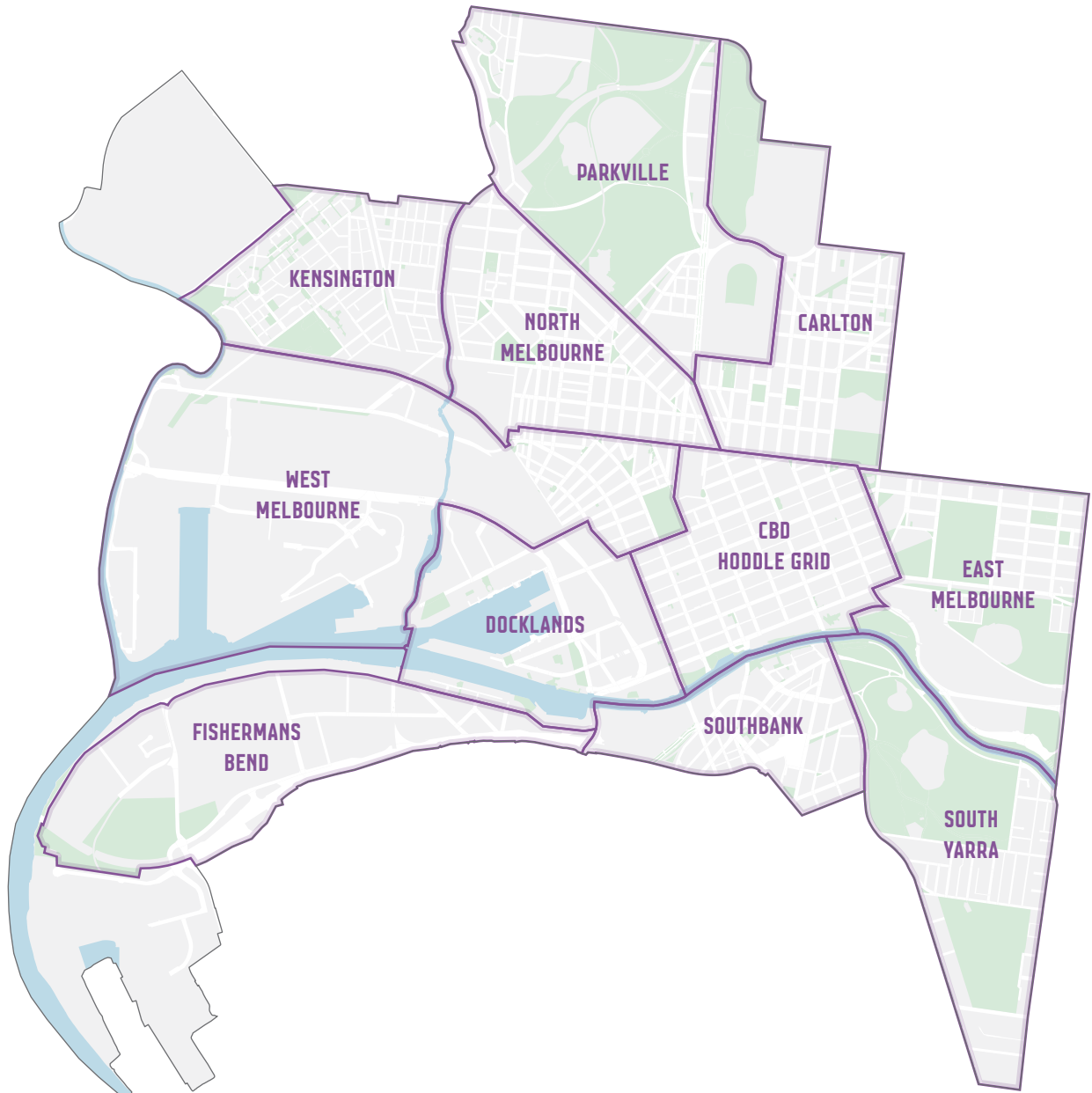
Melbourne is a dynamic municipality with a broad set of neighbourhoods, each with unique characteristics and needs, from densely populated urban environments such as the CBD - which includes the Hoddle Grid, to more residential areas such as Kensington, Carlton and South Yarra.

An outline and progress snapshot for each neighbourhood is provided in Appendix A: Neighbourhood Statement summary report.



Image. Rathdowne Street, Carlton

Neighbourhood map



Key

Neighbourhood boundary

City of Melbourne municipality

0 1 2 3 Kilometres





MAJOR ACHIEVEMENTS

We delivered significant work to meet the day-to-day needs of our residents, businesses and visitors in 2024–25, alongside our responsibilities as a capital city council and national tourism destination.

City of Melbourne has achieved outcomes against 52 major initiatives across our six strategic objectives:

- Economy of the future
- Melbourne’s unique identity and place
- Aboriginal Melbourne
- Climate and biodiversity emergency
- Access and affordability
- Safety and wellbeing.

Highlights for the year include delivering world-class premier events like the Moomba Festival, opening Make Room to provide housing and specialist support for people experiencing homelessness in the city, achieving the lowest shopfront vacancy rate we’ve seen in five years, and continuing to progress our Food Organics High Rise Pilot to support sustainable waste practices in multi-residential buildings.



Economic development

Economic Development Strategy

This year, we released our draft Economic Development Strategy – *The Melbourne Advantage* – and invited the community to have their say. The strategy outlines how we plan to drive economic growth and build resilience across five key areas: innovation leadership, global talent attraction, vibrant city life, economic competitiveness, and enhanced liveability.

Shopfront vacancy rate

The City of Melbourne’s latest audit recorded a positive result – our lowest shopfront vacancy rate since 2020. Almost 85 per cent of shopfronts across the city are now occupied, with a vibrant mix of global, national and independent retailers setting up across Melbourne, from Bourke Street Mall to Docklands.

After reaching a record high of 27.9 per cent in 2021, the central CBD retail vacancy rate has dropped to a new low of 5.5 per cent. Across the municipality, the retail vacancy rate has decreased to 9.1 per cent – less than a third of the 31.5 per cent vacancy rate recorded in 2021.

Economic Development Australia Award

Our Mainstreaming Twilight Trade project received a prestigious Economic Development Australia National Award for Excellence this year, making it the leading economic development initiative for regions with populations over 15,000. Delivered in partnership with the Australian Retailers Association, the Mainstreaming Twilight Trade project ended in April 2024. We continue to support and encourage businesses to shift their trading hours to align with the evolving rhythm of the city.

Victorian Multicultural Award Local Government Award

For our work supporting international students from over 160 countries, we won the Local Government Award in the Victorian Multicultural Awards for Excellence. We have engaged with more than 50,000 students, offering social activities, food relief, employability workshops and volunteering opportunities. These initiatives have reinforced Melbourne’s position as Australia’s best student city for 11 consecutive years.

Events and tourism

We continued to deliver the city's destination and event strategy throughout 2024-25, with a bold program of premier events, industry engagement and visitor services. Our work championed Melbourne's identity as a creative, welcoming and event-rich city.

Our Premier Events Program returned strong results, with more than 4.3 million attendees across major events, including Moomba Festival, Melbourne Fashion Week, the Christmas Festival, New Year's Eve, and the second edition of Now or Never. Collectively, these events generated \$309.9 million in economic impact for the municipality.

Now or Never, awarded Best New Event at the 2024 Australian Event Awards, attracted 250,000 visitors, a 66 per cent increase in attendance year-on-year. The festival featured 14 sold-out performances across 17 days in August, showcasing the city's growing success in creating critically acclaimed, globally recognised cultural assets that boost the visitor economy.

The award-winning Only in the City destination marketing campaign continued to showcase the city's unique experiences, engaging key visitor audiences to drive an estimated economic impact of \$99.6 million in additional spending. The ever-growing What's On Melbourne digital channels continued to amplify the city's offerings, attracting 8.4 million website users and generating 1.5 million business leads.

Our visitor services network assisted 767,731 visitors, an increase of 4.7 per cent compared with last year.

Infrastructure and design

Melbourne's global leadership in design shone through in 2024-25, as five projects received design excellence awards, commendations, or were shortlisted:

- Transforming Southbank Boulevard received the Great Place Award at the Victorian Planning Institute of Australia Awards.
- Tan Track Clocks won Gold at the Good Design Awards.
- The Greenline Project Master Plan received the Australian Institute of Landscape Architects National Award of Excellence for Landscape Planning, as well as a World Architecture Festival Future Project Award in the master planning category.
- Bedford Street Pocket Park received a commendation at the Parks and Leisure Australia Regional Awards of Excellence in the Park of the Year category.
- Our Design Excellence Program was a finalist for a Victorian Planning Institute of Australia Award in the Improving Planning Processes category.

Our commitment to safer streets continued in 2024-25. We resurfaced 36,000 m² of roads and reconstructed 41,000 m² of footpaths across the municipality. We installed 29 new bins, constructed 1700 m of underground drainage, and repaired 313 potholes.

We reduced speed limits to 40 km / h in Carlton, Parkville, Princes Hill and South Yarra. In the 12 months since parking changes were completed in the CBD, use of two-hour metered spaces has increased by 56 per cent, improving availability and turnover of car spaces to help meet demand. We have increased the number of accessible parking bays by 14 per cent and introduced blue line markings to improve visibility, which has reduced misuse of accessible bays by 20 per cent.

Climate and biodiversity

Our climate change leadership continued by accelerating the retrofit of existing commercial buildings to reduce emissions. To support building owners, we published the:

- Zero Carbon Lease – a free resource enabling building owners and tenants to commit to decarbonisation.
- Buildings Energy Use and Emissions Study – analysing the municipality’s building stock, outlining energy consumption by source and associated emissions, and identifying high-emitting building uses.

We won the 2024 Shanghai Global Award for Sustainable Development in Cities, a United Nations (UN) Habitat and Shanghai Municipality initiative that recognises outstanding progress in implementing the UN Sustainable Development Goals.

More than 50 tonnes of food and organic waste was diverted from landfill through the Food Organics High Rise Pilot, saving the energy equivalent of charging almost 18 million smartphones.

Almost \$100,000 in grant funding was provided to small businesses implementing circular economy initiatives, including a mushroom farm using cardboard packaging at an urban winery in Fishermans Bend, and a composting network in Kensington that diverts food waste from cafes and restaurants.

The Circular Economy Precinct at Queen Victoria Market, delivered in partnership with STREAT social enterprise, diverted 300 kg of food waste from landfill and replaced more than 10,000 single-use items with reusable crockery, cutlery, and cups in its first three weeks.

With the support of Bloomberg Philanthropies, we provided grants of \$1500 to \$7500 to support climate initiatives led by young people aged 15 to 25. Ten projects were funded, including bee hotels, school composting, a sustainable fashion show, a repair cafe, youth summits, hackathons, and climate workshops.

International relationships

We helped Melbourne-based innovators as they found and scaled up solutions to urban challenges across the climate, health, digital, manufacturing and mobility sectors.

Two standout initiatives exemplify Melbourne’s leadership in global collaboration and innovation:

Nexus 2025 Future City Innovators Competition

Innovators and entrepreneurs came together in this competition to develop smart solutions for challenges faced by cities in Melbourne and China, particularly in climate, health, digital technology and advanced manufacturing. Applicants competed for prizes including a cash award, an acceleration support package, and the opportunity to visit Melbourne’s partner city, Nanjing, China – a gateway to expanding into the Chinese market.

Melbourne–Bandung Food Waste Challenge

In partnership with the City of Bandung in Indonesia, this 10-week challenge invited startups to co-design scalable solutions to reduce food waste across hospitality, food markets and airlines. Finalists collaborated with industry partners to refine their innovations, resulting in several exciting partnerships. This initiative demonstrated the power of city-to-city collaboration to address sustainability challenges and supported Melbourne startups to expand their international impact.

Affordable housing and homelessness

The landmark Make Room project opened in January 2025, providing safe, secure, and supported housing units with on-site services for people experiencing homelessness in our city. Make Room won many design awards, including four Victorian Apartment Awards for Excellence (Heritage, Community Culture, Pioneering and Civic Leadership, as well as the Judges' Award). Make Room received two Urban Development Institute of Australia Awards for Affordable Housing and the Judges' Award. It was also recognised at the National Apartment Awards for Excellence in the Pioneering and Civic Leadership categories.

This year we finalised the Homelessness Strategy 2024–30, which sets out a vision and goal to prevent and end homelessness in Melbourne. The strategy identifies three priority areas with clear outcomes to help us achieve this vision.

Affordable housing continued to be facilitated through the planning system, with 260 affordable dwellings delivered as part of private development projects under planning scheme measures.

Listening to our community

Our community provides vital input into all City of Melbourne initiatives. This year, we heard from more than 15,000 people through community engagement activities across 59 city-shaping projects.

We continued to build our online engagement channels. Participate Melbourne received 394,000 views and membership grew to 19,440. Our Neighbourhood Portals attracted more than 100,000 views.

We ran several engagement activities through the Melbourne 2050 Vision and Council strategic planning program: the M2050 Summit (more than 700 attendees), the M2050 Survey (849 responses), the Youth Roundtable, the First Nations Roundtable, and the People's Panel (48 participants). These activities brought important voices and insights into the development of the M2050 Vision and the Council Plan 2025–29.

Delivering for our community

Libraries and literacy

This year, more than 1.8 million books, ebooks and audiobooks were borrowed from our libraries. A key milestone was reopening City Library, with extended opening hours and enhanced facilities. The revitalised space includes additional areas for community meetings, study and co-working, as well as an upgraded children's library.

The new City of Melbourne website melbourne.vic.gov.au¹ was launched, following a major redevelopment project. We reviewed user data and undertook customer research to guide the rebuild, which prioritised accessibility. The updated site features new language translation functionality and a significantly improved search capability.

We also supported intercultural connection and learning through partnerships with EWC Australia Community Engagement and AMES Australia. Programs included a civic education session for local multicultural communities. At the Multicultural Hub, which is owned by City of Melbourne and managed by AMES Australia, we delivered 27 learning and skills programs and seven Welcome to Melbourne sessions for 1247 newly arrived migrants.

Recreation and waterways

We continued to deliver recreation and waterway programs that support community health, development, and wellbeing across all life stages.

Highlights included:

- One million people visited City of Melbourne recreation facilities.
- 400 free swimming lessons were delivered.
- 56,000 rounds of golf were played at Royal Park Golf Course.
- 9422 residents benefited from the \$2 swim initiative at outdoor pools, helping them beat the heat and save money.
- 7000 vulnerable community members received free access to recreation facilities.
- 38,837 people attended the Melbourne Boat Show.

¹ melbourne.vic.gov.au

Waste, recycling and cleaning

We removed 6170 tonnes of waste and 142,000 m² of graffiti over the year. A total of 2995 offensive tags were removed, each within one hour of being reported.

We installed artistic hoardings with anti-graffiti coating across the Princes Bridge construction area, enabling rapid removal of any graffiti. Bluestone walls and architectural features along Southbank Promenade were treated with anti-graffiti sealant to protect the stones from absorbing graffiti ink and paint. International artist Deb created a vibrant mural with an anti-graffiti coating in Rankins Lane, a known graffiti hotspot in the CBD adjacent to Hardware Lane – one of Melbourne’s key hospitality precincts. Since the installation of the mural, graffiti recurrence has reduced by 85 per cent.

Regenerating Docklands

The Docklands Farmers Market ran monthly through a new partnership with the AFL and Marvel Stadium, which hosted the market during winter.

The Firelight Festival continued its success in Docklands, attracting more than 115,000 people over three days, with displays from across Australia and local vendors contributing to the event.

Community health and wellbeing

We delivered services to support the health, development, and wellbeing of our community through all stages of life, including:

- 4513 influenza vaccines
- 8292 hours of family support and counselling
- 2551 hours of high-quality children’s services programming
- 1298 parenting programs to strengthen parenting capacity and connections
- 3154 inspections of food premises to protect the community’s health and wellbeing.

We also attracted:

- 1099 new enrolments to our Maternal and Child Health service
- 1118 older people to take part in Healthy Ageing programs
- 3608 young people to join our youth programs.

We held an Mpox pop-up immunisation clinic at the Midsumma Festival in partnership with the Victorian Department of Health. The initiative delivered 111 vaccinations and provided health education to a further 100 individuals. The clinic’s success demonstrated the value of culturally safe, accessible immunisation in community settings, particularly for LGBTQIA+ communities.

As part of our Smoke-free Melbourne Policy, Queen Victoria Market was designated a smoke-free area. Extensive consultation with traders and customers showed that 76 per cent of participants supported the smoke-free area, and 41 per cent of customers indicated they would be more likely to visit the market if it was smoke-free.

City of Melbourne partnered with the Victorian Government to bring the UNCLOUD youth vaping prevention campaign to Moomba 2025. UNCLOUD delivered a takeover of the Riverslide Skate Park during the skate competition at Moomba to raise awareness of the health risks of vaping.

Gender equality

Initiatives to promote gender equality and prevent gender-based violence included:

- A roundtable on technology-facilitated abuse of women and gender diverse people with disabilities, bringing together service providers and people with lived experience, in partnership with Women with Disabilities Victoria and the Western Region Preventing Violence Together network.
- The development and launch of the Working Dads: Towards Equal Care report, in partnership with the Preventing Violence Together network and GenWest family violence support service. The report shares insights from fathers across Melbourne’s west, and highlights why working fathers take less parental leave and face barriers to flexible caregiving.

Parks and open space

We received \$4.1 million in Australian Government funding this year to help transform the Northern Undercroft beneath the Kings Way overpass into 5000 m² of public open space for Southbank. The draft design shows our plan to revitalise this pocket of Southbank with areas for recreation, art installations and safety improvements. City Road Park will also be redeveloped, featuring additional greenery and new street furniture.

Several open space projects were completed across the city, including:

- Bedford Street Pocket Park in North Melbourne, delivering approximately 1500 m² of additional open space
- Carlton Gardens North lighting upgrade, with new path lighting near the tennis court and upgraded lighting for the basketball court and playground
- Eades Park in West Melbourne, upgraded to include a safe dog off-leash area.

The Green Our Rooftop project reached a major milestone with the completion of the green roof at 1 Treasury Place in August 2024. The project retrofitted the existing building with a prolific flowering environmental green roof and won a Victorian Landscape Architecture Award for Gardens, through the Australian Institute of Landscape Architects.

We planted more than 3000 trees this year, and canopy cover continues to increase, with current cover in public spaces across the city measured at 28.3 per cent.

Two Urban Forest Fund projects were successfully completed: the first-of-its-kind tram-stop greening project, Urban Arbours, and the rooftop at Make Room. Together, these projects delivered 316 m² of new green space within the municipality.

Aboriginal Melbourne

NAIDOC in the City

We hosted NAIDOC in the City in July 2024. At this free community concert in Federation Square, crowds enjoyed a vibrant mix of performances from First Peoples artists, including award-winning rapper Briggs, R&B soul group The Deans of Soul, Mau Power, dancers Culture Evolves, pop musician Alice Skye and a First Nations Calisthenics Club.

The event also featured 26 First Peoples market stalls, showcasing products from artists, designers and makers, including clothing, art, crafts and gifts. It was presented in partnership with Fed Square and the Koorie Heritage Trust.

Self-care days

We partnered with the Salvation Army to deliver three self-care days to enhance the wellbeing of people sleeping rough in our city. The events featured essential services, including nurses, podiatrists, optometrists, Centrelink representatives and more. Ngwala Willumbong Aboriginal Corporation also attended to provide specialised support to the Aboriginal community. Over 200 people participated each day and were treated to a fully catered lunch, haircuts and massages. This initiative inspired several providers to offer ongoing services to people sleeping rough.

Truth-telling – Yoorrook Justice Commission

Truth-telling is a key pillar on the path to reconciliation and is embedded in our Reconciliation Action Plan. As part of this commitment, we commissioned independent research into Council's role in colonisation, identifying examples of direct and indirect injustices experienced by First Nations people. This research informed our submission to Victoria's Yoorrook Justice Commission, the first truth-telling body in Australia.





HEALTH AND WELLBEING SNAPSHOT

This snapshot compares key health and wellbeing data from 2021 to 2025. More information about this data is provided in the 'Our performance' section of this Annual Report.

▼ **66** The average score for overall wellbeing was 66 out of 100 (down from 72 out of 100)

A score below 70 on the Personal Wellbeing Index (PWI) typically indicates that residents may be experiencing lower levels of personal wellbeing or life satisfaction.

- ▲ **22%** Proportion of people who participated in arts and cultural activities in the municipality (up from 19%)
- ▼ **91%** Proportion of dwellings within 300 m of public open space (down from 96%)
- ▲ **86%** Proportion of people who regularly visit a park in the municipality (up from 85%)
- ▼ **85%** Proportion of people who support diversity in the municipality (down from 94%)
- ▼ **85%** Proportion of people surveyed who believe the relationship with Aboriginal people is important (down from 94%)
- ▲ **388** Number of inclusive programs that respond to the needs of people with disability (up from 222)
- ▼ **61** The overall score for feeling part of the community was 61 out of 100 (down from 65 out of 100)

- ▲ **47%** Proportion of residents reporting food insecurity (up from 32%)
- 32%** Worried food would run out (up from 22%)
- 28%** Skipping meals (up from 16%)
- 20%** Running out of food (up from 13%)
- 19%** People accessing food relief services (up from 10%)
- ▼ **6%** Consumption of fruit and vegetables meets daily dietary requirements (down from 7.3%)

- ▲ **13** Heat health alerts issued in relation to extreme weather events (up from 3)
- ▲ **28%** Tree canopy cover in the public realm (up from 25%)
- ▼ **3027** Number of trees planted in the municipality (down from 3041)

- ▼ **77%** Proportion of people who report feeling safe in the city by day (down from 81%)
- ▼ **42%** Proportion of people who report feeling safe in the city by night (down from 49%)
- ▼ **1123** Rate of recorded family violence incidents (down from 1330) (People per 100,000 population)

OUR COUNCIL

Council governance

Statutory responsibility for local government lies with each Australian state or territory. An Act of each state parliament specifies local government powers, duties and functions.

In Victoria, the legal basis for councils is established under the *Constitution Act 1975* and the *Local Government Act 2020*.



From left to right: Councillor Andrew Rowse, Councillor Rafael Camillo, Councillor Dr Olivia Ball, Councillor Davydd Griffiths, Councillor Dr Owen Guest, Deputy Lord Mayor Roshena Campbell, Lord Mayor Nicholas Reece, Councillor Mark Scott, Councillor Gladys Liu, Councillor Kevin Louey and Councillor Philip Le Liu.

The Melbourne City Council comprises a lord mayor, deputy lord mayor, and nine councillors.

Under the provisions of the *City of Melbourne Act 2001*:

- Melbourne is not divided into wards.
- The leadership team (lord mayor and deputy lord mayor) is elected separately from councillors.
- The preferential voting system is used to elect the leadership team, and proportional representation is used to elect councillors.

The Melbourne City Council elections were held in October 2024. Nicholas Reece was elected as Lord Mayor, and Roshena Campbell was elected Deputy Lord Mayor. They and the councillors were sworn in on Tuesday 19 November 2024.

More information about local government elections is available from the Victorian Electoral Commission website at vec.vic.gov.au²

² <https://vec.vic.gov.au>

OUR COUNCILLORS

In 2024–25, Melbourne City Council included the following elected representatives.



Lord Mayor
Nicholas Reece

First elected as a Councillor in 2016, re-elected as Deputy Lord Mayor in 2020 and then elected Lord Mayor in 2024.

The Lord Mayor is the portfolio head for Infrastructure and the Delivery Unit. He is also the portfolio deputy for Finance, Governance and Risk and Aboriginal Melbourne.

The Lord Mayor acts as Council's representative (through membership or as a contact point) in relation to activities and functions of the following committees or external organisations:

- Future Melbourne Committee
- Chief Executive Officer Employment Matters Advisory Committee
- Melbourne Art Trust
- First Nations Committee
- Lord Mayor's Charitable Foundation
- Council of Capital City Lord Mayors
- Shrine of Remembrance
- C40 Cities Climate Leadership Group
- Melbourne 9 (M9)
- Municipal Association of Victoria (MAV)
- Royal Humane Society of Victoria
- Royal Victorian Association of Honorary Justices.

Contact details

Phone: 03 9658 9704

Email: lordmayor@melbourne.vic.gov.au
nicholas.reece@melbourne.vic.gov.au



Deputy Lord Mayor
Roshena Campbell

First elected as a Councillor in 2020 and re-elected as Deputy Lord Mayor in 2024.

The Deputy Lord Mayor is the Deputy Chair of the Future Melbourne Committee meetings and Chair when the Committee considers planning matters where the Council is the responsible authority, referral authority or planning authority under the *Planning and Environment Act 1987*.

The Deputy Lord Mayor is the portfolio head for Planning. She is also the portfolio deputy for the Delivery Unit and Tourism and Events.

Roshena Campbell is Council's representative on the following committees and external bodies:

- Chief Executive Officer Employment Matters Advisory Committee
- Design Excellence Committee
- Committee for Melbourne.

Contact details

Phone: 03 9658 9043

Email: roshena.campbell@melbourne.vic.gov.au



Councillor
Dr Olivia Ball

First elected Councillor in 2020 and re-elected in 2024.

Councillor Dr Olivia Ball is the portfolio head for Aboriginal Melbourne and portfolio deputy for Environment.

She is Council's representative on the following committees and external bodies:

- Chief Executive Officer Employment Matters Advisory Committee
- Parks and Gardens Advisory Committee
- First Nations Committee
- Municipal Association of Victoria (MAV) (Alternate Representative).

Contact details

Phone: 03 9658 9086

Email: olivia.ball@melbourne.vic.gov.au



Councillor
Rafael Camillo

Elected in 2024.

Councillor Rafael Camillo is the portfolio head for Safety and Cleaning and portfolio deputy for Infrastructure.

He is Council's representative on the following committees and external bodies:

- Melbourne Arts Trust (external body)
- Enterprise Melbourne Pty Ltd
- Metropolitan Transport Forum.

Contact details

Phone: 03 9658 9010

Email: rafael.camillo@melbourne.vic.gov.au



Councillor
Davydd Griffiths

**First elected Councillor
in 2020 and re-elected
in 2024.**

Councillor Davydd Griffiths is the portfolio head for Environment and portfolio deputy for Community, Health and City Services.

He is Council's representative on the following committees and external bodies:

- Disability Advisory Committee (Chair)
- Homelessness Advisory Committee
- Parks and Gardens Advisory Committee
- Audit and Risk Committee
- International Council for Local Environment Initiatives (ICLEI)
- Northern Alliance for Greenhouse Action Executive Board
- Yarra Park Advisory Committee (Nominee).

Contact details

Phone: 03 9658 9056

Email: davydd.griffiths@melbourne.vic.gov.au



Councillor
Dr Owen Guest

**Elected Councillor
in 2024.**

Councillor Dr Owen Guest is the portfolio head for Finance, Governance and Risk and portfolio deputy for Innovation and Education.

He is Council's representative on the following committees and external bodies:

- Audit and Risk Committee
- Chief Executive Officer Employment Matters Advisory Committee
- Victorian Local Governance Association (VLGA).

Contact details

Phone: 03 9658 9038

Email: owen.guest@melbourne.vic.gov.au



Councillor
Philip Le Liu

**First elected Councillor
in 2016 and re-elected
in 2020 and 2024.**

Councillor Philip Le Liu is the portfolio head for Creative and Arts and portfolio deputy for Planning.

He is Council's representative on the following committees and external bodies:

- Audit and Risk Committee
- Chief Executive Officer Employment Matters Advisory Committee
- Melbourne Arts Trust (external body)
- Enterprise Melbourne Pty Ltd
- Victorian Local Governance Association (VLGA) (Alternate Representative).

Contact details

Phone: 03 9658 9630

Email: philip.leliu@melbourne.vic.gov.au



Councillor
Gladys Liu

**Elected Councillor
in 2024.**

Councillor Gladys Liu is the portfolio head for Community, Health and City Services and portfolio deputy for Safety and Cleaning.

She is Council's representative on the following committees and external bodies:

- Homelessness Advisory Committee (Chair)
- Disability Advisory Committee (Deputy Chair)
- Invest Melbourne Advisory Board.

Contact details

Phone: 03 9658 9636

Email: gladys.liu@melbourne.vic.gov.au



Councillor
Kevin Louey

First elected Councillor in 2008 and re-elected in 2012, 2016, 2020 and 2024.

Councillor Kevin Louey is the portfolio head for City Economy and Business.

He is Council's representative on the following committees and external bodies:

- Invest Melbourne Advisory Board
- Business Partner City Network
- Enterprise Melbourne Pty Ltd.

Contact details

Phone: 03 9658 9170

Email: kevin.louey@melbourne.vic.gov.au



Councillor
Andrew Rowse

Elected Councillor in 2024.

Councillor Andrew Rowse is the portfolio head for Innovation and Education and portfolio deputy for City Economy and Business.

He is Council's representative on the following committees and external bodies:

- Design Excellence Advisory Committee.

Contact details

Phone: 03 9658 9051

Email: andrew.rowse@melbourne.vic.gov.au



Councillor
Mark Scott

**Elected Councillor
in 2024.**

To find out more about our councillors,
go to melbourne.vic.gov.au³ and search
for 'councillors'.

Councillor Mark Scott is the portfolio head for Tourism and Events and portfolio deputy for Creative and Arts.

He is Council's representative on the following committees and external bodies:

- Melbourne Arts Trust (external body).

Contact details

Phone: 03 9658 9892

Email: mark.scott@melbourne.vic.gov.au

From 1 July 2024 to 26 October 2024 the following Councillors held office

Councillor	Position
Jason Chang	Councillor
Elizabeth O'Sullivan Myles	Councillor
Jamal Hakim	Councillor
Rohan Leppert	Councillor

³ melbourne.vic.gov.au/

Councillor conduct

The Melbourne City Council Councillor Code of Conduct outlines the role of the Council. In addition, it provides an overview of councillor responsibilities under the *Local Government Act 2020* and Local Government (Governance and Integrity) Regulations 2020.

The code includes four mandatory standards, values and behaviours, specific councillor conduct obligations, dispute resolution options and processes.

Council adopted a revised Councillor Code of Conduct on 15 December 2020. The councillors receive regular communication from City of Melbourne and the Victorian Government with updated information and guidance on conduct matters.

Council decisions

Councillors make decisions at Council and Delegated Committee meetings (to which the Council delegates certain powers).

Delegations

Melbourne City Council's powers under the *Local Government Act 2020* or any other Act may be delegated to a committee or Council, the CEO or individual staff or sub-delegated to a City of Melbourne officer by the CEO.

Staff members are accountable to the CEO. The Council and its committees make policy, and staff members make decisions under that policy. The exercise of delegation is subject to the Council's Delegations Policy.

Councillor allowances

Councillors are paid an allowance set by the Victorian Government. This allowance is paid in recognition of the demands placed on councillors in carrying out their civic and statutory duties, for their work on policy development, as spokespeople on community matters and as Council representatives in Melbourne, in Australia and overseas.

The allowances:

Lord Mayor	\$269,909
Deputy Lord Mayor	\$134,955
Councillors	\$61,153

This allowance includes an amount equivalent to the Superannuation Guarantee.

Councillors are also provided various services and support as described in the Council Expenses Policy 2020.

Councillor expenses

Councillors incur expenses while fulfilling their roles. Expenditure is regulated by the Council Expenses Policy 2020, revised in August 2020 and consistent with section 40 of the *Local Government Act 2020*. Councillor expenses are reported in detail every quarter on melbourne.vic.gov.au⁴

In accordance with section 40 of the *Local Government Act 2020*, City of Melbourne must reimburse a councillor for expenses incurred while performing their duties as a councillor. City of Melbourne is also required to adopt and maintain a policy in relation to the reimbursement of costs for councillors. The policy guides the payment of reimbursements for expenses and the provision of resources, facilities and other support to the lord mayor and councillors to enable them to discharge their duties. City of Melbourne also publishes in its Annual Report the details of the expenses, including reimbursement of costs for each councillor and member of a council committee.

The details of the expenses, including reimbursement of costs for each councillor and member of a council committee, are set out in the tables on the following pages.

⁴ [melbourne.vic.gov.au/](https://melbourne.vic.gov.au)

Expense categories

1. Conferences, functions and training

This category covers registration fees associated with attendance by councillors at local conferences, functions, seminars and one-off or short-term training courses.

These are usually held by local government-related organisations, professional bodies and institutions, educational institutions and private sector providers that relate to areas and events impacting the councillors' role and the City of Melbourne. This category also includes memberships and subscriptions to bodies and organisations that perform activities relevant to the position of councillors and a capital city council.

2. Travel – local

This category covers costs associated with assisting councillors in meeting the transport costs incurred in attending meetings, functions and other commitments within and outside the municipality. Travel comprises taxi services, reimbursement for private vehicles while conducting Council business, car parking fees, bicycle access, car parking permits, e-tags and use of City of Melbourne fleet vehicles as described in the Council Expenses Policy 2020. This category also comprises costs associated with accommodation and incidentals incurred when travelling on Council business in outer metropolitan Melbourne and regional Victoria.

3. Communication

This category covers communication costs associated with ensuring that councillors are accessible and can communicate with constituents, stakeholders, other councillors, Council officers and family members while conducting Council business. This category comprises costs for using mobile phones, home phones, internet services, and cards to mark cultural occasions and the festive season.

4. Functions external to Town Hall

Sometimes, councillors may need external hospitality services when conducting Council business outside City of Melbourne offices. In doing so, councillors seek reimbursement for expenses incurred. These expenses comprise costs associated with providing meals, refreshments, and other entertainment (for councillors and their guests) considered appropriate to the nature of the Council business.

5. Carer expenses

Council will reimburse the necessary carer expenses incurred by councillors while carrying out their duties. This category covers childcare and other forms of care needed to support immediate family members.

Published Councillor expense reports

Details of expenses incurred by councillors are published on melbourne.vic.gov.au⁵ quarterly. The following tables outlines the costs incurred in 2024-25. All councillors participate in the Committee.

At 30 June 2024, the Committee's terms of reference were grouped into 12 portfolios:

Leadership team - 1 July 2024 to 30 June 2025

Cr Nicholas Reece was sworn in as Lord Mayor on 2 July, following the departure of Sally Capp AO from the role. He served as Deputy Lord Mayor and Acting Lord Mayor on 1 July prior to his official appointment. The Lord Mayor remained in office during the transition period to the new council term. From 1 July to 26 October, the role of Deputy Lord Mayor remained vacant.

Councillor	Conferences, functions and training	Travel local	Communication	Functions external to Town Hall	Carer expenses	Total expenses
Lord Mayor Nicholas Reece	\$0	\$25,525.37	\$5,938.45	\$0	\$0	\$31,463.82
Former Lord Mayor Sally Capp*	\$0	\$1,732.73	\$0	\$0	\$0	\$1,732.73
Category total	\$0	\$27,258.10	\$5,938.45	\$0	\$0	\$33,196.55

*Claims for reimbursement can be submitted and reimbursed within 60 days of incurring an expense or following the completion of travel in line with the Council Expenses Policy 2020.

Leadership team - 19 November 2024 to 30 June 2025

Councillor	Conferences, functions and training	Travel local	Communication	Functions external to Town Hall	Carer expenses	Total expenses
Deputy Lord Mayor Roshena Campbell	\$0	\$7,293.73	\$819.83	\$0	\$14,310.00	\$22,423.56
Category total	\$0	\$7,293.73	\$819.83	\$0	\$14,310.00	\$22,423.56

⁵ melbourne.vic.gov.au/allowances-and-expenses

Councillors – 1 July 2024 to 26 October 2024

Councillor	Conferences, functions and training	Travel local	Communication	Functions external to Town Hall	Carer expenses	Total expenses
Dr Olivia Ball	\$200.00	\$310.54	\$138.16	\$0	\$0	\$648.70
Councillor Roshena Campbell	\$320.45	\$390.90	\$192.68	\$0	\$6,547.50	\$7,451.53
Councillor Jason Chang	\$1,090.91	\$41.45	\$175.41	\$0	\$0	\$1,307.77
Councillor Elizabeth O'Sullivan Myles	\$131.49	368.21	\$135.21	\$0	\$0	\$634.91
Councillor Davydd Griffiths	\$0	\$0	\$192.68	\$0	\$0	\$192.68
Councillor Jamal Hakim	\$0	\$192.84	\$245.42	\$80.11	\$0	\$518.37
Councillor Philip Le Liu	\$1,513.96	\$165.24	\$270.22	\$44.50	\$0	\$1,993.92
Councillor Rohan Leppert	\$352.73	\$667.41	\$596.79	\$0	\$0	\$1,616.93
Councillor Kevin Louey	\$1,275.91	\$57.16	\$138.16	\$0	\$0	\$1,471.23
Category total	\$4,885.45	\$2,193.75	\$2,084.73	\$124.61	\$6,547.50	\$15,836.04

Councillors – 19 November 2024 to 30 June 2025

Councillor	Conferences, functions and training	Travel local	Communication	Functions external to Town Hall	Carer expenses	Total expenses
Dr Olivia Ball	\$1,617.00	\$1,255.57	\$241.78	\$0	\$0	\$3,114.35
Councillor Rafael Camillo	\$135.00	\$493.83	\$712.02	\$0	\$0	\$1,340.85
Councillor Davydd Griffiths	\$0	\$52.00	\$385.36	\$0	\$0	\$437.36
Dr Owen Guest	\$0	\$95.00	\$584.85	\$0	\$0	\$679.85
Councillor Philip Le Liu	\$1,137.99	\$639.50	\$613.01	\$935.47	\$0	\$3,325.97
Councillor Gladys Liu	\$350.45	\$1,007.56	\$516.92	\$0	\$0	\$1,874.93
Councillor Kevin Louey	\$0	\$102.23	\$2,222.20	\$0	\$0	\$2,324.43
Councillor Andrew Rowse	\$0	\$288.47	\$375.75	\$0	\$0	\$664.22
Councillor Mark Scott	\$0	\$647.21	\$442.81	\$0	\$0	\$1,090.02
	\$5,020.44	\$4,581.37	\$6,094.70	\$935.47	\$0	\$14,829.35

Delegated (special) committees

As well as Council meetings, Council had the following delegated committee in 2024-25:

Future Melbourne Committee (meets twice monthly)

This Committee has delegated powers, duties and functions directly relating to, or ancillary to, all of our activities. All councillors participate in the Committee.

At 30 June 2025, the Committee's terms of reference were grouped into 12 portfolios:

- Aboriginal Melbourne
- Delivery Unit
- City Economy and Business
- Community, Health and City Services
- Creative and Arts

- Environment
- Finance, Governance and Risk
- Infrastructure
- Innovation and Education
- Planning
- Safety and Cleaning
- Tourism and Events.

Council and committee meeting attendance 1 July 2024 to 26 October 2024

Councillor	Melbourne City Council meetings (total 6)	Future Melbourne Committee meetings (total 7)
Lord Mayor Nicholas Reece*	6	7
Councillor Dr Olivia Ball	6	7
Councillor Roshena Campbell	5	7
Councillor Jason Chang	5	3
Councillor Elizabeth O'Sullivan Myles	5	4
Councillor Davydd Griffiths	6	7
Councillor Jamal Hakim	5	7
Councillor Philip Le Liu	5	7
Councillor Rohan Leppert	6	7
Councillor Kevin Louey	6	7

* Cr Nicholas Reece was sworn in as Lord Mayor on 2 July, following the departure of Sally Capp AO from the role. He served as Deputy Lord Mayor and Acting Lord Mayor on 1 July prior to his official appointment. The Lord Mayor remained in office during the transition period to the new council term. From 1 July to 26 October, the role of Deputy Lord Mayor remained vacant.

Council and committee meeting attendance 19 November 2024 to 30 June 2025

Councillor	Melbourne City Council meetings (total 8)	Future Melbourne Committee meetings (total 10)
Lord Mayor Nicholas Reece	8	10
Deputy Lord Mayor Roshena Campbell	7	9
Councillor Dr Olivia Ball	8	10
Councillor Rafael Camillo	8	9
Councillor Davydd Griffiths	8	10
Councillor Dr Owen Guest	8	9
Councillor Philip Le Liu	7	8
Councillor Gladys Liu	8	10
Councillor Kevin Louey	8	9
Councillor Andrew Rowse	8	10
Councillor Mark Scott	8	10

INTEGRATED PLANNING AND REPORTING FRAMEWORK

Our planning framework describes how City of Melbourne strives to realise the community's aspirations through a cascading hierarchy of long-term and medium-term plans, resourcing decisions, and the continual implementation, monitoring and review process.

The framework below outlines the processes and decisions the organisation undertakes in the municipality's interests - with community input, in accordance with the *Local Government Act 2020* and other key legislation.

Ten-year perspective

The Community Vision represents the community's aspirations for Melbourne over 10 years. It guides what we do, including all strategic decision-making and collaboration with key partners, stakeholders and the community. The Community Vision is incorporated into the Council Plan.

The Municipal Planning Strategy guides long-term land use and development to achieve our desired social, economic and environmental outcomes. It supports the state-wide Melbourne Planning Scheme, which governs municipal land use, development and protection.

The Financial Plan provides a 10-year view of the organisation's resources and funding sources, and how those resources will be applied across services, operations, capital investments and assets.

The Asset Plan outlines our high-level asset management priorities over 10 years and shows how we will manage our portfolio of assets.

Four-year perspective

The Council Plan is the four-year commitment made by each newly elected Council to the community. Guided by the Community Vision, it outlines how the Council will strive towards the community's aspirations and measure success.

Our Municipal Public Health and Wellbeing Plan is integrated into the Council Plan and shapes how we protect and promote the health and wellbeing of individuals and the community we serve. Find out more about our Health and Wellbeing Action Plan at melbourne.vic.gov.au⁶

The Budget is updated annually and details our activities in that financial year and the forecast revenue and expenditure over the next four years, including the resources required to deliver the Council Plan.

The Revenue and Rating Plan describes how we generate income to deliver on the Council Plan, programs and services, and capital works commitments.

The Workforce Plan describes our staffing requirements for at least four years and our organisational structure.

Annual perspective

Our Annual Plan provides a snapshot of what we will do over 12 months to progress the major initiatives in the four-year Council Plan.

We prepare a Quarterly Budget Report for each financial year on actual and budgeted results and variances.

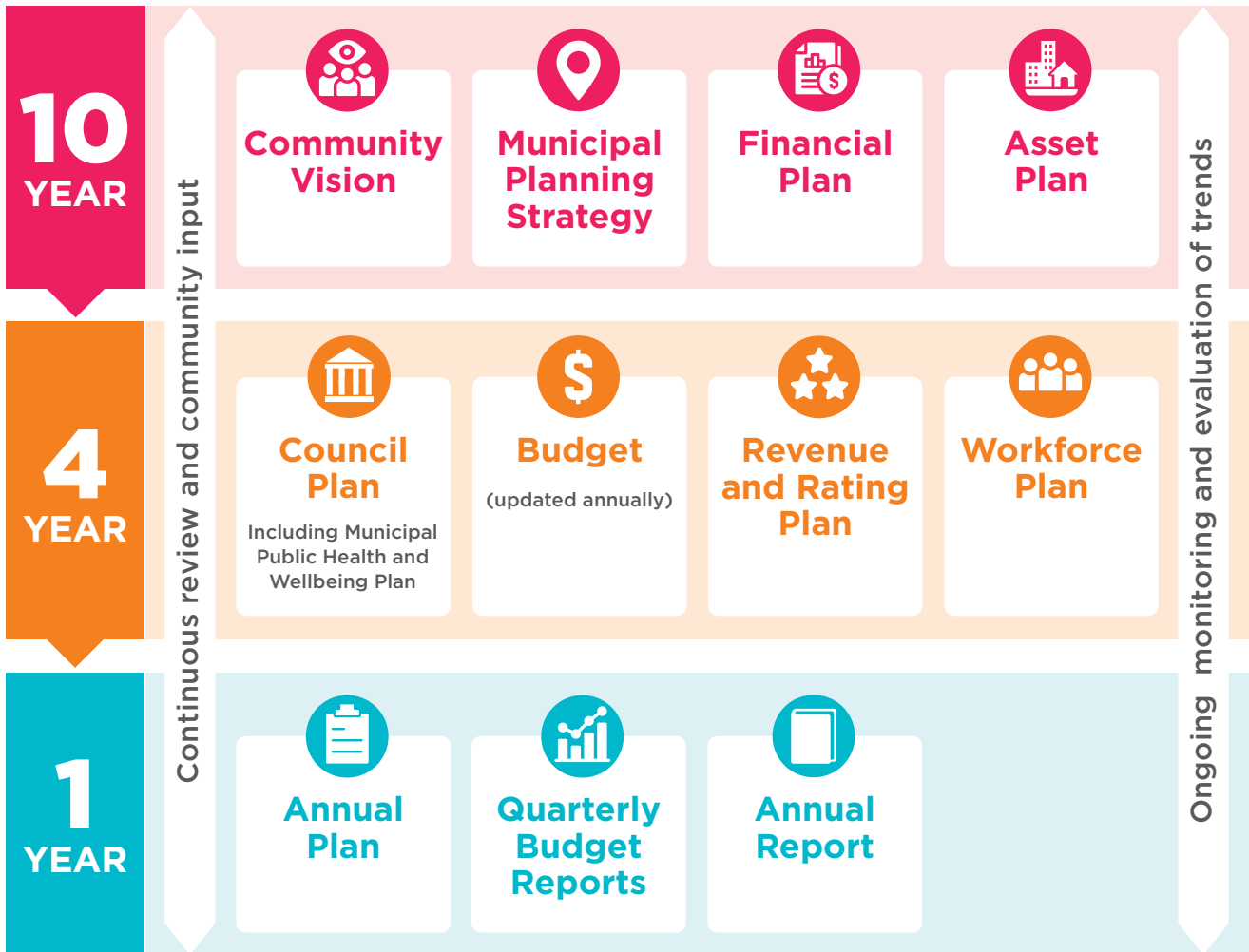
Our Annual Report (this document) outlines our progress on implementing the Council Plan, Annual Plan, Health and Wellbeing Plan, Capital Works and Budget, and a broader statement on our corporate governance over the year.



Image. Flinders Street Tram, CBD

⁶ melbourne.vic.gov.au

Figure - City of Melbourne's 10 year, 4 year and 1 year planning framework



Council’s strategic objectives

In response to the Community Vision, Council developed six strategic objectives for its four-year Council Plan 2021–25, as outlined below. Our vision for Melbourne as a ‘city of possibility’ anchors and connects these objectives to deliver outcomes for the community. To read more about our Council Plan, visit melbourne.vic.gov.au⁷



Sustainable Development Goals

In 2015, the Australian Government and all United Nations member states committed to an overarching framework for global development titled *Transforming Our World: The 2030 Agenda for Sustainable Development*. It sets out 17 ambitious goals supported by 169 targets and 231 indicators designed to measure progress at a national level.

The Sustainable Development Goals (the Goals) are a guiding framework to ensure our initiatives achieve holistic sustainable development. We must play a role and partner with others to address our challenges to ensure no-one is left behind.

Action on the Goals is primarily directed at a national level, and yet City of Melbourne recognises that all levels of government must play a role to create change. In a first for Australia, City of Melbourne has conducted a Voluntary Local Review of Melbourne’s progress against the Goals.

We use the Goals’ data and insights to inform where to prioritise our efforts.

We will conduct a Review every four years, leading up to each new Council Plan – which outlines our priorities over a four-year term and identifies key performance indicators to which we hold ourselves accountable to the community.

To find out more, visit melbourne.vic.gov.au/sdg⁸

Sustainable Development Goals



⁷ melbourne.vic.gov.au

⁸ melbourne.vic.gov.au/united-nations-sustainable-development-goals

HEALTH AND WELLBEING IN OUR CITY

Our people at the ♥ of what we do

The *Public Health and Wellbeing Act 2008* provides Victoria's legislative foundation for public health and wellbeing. Under the Act, all Victorian councils must prepare a four-year Municipal Public Health and Wellbeing Plan for their municipal area or include their strategic health and wellbeing priorities in their Council Plan. This strategic plan establishes the overall aims and priorities for the local council in protecting, improving and promoting the public health and wellbeing of the people in the municipality. Council also commits to health and wellbeing planning requirements under the *Gender Equality Act 2020* and the *Climate Change Act 2017*.

At City of Melbourne, we integrate our Municipal Public Health and Wellbeing Plan with our Council Plan to demonstrate that improving the quality of life for people in the municipality is the business of the whole organisation, placed at the heart of what we do. Our Council Plan 2021-25 forms the overarching strategic framework for our health and wellbeing planning.

We monitor the progress of the Municipal Public Health and Wellbeing Plan 2021-25 through this Annual Report to understand and highlight the impact our programs, services and infrastructure have on our local community's health. This Annual Report captures actions across the six health and wellbeing focus areas. These are a collection of selected major initiatives and activities from operational plans and are noted throughout the document.



Image. Therry Street, CBD

Our health and wellbeing focus areas for 2021–25

The Council Plan 2021–25 includes six key health and wellbeing focus areas:

 <p>1. Public health and safety</p>	 <p>2. Mental wellbeing and inclusion</p>	 <p>3. Healthy and sustainable lifestyles</p>
<p>All people feel safe and included when participating in community life, with zero tolerance of violence in our community including family violence, gender equality, violence against women, racism and discrimination in all forms.</p>	<p>Melbourne’s diverse community is celebrated, with our Aboriginal community and history central to our city. Bonds and social connections are strengthened and all people have equal access to employment, arts, culture, nature and physical activity in the city, and core services such as mental health care, lifelong learning and the internet.</p>	<p>People are supported and encouraged to make healthy and sustainable lifestyle decisions. This includes increasing opportunities for participating in sport and physical activity, healthy food choices, reducing alcohol and other drug related harm, and promoting smoke-free environments.</p>
 <p>4. Housing and homelessness</p>	 <p>5. Food security</p>	 <p>6. Health impacts of climate change</p>
<p>Fair, appropriate and accessible range of affordable housing for people of all backgrounds is available, with special focus on people experiencing homelessness.</p>	<p>Access to nutritious, safe, fair and culturally appropriate food for everyone, especially the most vulnerable.</p>	<p>Resilient and safe communities that are adapting to the public health impacts of climate change.</p>



<p>Planning lenses guiding our work</p>	<p>Health and social inequalities through a people-based approach. City recovery and resilience.</p>
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Health and wellbeing indicators

A set of 22 indicators have been elevated from the complete set of indicators in the Council Plan 2021-25 to help track the community's health and wellbeing, and gauge progress made towards the health and wellbeing focus areas. These indicators form our health and wellbeing evaluation framework.

The indicators in this plan help demonstrate progress against the United Nations Sustainable Development Goals (the Goals). Find these indicators and the headline 'health and wellbeing initiatives and activities' throughout each strategic objective.

Health and wellbeing evaluation framework

HEALTH AND WELLBEING FOCUS AREA	LINK TO SUSTAINABLE DEVELOPMENT GOALS	INDICATORS	TARGET OR DESIRED TREND
Public health and safety	Goal 3: Good health and wellbeing	Proportion of people who report feeling safe in the city	90% by day, 65% by night
	Goal 5: Gender equality	Rate of recorded family violence incidents	Decrease
	Goal 16: Peace, justice and strong institutions	Rate of ambulance attendance for alcohol and drug misuse in the municipality	Decrease
Mental wellbeing and inclusion	Goal 1: No poverty	Proportion of residents employed in the municipality	Increase
	Goal 8: Decent work and economic growth	Proportion of dwellings within 300 m of public open space	Increase
	Goal 10: Reduced inequalities	Proportion of people surveyed who visit a park in the municipality on a regular basis	Increase
	Goal 11: Sustainable cities and communities	Proportion of people who support the city being made up of different cultures	100%
		Proportion of people surveyed who believe the relationship with Aboriginal people is important	100%
	Proportion of people who participate in arts and cultural activities in the municipality	Increase	
	Number of programs that are inclusive and respond to the needs of people with a disability	Increase	
	Melburnians' self-reported sense of belonging	At least 70 on a scale of 100	
	Complaints of discrimination based on sexual orientation, sexuality, disability, sex, gender, race, religious or political beliefs, or other grounds for unlawful discrimination	Decrease	

HEALTH AND WELLBEING FOCUS AREA	LINK TO SUSTAINABLE DEVELOPMENT GOALS	INDICATORS	TARGET OR DESIRED TREND
Healthy and sustainable lifestyles	Goal 3: Good health and wellbeing	Proportion of adults who get adequate physical exercise	Increase
	Goal 9: Industry, innovation and infrastructure	Proportion of trips made by public transport, bicycle or on foot	Increase
Housing and homelessness	Goal 11: Sustainable cities and communities	Number of people recorded as experiencing chronic homelessness and sleeping rough	Zero
		Number of people experiencing chronic homelessness and sleeping rough who have been supported to access transitional, social or private rental housing	500 (by 2025)
		Number of new demonstration social and affordable housing units progressed and delivered on City of Melbourne land	100 (by 2025)
Food security	Goal 2: Zero hunger	Proportion of people reporting food insecurity	25%
Health impacts of climate change	Goal 11: Sustainable cities and communities	Heat health alerts this year	Decrease
		Tree canopy cover in the public realm	27% (by 2025)
	Goal 13: Climate action Goal 15: Life on land	Number of new trees planted in the municipality	2400, plus number of trees removed in previous year, or 3000, whichever is more

OUR PERFORMANCE





How to read the following section

The section covers:

- The strategic objectives for the City of Melbourne over the four-year Council term.
- Performance results for the year, as measured by the strategic indicators.
- Progress-to-date on each of Council's major initiatives – the priority activities under each strategic objective, as listed in the Annual Plan 2024-25.
- Progress updates on health and wellbeing aligned activities, and achievements that have contributed to the health and wellbeing focus areas.

Our strategic indicators




This is the fourth reporting year of the Council Plan 2021-25. Strategic indicators enable Melbourne City Council to track progress against each strategic objective over the four years of the Council Plan 2021-25.

Understanding the data presented in Strategic Indicator tables

The table below provides a definition for the data in the Strategic Indicator tables found in the following section.

Item	Definition
Indicator	The name of the strategic indicator. The indicator provides evidence that our strategic objectives are being achieved.
Target or desired trend	The specific target or the direction of progress we aim to achieve by the end of the current Council Plan.
Baseline	The starting point for measuring progress towards achieving the target or the commencement of the trend.
Result 2021-22	The result achieved at the end of Year 1 of the four-year term of the Council Plan.
Result 2022-23	The result achieved at the end of Year 2 of the four-year term of the Council Plan.
Result 2023-24	The result achieved at the end of Year 3 of the four-year term of the Council Plan.
Result 2024-25	The result achieved at the end of Year 4 of the four-year term of the Council Plan.
Result	The result icons provide a snapshot of the overall progress we achieved towards the target or desired trend. See the following table for more information.






The table below provides a guide to symbols used for strategic indicators.

Guide to reading the trend for strategic indicators	Result
<p>What is a positive (favourable) trend?</p> <p>A positive result means that we had a favourable outcome in achieving our desired trend.</p> <p>The shape of the icon represents the end result over the four years of the Council Plan.</p>	
<p>What is a negative (unfavourable) trend?</p> <p>A negative result means that we had an unfavourable outcome in achieving our desired trend.</p> <p>The shape of the icon represents the end result over the four years of the Council Plan.</p>	
<p>What is a neutral trend?</p> <p>A neutral trend means that we have had no significant change, increase, or decrease in the value or trend of the figure over time.</p>	

Our major initiatives

City of Melbourne's Annual Plan 2024-25 lists the major initiatives to be delivered in 2024-25. Council tracks progress through monthly and quarterly reports and provides the end-of-year status for each initiative in the tables in the following section.

The table below provides a guide to symbols used for major initiatives.

Major initiative status	Symbol
The initiative will continue as part of the capital works program	
This planned activity will continue on through future work*	
The initiative has been completed	
The initiative / planned activity has been discontinued	
The planned activity for this initiative was achieved in 2024-25	

*subject to the Annual Planning and Budgeting process

ECONOMY OF THE FUTURE



In the Council Plan 2021-25, we will focus on driving economic recovery and creating the conditions for a strong, adaptable, sustainable and thriving future city economy, supported by a diverse mix of industries and jobs that provide dignity and opportunity.

Our priorities



- The city economy is stronger, resilient and fully recovered from the impacts of COVID-19.
- Existing businesses are supported, new businesses, talent and investment are attracted to the city and our growing residential community has access to employment in the municipality.
- Increased economic participation, with a city economy that is more inclusive and fair, enabling residents to access employment and key workers to access accommodation in the city. ❤️
- Doing business in the city is made more attractive by streamlining processes and alleviating costs.
- The central city is a magnet for events and has a strong reputation as a destination to visit, do business, study and live.
- A financially sustainable and highly effective City of Melbourne organisation.
- Melbourne is a digitally connected city that embraces new industries to create next-generation jobs and businesses.

How we are performing

Our indicators represent how City of Melbourne measures progress to achieve our strategic objectives. The results for this financial year are below.



Indicator	Target or desired trend	Baseline	Trend
 Capital city gross local product.	Increase	\$107.8 billion (2020)	
Result 2021-22	Result 2022-23	Result 2023-24	Result 2024-25
\$107.4 billion	\$114.0 billion	\$115.7 billion	\$126.8 billion

The city's economy continues to grow and has expanded by more than 17.6 per cent since COVID-19, which is a more robust result than for Victoria overall. Melbourne remains the engine room of the state's economy, accounting for about 22 per cent of Gross State Product.

Indicator	Target or desired trend	Baseline	Trend
 Number of businesses in the municipality.	Increase	15,045 (2020)	
Result 2021-22	Result 2022-23	Result 2023-24	Result 2024-25
14,513	13,829	43,583	44,709



The number of businesses in the city has remained stable in the past 12 months increasing by about 2.6 per cent since last year, demonstrating Melbourne's strong value proposition for new business investment.

In 2023-24, City of Melbourne moved to a new platform for economic data, which caused the number of businesses reported to rise significantly. The new measure includes previously uncounted businesses and establishes a consistent platform for comparison with other jurisdictions.

Indicator	Target or desired trend	Baseline	Trend
 Number of startups in the municipality.	Increase	1230 (2020-21)	
Result 2021-22	Result 2022-23	Result 2023-24	Result 2024-25
1180	1251	2074	2083

The number of startups in the municipality is strong. It represents the benefits of a central location to businesses in the knowledge economy.



Data for this indicator is supplied by Launch Vic.

Indicator	Target or desired trend	Baseline	Trend
 Vacancy rate of retail premises.	Decrease	31.2% (November 2021)	
Result 2021-22	Result 2022-23	Result 2023-24	Result 2024-25
19.0%	14.4%	10.2%	9.2%



Shopfront vacancy rates for the municipality continued to decline throughout the year.

After hitting a record high of 27.9 per cent in 2021, the central CBD retail vacancy rate has dropped to a new low of 5.5 per cent.

Across the municipality, the retail vacancy rate has decreased to 9.1 per cent - less than a third of the 31.5 per cent vacancy rate recorded in 2021.



Indicator	Target or desired trend	Baseline	Trend
 Proportion of residents employed in the municipality. ❤️	Increase	N / A*	
Result 2021-22	Result 2022-23	Result 2023-24	Result 2024-25
54.9% *2016 Census result	57.6% *2021 Census result	57.6% *2021 Census result	57.6% *2021 Census result

The reported result is derived from an analysis of the 2021 Census from the Australian Bureau of Statistics. New measure from 2021 onwards.

Indicator	Target or desired trend	Baseline	Trend
 Gross local product per capita per person employed.	Increase	\$235,515 (2020)	
Result 2021-22	Result 2022-23	Result 2023-24	Result 2024-25
\$230,741	\$237,200	\$186,053	\$183,882



This metric is slightly lower than the previous year. In 2023 we added additional data which was previously unavailable. This new measure includes previously uncounted jobs and establishes a consistent platform for comparison with other jurisdictions.

On average, the productivity of a City of Melbourne worker is about 40 per cent higher than that of the average Victorian worker.

Indicator	Target or desired trend	Baseline	Trend
 Number of jobs in the municipality.	Increase	457,900 (2020)	
Result 2021-22	Result 2022-23	Result 2023-24	Result 2024-25
465,600	480,600	622,044	652,241

Construction and the electricity, gas, water and waste services have been the two fastest growing employment sectors over the past 12 months. Accommodation and food services as well as retail services continue their strong growth from 2023-24 demonstrating the strength of the street-level economy.

In 2023-24, City of Melbourne moved to a new platform for economic data, which caused the number of businesses reported to rise significantly. The new measure includes previously uncounted businesses and establishes a consistent platform for comparison with other jurisdictions.

Indicator	Target or desired trend	Baseline	Trend
 Number of visitors to the municipality.	Increase	14,006,152 (March 2019 to March 2020)	
Result 2021-22	Result 2022-23	Result 2023-24	Result 2024-25
6,318,523	12,367,872	14,266,000	14,341,000

Melbourne welcomed 14.3 million visitors for the year ending December 2024.

Domestic overnight visitation declined slightly when compared to last year, with a total of 6.4 million overnight visitors, a marginal decrease of 1 per cent.

Visitor nights decreased to almost 17.4 million nights, a decline of 8 per cent compared to year ending December 2023.



Day trip visitors (6.3 million) declined by 5 per cent compared to the previous year.

Melbourne welcomed more than 1.7 million international overnight visitors, these visitors contributed nearly \$4.9 billion to the economy of Melbourne.

While visitor numbers still remain below pre-COVID-19 results, visitor spend for both domestic and international has surpassed 2019 spending levels.

The soft growth in visitation can be attributed to a number of factors including cost-of-living pressures, a growing preference for outbound travel among Australians, and weaker-than-expected growth in arrivals from China.

* Due to a change in source data reporting, this indicator now reports for the entire year. Previous results have been adjusted accordingly.

Indicator	Target or desired trend	Baseline	Trend
 Planning applications decided within required timeframes.	100%	57% (2020)	
Result 2021-22	(2020)	Result 2023-24	Result 2024-25
59%	65%	72%	76%

From a total of 1091 planning applications, 825 (or 75.62 per cent) were decided within the required timeframe. This represents a steady year-on-year improvement over the past 5 years.

Major initiatives

Our major initiatives (MI) represent what City of Melbourne has committed to do over 2021-25 to achieve our strategic objectives. Highlights from this year are in the table below.

Strengthen Melbourne's economic recovery

MI	What we said we'd do	Our role	Status 2024-25
1	Continue to strengthen Melbourne's economic recovery, including through precinct and shopfront activation, delivery of an enhanced Business Concierge Service and support for the night-time economy. ❤️	Deliver	■

This year saw strong momentum across the City of Melbourne's economic development programs. Our Small Business Grants program received 370 applications across four streams, with 31 recipients awarded a share of \$700,000 in funding.

We delivered detailed roadmaps for the hospitality, music and retail industries. Each roadmap was informed by sector roundtables, including a final retail roundtable in March, attended by 20 stakeholders. Participants identified key themes including safety, accessibility, consumer trends and business ease, which will shape future strategic support and inform our next Economic Development Strategy.

The quarterly Melbourne Economy Snapshot provided valuable insights into spending trends, visitor demographics and economic activity. Melbourne was confirmed as the

leading destination for both domestic and international overnight visitors, with the CBD retail precinct outperforming other destinations across Victoria. We began to develop precinct-specific snapshots to inform local economic initiatives.

The Business Precinct Program advanced with funded associations delivering public activations, marketing campaigns and Christmas Festival tie-ins. A review of the program was presented to Council in March, with the program set to continue for two more years while we explore Business Improvement District models in Docklands and Collins Street.

The City Economy Advisory Committee concluded in August 2024, having provided valuable input on day and night-time economy strategies.

Major initiative planned lifecycle

Planned activities and milestones for 2024-25	Status 2024-25
Support the city's business precinct associations aspirations through the Business Precinct Program, including reviewing support from across the organisation for precinct associations.	✓
Continue to deliver initiatives that enable shopfront occupancy, including investing in new and existing businesses through the Small Business Grants program.	✓
Strengthen the day and night-time economies, drawing on expertise of stakeholders including the City Economy Advisory Committee.	✓
Develop roadmaps to guide City of Melbourne's support for the retail, hospitality and entertainment sectors.	✓
Pursue improvements to the way economic data and analysis is shared with businesses.	✓
Small Business Grants round opening.	✓
City Economy Advisory Committee – evaluation and review.	✓
Precinct program review recommendations.	✓
Report recommending Small Business Grants recipients.	✓
Melbourne's priority experience economy sectors – recommended framework.	✓
Annual update on the Business Precinct Program 2021-25 and funding for Year 1.	✓

Establish Invest Melbourne

MI	What we said we'd do	Our role	Status 2024-25
2	Make it easier to establish and run a business in Melbourne and through Invest Melbourne facilitate headquarter attraction, business support and fast-tracked permits.	Deliver	■

This major initiative was completed in 2023-24.

Implement the Economic Development Strategy

MI	What we said we'd do	Our role	Status 2024-25
3	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.	Deliver Partner	■

We completed implementing the Economic Development Strategy in 2024-25. A new draft Economic Development Strategy was also released this year, following extensive stakeholder engagement and strategic alignment work.

The student welcome centre feasibility study was completed with recommendations to continue delivering The Couch International Student Centre within the allocated budget.

The Venture Capital marketing campaign successfully launched from May to June 2025, targeting Australian business owners and entrepreneurs in fintech, biotech

and edtech sectors through paid digital media and City of Melbourne channels. The campaign positioned Melbourne as a leader in innovation, liveability and business opportunity.

Our trial paid City of Melbourne internship program for international students worked well. The program successfully engaged more than 1400 students in activities and events. We employed two students for six months, allowing them to develop skills in international engagement, media support and communication.

Planned activities for 2024-25	Status 2024-25
Develop a new Economic Development Strategy to reflect the current economic context.	✓
Improve employability outcomes for international students through activities such as a paid internship program trial.	✓
Investigate the potential to deliver a student welcome centre, following a review of feasibility study recommendations.	✓
Ongoing marketing and promotion of Melbourne as a great place to do business.	✓
Economic Development Strategy update, including progress towards achievement of targets.	✓
Experience Melbourne 2028 implementation plan.	✓
Update on Melbourne as a great place to do business.	✓
Update on the international student internship trial program.	✓
Recommendations for Social Enterprise Grant recipients.	✓

Deliver high-quality public transport in urban renewal areas

MI	What we said we'd do	Our role	Status 2024-25
4	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. ❤️	Partner	■

We continue to advocate for and deliver integrated high-quality public and active transport in urban renewal areas. Bike lanes in Arden Street are in the final stage of construction, with separated bike lanes from Wreckyn Street to Dryburgh Street completed in December 2024. Works on the western section between Dryburgh Street and Moonee Ponds Creek will be completed shortly.

Preparations are underway to support the Westgate Tunnel project and we are supporting the Victorian Government's Department of Transport and Planning. The department is developing several network optimisation projects, local amenity improvements and pedestrian and cycling infrastructure upgrades.

We advocated for high-quality transport in urban renewal areas through the Council-endorsed submission to Victoria's draft 30-year infrastructure strategy and our submissions to Amendment GC224 Fishermans Bend Development Contributions, with the government confirming the station locations and alignment of future heavy rail in Fishermans Bend and Docklands.

All components of this Major Initiative have been completed, with future work included in the new Council Plan.

Planned activities for 2024-25	Status 2024-25
Advocate to the Victorian and Australian governments for public transport investment in renewal areas, in line with City of Melbourne's advocacy priorities.	✓
Advocate for City of Melbourne's public and active transport objectives through relevant strategic and statutory planning processes, in particular delivery of a tram connection to Fishermans Bend.	✓
Decisions on development proposals.	✓

Establish Experience Melbourne

MI	What we said we'd do	Our role	Status 2024-25
5	Establish Experience Melbourne and refresh the program of City of Melbourne owned and sponsored events to maximise opportunities to drive visitation and spend. The program will be diverse, accessible and affordable, and showcase Melbourne's unique culture and creative strengths.	Deliver Partner	■

This major initiative was completed in 2023-24.

Market and promote Melbourne as a great place to live

MI	What we said we'd do	Our role	Status 2024-25
6	Market and promote Melbourne as a great place to live for all, while ensuring key workers have access to affordable housing. ❤️	Deliver Partner	■

This major initiative was completed in 2021-22.

Docklands activation

MI	What we said we'd do	Our role	Status 2024-25
7	Increase visitation to Docklands by partnering with the Victorian Government and key stakeholders to enable reconstruction and activation in Central Pier and surrounds.	Partner Advocate	■

In August 2024, the Victorian Government released the Revitalising Central Pier Waterfront – Vision and Place Principles, outlining its vision for the redevelopment of Central Pier and the Docklands waterfront. The redevelopment vision included creative spaces, landscaping, activations that celebrate Wurundjeri Woi-wurrung culture and focus on water-based play and good transport options.

As Central Pier is a state-owned asset, our influence over the redevelopment's outcomes is limited. However, we continue to engage with the government to deliver community infrastructure aligned with our Docklands Needs Assessment.

We meet regularly with Development Victoria to represent the City of Melbourne's interests and seek progress updates.

All of the council-controlled components of this Major Initiative has been completed with future activation work being included in the new Council Plan with the development of Business Improvement Districts.

Planned activities for 2024-25	Status 2024-25
Deliver and pursue the outcomes of the Docklands Summit.	✓
Engage with the Victorian Government on the redevelopment of Central Pier and work with private landowners around Victoria Harbour to facilitate temporary and permanent activations (including Harbour Esplanade).	✓
Prepare a Docklands Public Realm Improvements Plan.	✓
12-month review of the Docklands Stakeholder Group.	✓
Present draft scope for a Strategic Plan for Docklands.	🔄
Prepare a Docklands Public Realm Improvements Plan.	🔄

Review and optimise Melbourne's international relationships

MI	What we said we'd do	Our role	Status 2024-25
8	Review Melbourne's international relationships to optimise future and existing partnerships to enable mutual growth and opportunity.	Deliver	■

This year, we have delivered a range of strategic international engagement initiatives to promote Melbourne's key emerging technology and innovation sectors, strengthen city-to-city relationships and elevate Melbourne's global profile.

These have included deepening ties with our Chinese partner cities Tianjin, Nanjing, Chengdu and Osaka through innovation programs, urban design collaboration and knowledge exchange. We have strengthened relationships with India, South Korea, Ho Chi Minh City in Vietnam and Bandung in Indonesia through leadership dialogues, alumni engagement, inbound delegations and market visits.

To help foster innovation ecosystem connections and position Melbourne as a global innovation hub, we have engaged tech sector startups and industry leaders across Asia through innovation challenges and international forums.

A key achievement was the launch of the podcast *Making it in Melbourne*, which aims to amplify migrant entrepreneurs' voices. In just four months, it was downloaded 500 times and reached listeners in over 20 countries.

Several strategic inbound and outbound visits were facilitated this year, including the CEO's visit to China.

Planned activities for 2024-25	Status 2024-25
Deliver strategic market initiatives that involve Melbourne's priority sectors, including engagement with partners to involve diaspora.	✓
Deepen our relationship with Chinese partner cities (Nanjing, Suzhou and Chengdu) and Osaka (Japan). Increase engagement in Ho Chi Minh City (Vietnam), Bandung (Indonesia), South Korea and India.	✓
Deliver strategic inbound and outbound visits to priority markets in Asia to promote the city and advance relationships, including programs aligned with Osaka Expo 2025 and the celebration of our 45th Sister City anniversary with Tianjin.	✓
Post-travel report from outbound strategic visit to priority markets in Asia.	—
Progress report on the International Engagement Framework.	—
Melbourne office Tianjin update.	—
Pre-travel report for an outbound strategic visit to Business Partner City Shanghai.	—
Update on City of Melbourne's participation in the Osaka Expo 2025.	—
UrbanHICS (a European Union funded knowledge exchange program between cities) and activities aligned with the 20th Sister City anniversary with Milan.	—
Pre-travel report for an outbound strategic visit to priority markets in Asia.	—

Innovation ecosystems

MI	What we said we'd do	Our role	Status 2024-25
9	Partner with industry to support the development of globally competitive innovation ecosystems, including through international engagement, emerging technology trials and digital infrastructure delivery.	Partner Deliver	■

Over the past year, we have invested in our five innovation sectors – Health tech, Climate tech, Digital games, Sports tech, Education tech – including through partnerships with BioMelbourne Network, Melbourne Climate Network, Australian Sports Technology Network and EduGrowth. Through our Business Event Sponsorship Program, we funded 22 recipients and supported dozens of events focused on innovation sectors.

The Melbourne-Bandung Food Waste Challenge and Nexus Future City Innovators Competition helped to support Melbourne's global innovation reputation. We hosted a delegation of digital gaming CEOs from Indonesia, India and the Philippines during Melbourne International Games Week.

The 2024 Fishermans Bend Digital Innovation Challenge was won by Upsoil Collective's Worms at Work. The innovative project diverts food waste from landfill by designing public street furniture that integrates composting and worm farming. The compost and nutrient-rich worm juice produced will be shared with the local community for their use on plants and gardens. Technology, like sensors, is integrated to provide real-time data on soil health and food waste levels.

In 2024, we continued our support for the Australian She Loves Tech competition, attracting more than 95 attendees and spotlighting nine women founders. The national winner, Profit Peak, went on to place second at the global finals in Singapore, earning a \$15,000 cash prize and a scholarship from Draper University.

Phase One of the 2025 Migrapreneurs Program ended in May with a networking event. Twenty-five certificates were awarded, with four teams receiving \$1500 each and advancing to the next phase for tailored mentoring.

The stormwater sensing pilot continued this year with 23 sensors deployed in stormwater drains and gross pollutant traps across the city. Gathering real-time data helped inform the ongoing maintenance and performance of the stormwater system. The pilot was completed in February 2025.

Planned activities for 2024-25	Status 2024-25
Deliver support for five emerging and globally competitive innovation sectors (biotechnology, climate technology, digital games, sporting technology and education technology), in line with medium-term strategic roadmaps.	✓
Facilitate business connections and showcase industry capability through international engagement activities such as inbound delegations that enhance Melbourne's knowledge economy and global innovation reputation.	✓
Deliver initiatives which support the entrepreneurial efforts of people from diverse and underrepresented backgrounds.	✓
Partner with community and industry to solve problems through innovation challenges.	✓
Pilot and trial emerging technologies to elevate the city's digital maturity and data-led decision making.	✓
Outcome of Digital Innovation Challenge 2024 and next steps.	✓
Update on the collaboration with identified emerging innovation sectors.	✓
Support for entrepreneurial efforts of people with diverse and underrepresented backgrounds update.	✓
Launch of Digital Innovation Pilot (linked to 2024 Digital Innovation Challenge).	✓
Upcoming Innovation Challenge.	✓
Report recommending grant recipients for the Business Event Sponsorship Program.	✓
Outcome of Open Innovation Competition 2024.	✓
Business Event Sponsorship Program round opening.	✓

Set Corporate Strategy with defined targets and measures for productivity, efficiency and customer / employee experience

MI	What we said we'd do	Our role	Status 2024-25
10	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	■

The new City of Melbourne website melbourne.vic.gov.au was launched in July 2024 after a significant redevelopment project. We reviewed user data and undertook customer research to inform the redevelopment.

The website rebuild prioritised accessibility, including new language translation functionality. It also includes a significantly improved search capability. The site has been built to accommodate services for our customers now and into the future.

City of Melbourne has conducted a customer experience maturity assessment to support uplift in our customers' experience. Our roadmap to excellence articulates the pathway to mature our operating model.

Melbourne 9 (M9) is an alliance of nine inner Melbourne councils including City of Melbourne that work cooperatively on issues and projects. This year, the M9 alliance was reviewed, and all member councils signed a new memorandum of understanding for the next four years.

Planned activities for 2024-25	Status 2024-25
Conduct a customer experience maturity assessment to develop a roadmap for improving customer experience.	✓
Complete and launch the new City of Melbourne website.	✓
Identify and commence implementing new or enhanced streams of revenue to support funding-valued community programs, services, infrastructure and amenity.	🔄
Conduct a review of Council's advisory committees.	🔄
Review the progress and basis of association of the M9 council alliance to prepare it for its future state.	✓
Update the forecast assumptions to inform long-term financial planning.	✓

Embed the Sustainable Development Goals in City of Melbourne plans and strategies

MI	What we said we'd do	Our role	Status 2024-25
11	Embed the Sustainable Development Goals in the way City of Melbourne plans, prioritises its investments, reports and benchmarks against other cities.	Deliver	■

We continued to embed the United Nations Sustainable Development Goals (the Goals) across our strategies, programs and systems, and share our performance data publicly this year, to make our city more sustainable.

Throughout the year, we:

- used Sustainable Development Goals impact analysis across labour and operational budgets, circular economy, small business and social enterprise grant programs
- used data and insights from the Goals to inform our Health and Wellbeing Insights Plan, Council Plan 2025-29 and Melbourne 2050 Vision
- incorporated the Goals into our project management templates and our Environmental, Social and Governance Procurement Framework
- embedded the Goals into our food policy, Experience Melbourne 2028 Strategy, Heritage Strategy, Homelessness Strategy and Economic Development Strategy.

We received a global award, the Shanghai Award for Sustainable Development in Cities, for outstanding achievements in implementing the 2030 Agenda United Nations Sustainable Development Goals.

Our local goal targets and case study resources have been translated into Bahasa Indonesian and Mandarin Chinese and shared with Melbourne partner cities in China including Tianjin and Chengdu.

We ran knowledge exchanges on the City of Melbourne's response to the Goals with high school students, other Victorian municipalities and other cities including hosting a Tokyo Metro Government delegation on Urban Forests, Resilience and the Goals.

To support business engagement, we launched a pilot project in partnership with SDG Align, a digital education and enablement platform, to promote the Goals and encourage action for business owners in the municipality.

Planned activities for 2024-25	Status 2024-25
Embed Sustainable Development Goals into new plans and policies, and increase the use, data literacy and progress analysis of Sustainable Development Goals through the corporate reporting system.	✓
Build the data foundations for Sustainable Development Goal indicators, including data governance (processes, standards and maintenance) and regular progress measurements (data analysis, visualisations and insights).	✓
Prioritise and refine a subset of Sustainable Development Goal targets (and indicators) that Council can influence the most, to enable better analysis, planning and performance reporting.	🔄
Increase councillor knowledge of Sustainable Development Goals and our municipal performance. Trial a Sustainable Development Goal investment and budget tool for councillors and executives to assess investment allocation and priorities during draft Council Plan stages.	🔄
Embed Sustainable Development Goals into the new Council Plan 2025-29, demonstrating alignment with councillor and neighbourhood priorities, and municipal health and wellbeing indicators.	🔄
Conduct Sustainable Development Goal staff capacity building and engagement activities to directly inform the development the next iteration of major initiatives for the Council Plan 2025-29, addressing areas in need of improvement and progress.	✓
Build relationships with organisations within our municipality to support Sustainable Development Goal adoption.	✓
Build networks and relations with other local government areas and cities within Asia Pacific for mutual learning exchange on the Sustainable Development Goals.	✓
Induction sessions for councillors on Sustainable Development Goals.	✓
Sustainable Development Goals progress update and recommendations (focusing on performance of subset of targets that Council can influence).	✓
Sustainable Development Goals budget allocation report.	—
Draft Council Plan and Budget (and Sustainable Development Goal / Municipal Health and Wellbeing Plan, neighbourhood priorities) community and deliberative engagement.	✓

MELBOURNE'S UNIQUE IDENTITY AND PLACE


In the Council Plan 2021-25, we will celebrate and protect the places, people and cultures that make Melbourne a unique, vibrant and creative city with world-leading liveability.

Our priorities


- Our environment, parks and waterways are protected, restored and managed well.
- Our built, natural and cultural heritage is protected.
- New buildings, streets and spaces exhibit design excellence to create sustainable and enduring places, and our renewal areas are emerging as high-quality inner-city precincts.
- Melbourne's diverse communities are celebrated.
- Melbourne's creative, entertainment and education sectors are supported and nurtured.
- Drawing on the full potential of Melbourne's creative community is central to city planning, design and city operations.
- Melbourne is a university city and aspires to be the number one knowledge city in the world by 2030.

How we are performing

Our indicators represent how City of Melbourne measures progress toward achieving our strategic objectives. The results for this financial year are below.


Indicator	Target or desired trend	Baseline	Trend
 Proportion of dwellings within 300 m of public open space. ❤️	Increase	N / A*	▼
Result 2021-22	Result 2022-23	Result 2023-24	Result 2024-25
96.3%	94.7%	94.8%	91%

While we did see an improvement in North Melbourne this year with the expanded Bedford Street reserve being completed, new dwellings being constructed in the municipality are located in our largest gap areas – especially Carlton, Docklands, Kensington and the CBD Hoddle Grid.


Indicator	Target or desired trend	Baseline	Trend
 Proportion of people surveyed who visit a park in the municipality on a regular basis. ❤️	Increase	N / A*	▲
Result 2021-22	Result 2022-23	Result 2023-24	Result 2024-25
84.5%	87.5%	87.9%	86.1%

The proportion of people who used City of Melbourne parks, public squares or green spaces in the two weeks prior to the survey was 86.1 per cent. The survey result continues to demonstrate high levels of community use. Results over the last five years have all been in excess of 80%.

*Data collection commenced in 2021-22.


Indicator	Target or desired trend	Baseline	Trend
 Area of new public open space in Southbank.	1.10 ha (by 2025)	0.00 ha	▲
Result 2021-22	Result 2022-23	Result 2023-24	Result 2024-25
0.00 ha	0.44 ha	0.44 ha	0.66 ha

Dodds Street open space in Southbank was completed in June 2024. To protect the new park, the road on which the park is sited was legally discontinued on 29 May 2025 in the Government Gazette, following a public notice and submissions process. This adds 0.22 ha of new open space to Southbank.



Indicator	Target or desired trend	Baseline	Trend
 Neighbourhoods* in the municipality with up-to-date local heritage studies and controls.	100%	43%	▲
Result 2021-22	Result 2022-23	Result 2023-24	Result 2024-25
43%	57%	57%	93%

Up-to-date local heritage studies have been carried out in 93 per cent of neighbourhoods, with 73 per cent having local controls in the Melbourne Planning Scheme.



*The neighbourhoods used for this indicator are heritage review study areas.

Indicator	Target or desired trend	Baseline	Trend
 Proportion of people who support the city being made up of different cultures.❤️	100%	94.1%	▼
Result 2021-22	Result 2022-23	Result 2023-24	Result 2024-25
94.2%	95.2%	87.7%	85.0%

The decrease in this indicator is not unique to City of Melbourne. As reported in the Scanlon Foundation 2024 report, social cohesion is at its lowest levels since the start of their study in 2007.

Indicator	Target or desired trend	Baseline	Trend
 Value of the creative sector to the local economy.	Increase	\$7.80 billion gross value added (GVA) (2020)	
Result 2021-22	Result 2022-23	Result 2023-24	Result 2024-25
\$7.37 billion (GVA)	\$7.54 billion (GVA)	\$7.91 billion (GVA)	\$8.22 billion (GVA)

In 2024-25, the gross value added (GVA) by the creative sector to the local economy increased by 4.1 per cent from \$7.91 billion to \$8.22 billion, with creative jobs in the professional, scientific and technical services industry contributing 63 per cent of the creative sector's GVA.


Indicator	Target or desired trend	Baseline	Trend
 The area of creative spaces in the municipality.	Increase	1,082,027 m² (2019-20 data)	
Result 2021-22	Result 2022-23	Result 2023-24	Result 2024-25
1,041,171 m² (2020-21 data)	1,004,589 m² (2021 Census)	938,561 m² (2023 results)	936,836 m² (2024 results)

There has been an overall decline of 1700 m² of creative sector floorspace when compared to the same time last year.

Computer System Design and Related Services in the Professional, Scientific and Technical Services industry accounted for the highest floorspace loss, with 6600 m² removed.

Creative Artists, Musicians, Writers and Performers in the Arts and Recreation Services industry accounted for the second largest floorspace loss, with 6100 m² removed.


This has been evened out by floorspace gains to Software Publishing in the Information Media and Telecommunications industry, with an increase of 6100 m².

Indicator	Target or desired trend	Baseline	Trend
 The number of artists supported by City of Melbourne through city planning, design and city operations.	Increase	N / A*	▲
Result 2021-22	Result 2022-23	Result 2023-24	Result 2024-25
14	185	100	250

Creative advisors, artists and curators continue to play a vital role in shaping community and creative programs, public art initiatives, projects, and the City of Melbourne’s Art and Heritage collection. Their involvement reflects the unique skills, experience, and perspectives that creative practitioners bring to Council’s work. This does not reflect the total number of artists

and creative workers funded and supported by the City of Melbourne across arts grants, events, libraries creative programming, public art, art and heritage, and music programming, which has hovered at between 15,000 and 23,000 over the past few years.

*Data collection commenced in 2021-22.

Indicator	Target or desired trend	Baseline	Trend
 The number of design reviews of major projects.	Increase	11 (2020-21)	▲
Result 2021-22	Result 2022-23	Result 2023-24	Result 2024-25
19	51	80	66

This year, 66 major project design reviews were recorded. Of these projects, 18 were planning applications of high significance, and 48 were of medium significance.

Major initiatives

Our major initiatives represent what City of Melbourne has committed to do over 2021–25 to achieve our strategic objectives. Highlights from this year are in the table below.

Our Annual Plan 2024–25 outlines what we will deliver next financial year.

The Greenline Project

MI	What we said we'd do	Our role	Status 2024–25
12	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	

The Greenline Project progressed significantly this year, with all five Precinct Plans now complete.

A Cultural Curatorial Framework was developed in 2024–25. This applies a First Nations-led (Wurundjeri Woi-wurrung) approach to commissioning creative practitioners for integrated public art, signage, wayfinding and storytelling along the north bank of the Yarra River – Birrarung.

The Birrarung Trial Floating Wetlands are complete, with maintenance, monitoring and evaluation underway. The trial will continue next year through additional Victorian Government funding.

The Birrarung Marr Precinct Site One project was delayed due to a Melbourne Water flood assessment; however, construction recommenced in March 2025 and is progressing well.













A Marine Edge Structure assessment was completed for key existing infrastructure assets along the north bank to inform asset maintenance and renewal decisions. Whole-of-Greenline flood modelling was also undertaken.

In 2024, the Greenline Project Master Plan received five industry awards: the Australian Urban Design Award of Excellence, the Australian Institute of Landscape Architecture Victorian and National Awards of Excellence, and two World Architecture Festival Awards.


The Greenline Project engagement hub became operational in July 2024, delivering a community engagement program and walking tours. Numerous visiting delegations were hosted at the hub, including groups from Tasmania, New Zealand, Canada, Japan, Vietnam, and the Netherlands.

Grants continue to be pursued for partnership development, design, and business case preparation to deliver specific components of the project.

A memorandum of understanding has been executed with VicTrack and collaborative working arrangements have been developed with Melbourne Arts Precinct Corporation, Parks Victoria, Melbourne Water, business owners and operators, and private landowners and developers.











Planned activities for 2024-25	Status 2024-25
Complete Birrarung Marr Precinct Site 1 construction works.	
Conclude the floating wetlands trial. Evaluate and transition to future state.	
Support coordinated completion of Seafarers Rest Park construction by Riverlee.	✓
Partner and collaborate with key stakeholders and authorities to deliver staged program implementation.	
Ongoing advocacy to develop partnerships and establish funding pathways.	
Engage with Traditional Owners towards the goal of an Aboriginal City and collaborate on the Greenline cultural heritage management plan, cultural values assessment, and ongoing engagement strategy to deliver the Greenline Project Master Plan and Yarra River Birrarung Strategy.	
Progress planning pathway, including land assembly in partnership with relevant Victorian Government agencies, and lodge a planning scheme amendment for the project.	
Progress Greenline Project Salt Water Wharf Precinct with private landowners, in alignment with the Greenline Project Master Plan.	
Concept design, feasibility and engagement to be undertaken for the next two prioritised projects (with strong stakeholder support).	
Progressive partnership and funding announcements as they are confirmed.	
Greenline Project Hub launched with an on-site focus for partnerships and major engagement programs (quarter 1 onwards).	✓
Project opening for Birrarung Marr Site 1.	
Planning pathway endorsement and approval by Council and submission to the Victorian Government.	
Deliver a feasibility study and proposed model for land assembly in partnership with the Victorian Government.	

Protect Queen Victoria Market

MI	What we said we'd do	Our role	Status 2024-25
13	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	

The Queen Victoria Market Precinct Renewal progressed well this year. The project includes a heritage restoration and new services and facilities for customers and traders, to deliver a world-class market. We completed construction and waterproofing of trader shed basement

levels 3 and 4. Project planning and procurement activities remain ongoing for Market Buildings works and the Queen Street public realm revitalisation. Our focus is to enhance accessibility for all visitors.

Planned activities for 2024-25	Status 2024-25
Relocate Franklin Street stores trader and market storage to temporary facilities.	✓
Milestone - August and November 2024: Council consideration of Queen Victoria Market Precinct Renewal quarterly report.	✓
Commence Green Waste Hub construction.	
Revised State Agreement.	
Queens Corner Building Principal design consultant award.	
Queen Victoria Market Precinct Renewal quarterly report.	
Market Square draft concept design approval for community and Traditional Owner engagement.	
Install in-ground rainwater and flood mitigation tanks in Queen Street north.	
Finalise Queens Corner Building business case and budget.	
Initiate Queens Corner Building design process.	
Continue Trader Shed construction.	
Complete Gurrowa Place site handover.	


Munro library and community hub*

MI	What we said we'd do	Our role	Status 2024-25
14	Deliver Queen Victoria Market precinct improvements through quality public open space, new connections to the city, community services and facilities such as the Munro Community Hub. ❤️	Deliver	■

This major initiative was completed in 2023-24.

*Now called narm ngarrgu Library and Family Services.

Deliver the public art program









MI	What we said we'd do	Our role	Status 2024-25
15	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	

This year, our public art program delivered a series of permanent and temporary commissions across the City of Melbourne. A highlight was the Aboriginal art commissioned for the Make Room building. Make Room has transformed a Council-owned building at 602 Little Bourke Street into supportive housing for up to 50 people experiencing rough sleeping or chronic homelessness. The building features four public art commissions by two early career Aboriginal artists, including a significant scale exterior mural, an entranceway light-based work, wind screens and etched pavers in the rooftop garden. Landscape works for the Southbank Major Public Art Commission in Dodds Street were completed in May, and the Hero Apartment Building Billboard Commission launched a new work by Aboriginal artist Jarra Karalinar Steel in December 2024.


City of Melbourne and the Victorian Trades Hall have jointly commissioned a new memorial to workers who have died at work. The Memorial will be located on the Eight Hour Day Monument Reserve at the corner of Russell and Victoria streets in the CBD.

We also partnered with the National Gallery of Victoria (NGV) to commission a major new public artwork for the NGV Triennial exhibition 2026.

Following state-wide community consultation with survivors, families and support agencies of the Stolen Generations, City of Melbourne has commissioned a Stolen Generations Marker to acknowledge, recognise and pay tribute to the Stolen Generations.

Planned activities for 2024-25	Status 2024-25
Progress Stolen Generations Marker commission.	✓
Progress Southbank Major Public Art Commission.	✓
Delivery of ACMI Partnership Commission.	—
Warrior Woman Lane Commission.	
Deliver a statue of Vida Goldstein in a suitable location, supported by a public fundraising campaign.	
Vida Goldstein statue progress report.	
Greenline project temporary commissions.	
Design and deliver an integrated public art commission program in alignment with the Greenline Project timeline and funding opportunities.	
Progress options for Australia Street Art Precinct concept and collection donation.	
Southbank monthly progress update.	
Deliver public art projects (temporary and permanent) as guided by the principles of the Public Art Framework 2021.	

Increase public open space

MI	What we said we'd do	Our role	Status 2024-25
16	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	

Projects to increase the amount of public open space continued across the municipality this year. We completed the Bedford Street Pocket Park in North Melbourne in December, converting nearby road and car parking areas into new open space for the community. The park includes lawns, garden beds, trees, picnic and recreational areas and a playground.

We undertook design work for the Chelmsford Street Open Space project in Kensington and the Australian Centre for Contemporary Art (ACCA) forecourt revitalisation project in Southbank.

The second phase of community engagement for the Chapman Street Reserve expansion project in North Melbourne was completed in April 2025. We also engaged the community to seek feedback on the draft Royal Park Master Plan.

The Open Space Strategy review was completed and endorsed by Council in June 2024, while feasibility and design investigations continued for the Normanby Road Reserve expansion project in Southbank.

We removed tram tracks and paving and installed natural turf in preparation for the Swanston Street Triangle landscape construction in 2025.

We have continued to investigate the acquisition of land in Southbank and urban renewal areas for new open space.

Planned activities for 2024-25	Status 2024-25
Seek opportunities to deliver new public open space for urban renewal areas.	✓
Draft approval of Royal Park Master Plan for community engagement.	✓
Consideration of concept plan for Errol Street north of Queensberry Street open space expansion.	✓
Approval of Miles and Dodds Street Reserve concept plan.	✓
Bedford Street Pocket Park construction complete.	✓
Approval of Chelmsford Street open space concept plan.	✓

Planned activities for 2024-25	Status 2024-25
Complete community engagement on the draft and finalise the Royal Park Master Plan.	✓
Complete community engagement and consider concept plan for Errol Street north of Queensberry Street open space expansion.	✓
Approval of Chapman Street concept plan.	↻
Approval of the Royal Park Master Plan.	↻
Approval of the Normanby Road Reserve expansion concept plan.	↻
Approval of Chapman Street Reserve construction tender.	↻
Progress the Normanby Road Reserve expansion project in Southbank to final concept plan stage, including two rounds of community engagement.	↻
Progress the Miles and Dodds Street Reserve expansion to the detailed design stage.	↻
Progress the Chelmsford Street open space project to detailed design and tender.	↻
Progress the Chapman Street Reserve pocket park project to construction tender award stage.	↻
Complete construction of the Swanston Street Triangle pocket park in collaboration with Yarra Trams.	↻

Partner with the Victorian Government to deliver urban renewable and innovation districts

MI	What we said we'd do	Our role	Status 2024-25
17	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	■

The City of Melbourne's work on urban renewal areas across the municipality continued this year. We worked with the Victorian Government on planning for the Fishermans Bend, Macaulay and Arden precincts.

We continued to implement the Macaulay Structure Plan 2021, including the public exhibition of planning scheme amendment C417 which is the primary implementation pathway for the land use and built form controls in the Structure Plan. We also planned for and undertook community consultation on a new community hub at 91-115 Melrose Street in North Melbourne.












In partnership with the Victorian Government, we progressed the Arden Structure Plan and precinct vision. Early works have focused on the new Arden Station area. The Arden Street protected bike lanes were completed between Wrecklyn and Dryburgh streets, with construction underway from Dryburgh Street to Moonee Ponds Creek.

The Victorian Government released the Fishermans Bend Urban Renewal Area Development Contributions Plan as part of Amendment GC224 to the Melbourne Planning Scheme. The government confirmed the station locations and alignment of future heavy rail in Fishermans Bend and Docklands. The Standing Advisory Committee appointed to consider submissions to Amendment GC224 concluded hearings in December 2024 and their public report was released in April 2025.

Development Victoria continues to lead the planning and delivery of stage one of the Fishermans Bend Innovation Precinct.

On 10 September 2024, Council decided to discontinue work on the Melbourne Innovation District City North Planning Scheme Amendment C431. Instead, a new, more focused short-term strategy is being developed. Work to define the scope of this new strategy is currently underway.

All of the Council-controlled components of this major initiative has been completed with future work being included in the new Council plan with the development of Business Improvement Districts.

Planned activities for 2024–25	Status 2024–25
Work with the Victorian Government to progress strategic opportunities in Docklands (see major initiative 7).	
Work with the Victorian Government to prepare precinct implementation plans and development contribution plans for the Fishermans Bend National Employment and Innovation Cluster, and Lorimer Precinct, as well as infrastructure governance and delivery agreements.	
Work with the Victorian Government to implement the Arden Structure Plan and realise early infrastructure and development opportunities that align with the vision for Arden.	
Work with the Victorian Government and key stakeholders to identify, scope and progress strategic opportunities in Parkville National Employment and Innovation Cluster and Melbourne Innovation District City North.	
Work with Development Victoria to facilitate delivery of Stage 1 Fishermans Bend Innovation Precinct.	
November 2024 Future Melbourne Committee: Endorsement of draft Fishermans Bend Place Naming Framework.	
Matters relating to Arden and Fishermans Bend, including the draft Fishermans Bend National Employment and Innovation Cluster Planning Implementation Plan and planning controls (including Development Contributions Plan) and draft Lorimer Planning Implementation Plan and final Development Contributions Plan, are subject to timing of release by the Victorian Government.	
Consideration of submissions on Macaulay C417.	
Macaulay C417 Planning Panel.	
Implement the Macaulay Structure Plan, including the planning scheme amendment.	
Identify and progress delivery of early activation opportunities to support successful delivery of renewal areas and innovation precincts.	
Progress the Melbourne Innovation District City North Planning Scheme Amendment.	—
Melbourne Innovation District Planning Panel.	—

Facilitate increased investment in unique Melbourne events

MI	What we said we'd do	Our role	Status 2024-25
18	Facilitate increased investment in unique Melbourne events to activate further and celebrate the city. ❤️	Partner	■

This major initiative was completed in 2023-24.

Advocate for investment in City of Melbourne waterways

MI	What we said we'd do	Our role	Status 2024-25
19	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	■

We continued to advocate for Victorian Government investment in the Moonee Ponds Creek over the course of the year. Since Council endorsed the Moonee Ponds Creek Advocacy Plan in 2024, we have held community forums and worked with local residents on the need for

government action. Efforts have included discussions with relevant agencies and a statement by nine stakeholder groups asking for government action on creek trail upgrades and under-used government-owned land.

Planned activities for 2024-25	Status 2024-25
Participate in water governance and management forums including the Yarra and Maribyrnong Integrated Water Management Forums, the Yarra Catchment Collaboration Committee, and the Chain of Ponds Catchment Collaboration.	✓
Update on progress of the Moonee Ponds Creek Advocacy Plan.	✓
Deliver the Moonee Ponds Creek Advocacy Plan.	✓
Continue to work with key stakeholders to identify opportunities for federal and state funding grants.	✓
Continue to advocate to Victorian Planning Authority for the release of Moonee Ponds Creek Implementation Plan to identify clear delivery pathways for priority projects.	✓

Municipal Planning Strategy













MI	What we said we'd do	Our role	Status 2024–25
20	Adopt Municipal Planning Strategy and associated City Spatial Plan. Advance municipal-wide policy for priority matters, including signage, urban design and infrastructure funding.	Deliver	■

Work progressed on several planning scheme amendments this year. Amendment C432 proposes to update the Municipal Planning Strategy. It was authorised under delegation from the Minister for Planning in July 2024 and placed on public exhibition in August and September. In April 2025, Council deferred further consideration of public submissions pending a review of planning reforms and housing targets.

An amendment to update the local signs policy in the Melbourne Planning Scheme has been developed and submitted for authorisation, with the Minister for Planning currently reviewing the request.

Local planning scheme provisions have been reviewed to identify opportunities to improve their operation and clarity. These will form the basis for future amendments and include a review of the Urban Design Outside Capital City Zone policy and other design and development controls.

All of the Council-controlled components of this major initiative have been completed with future work being included in the new Council Plan.

Planned activities for 2024-25	Status 2024-25
Progress investigations and commence implementation of recommendations to update urban design policies (and other provisions where recommended) for all areas of the municipality outside DDO1 (Urban Design in Central Melbourne).	
Draft planning scheme amendment for signage considered.	
Two-year roadmap to prepare the way for policy, implementation and administration of municipal-wide Development Contributions Plan.	✓
Commence review of the planning scheme's local controls (zones and overlay schedules) to inform the next planning scheme review.	✓
Progress the new Municipal Planning Strategy through the planning scheme amendment process.	
Progress municipality-wide infrastructure and development contribution.	
Planning Panel for Melbourne Planning Scheme amendment C432.	
Draft Municipal Development Contributions Plan and associated planning scheme amendment considered.	
Draft Community Infrastructure Plan considered.	
Findings of the municipal-wide Community Infrastructure Needs Assessment presented to Council.	
Endorse City Spatial Plan.	
Adoption of Melbourne Planning Scheme amendment C432.	
Implement outcomes of signage policy review by progressing updates to the Melbourne Planning Scheme.	
Finalise the City Spatial Plan, which forms the strategic basis for the Municipal Planning Strategy.	

Protect and celebrate heritage in our municipality

MI	What we said we'd do	Our role	Status 2024-25
21	Complete heritage reviews and implement associated planning scheme amendments to protect and celebrate heritage in our municipality.	Deliver	■

This year, we progressed several heritage reviews and related planning scheme amendments, including a submission to the West Gate Service Station Canopies Heritage Amendment C463. The Parkville Heritage Review Amendment was authorised by the Minister for Planning for public exhibition.

Our East Melbourne Heritage Review is largely complete, after which we will prepare a planning scheme amendment to implement its recommendations.

Community engagement on the draft Heritage Strategy is underway. Feedback from the community and further stakeholder consultation will inform the final strategy, to be completed in late 2025.

We developed a draft Heritage Strategy to guide how we acknowledge Melbourne's unique heritage over the next 10 years and beyond. The strategy focuses on the positive role heritage can play in addressing key city challenges and highlights the community's connection to local stories and places. Our community shared feedback on the draft strategy between 5 May and 16 June 2025.

This year, we released a new heritage map which shows places listed in the Melbourne Planning Scheme. It provides details on whether buildings are individually significant or contribute to a heritage precinct, along with links to Statements of Significance.

The City of Melbourne is committed to protecting and celebrating heritage in our municipality with its continual work on implementing ongoing heritage reviews and implementing associated planning scheme amendments.

Planned activities for 2024-25	Status 2024-25
Progress the West Gate Service Stations Amendment C463, subject to Victorian Government approvals.	✓
West Gate Service Station (Fishermans Bend) Amendment C463 Exhibition.	✓
West Gate Service Station (Fishermans Bend) Amendment C463 Panel Request.	✓
Commence East Melbourne Heritage Review.	✓
Draft Heritage Strategy endorsement for public consultation.	✓
Finalise Heritage Database project incorporating public access.	✓
East Melbourne / Jolimont Heritage Review.	🔄
Celebrate and promote heritage within the municipality.	🔄
Progress Parkville Heritage Review through Amendment C443 (interim controls) and Amendment C444 (permanent controls), subject to Victorian Government approvals.	🔄
Public engagement on draft Heritage Strategy.	🔄
Commission East Melbourne / Jolimont Heritage Review Future Melbourne Committee: Parkville Heritage Amendment C444 consider response to submissions.	🔄
Parkville Heritage Review Amendment C444 Panel Hearing.	🔄
Parkville Heritage Review C444 Panel Request.	🔄
Engage with Traditional Owners and broader Aboriginal community to help shape new Heritage Strategy.	🔄
Develop draft Heritage Strategy. Complete public engagement and progress final strategy.	🔄

Design excellence program

MI	What we said we'd do	Our role	Status 2024-25
22	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	■

As part of the Design Excellence Program, Council endorsed two sites for the City of Melbourne's first-ever design competitions: the Queens Corner Building at the Queen Victoria Market and the Red Stairs in Queensbridge Square.

The Queens Corner Building will be a new community facility supporting the activation of Market Square and the Queen Victoria Market precinct. The Red Stairs, a landmark at the intersection of Southbank Boulevard and Southbank Promenade, require renewal as they cover the vehicle entrance to the Crown complex car park.

We launched the Design Competition Guidelines at Melbourne Design Week in May, with planning and project briefs prepared ahead of the 2025 competitions.

This year, the Design Excellence Advisory Committee reviewed the Places for People study, the draft Royal Park Master Plan, the Victorian Planning Reform and the Melbourne 2050 Vision.

The Melbourne Design Review Panel assessed four planning applications, three internal projects and the draft concept design for Chelmsford Street Open Space.

We received five design awards, including a Planning Institute of Australia Award for Southbank Boulevard and an Australian Urban Design Award for the Greenline Project Master Plan.

Planned activities for 2024-25	Status 2024-25
Lead awards submissions, sponsorships, and participation.	✓
Grow advocacy and events to support Melbourne's standing as a globally leading design city.	✓
Program overview and Annual Report - Year 3.	✓
Report on a suitable City of Melbourne design competition.	✓
Quarterly Design Excellence Advisory Committee meetings - Year 3.	✓
Explore planning pathway options for mandatory competitions and determine what to explore further in 2025-26.	🔄
Conduct a design competition for a City of Melbourne project.	🔄
Bi-monthly Melbourne Design Review Panel meetings - Year 3.	🔄
Advocate for competitions on private sites.	🔄

ABORIGINAL MELBOURNE

Since time immemorial, the Wurundjeri Woi-wurrung and Bunurong / Boon Wurrung, as the Traditional Owners of the lands and waters on which the City of Melbourne is located, continue caring for country. To them, this place is narm.

narm was and remains an important meeting place and location for political, cultural, social and educational events. We respect Aboriginal heritage, culture and knowledge. Aboriginal voices and aspirations must be embedded in our core business and decision-making at every level as we strive for reconciliation, recognition, respect and truth-telling. In the Council Plan 2021–25, we will ensure that First Peoples’ culture, lore, knowledge and heritage enrich the city’s growth and development.

For the Wurundjeri Woi-wurrung, Bunurong / Boon Wurrung, Taungurung, Dja Dja Wurrung and Wadawurrung peoples of the 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 are committed to ensuring that First Peoples’ culture, lore, knowledge and heritage enrich the city’s growth and development.

Our priorities

Governing with First Peoples drives our city forward and allows community to make the changes needed for the City of Melbourne to be an Aboriginal city. ♥

We embrace and promote our First Peoples’ identity across all areas of the city, including city design, and give voice to the treaty process with First Peoples. ♥



The community is well-educated about Melbourne’s First Peoples’ culture, lore, knowledge and heritage.

The activation and protection of First Peoples’ culture and know-how is a key driver to economic growth and increases Melbourne’s international engagement and participation.

First Peoples experts are consulted and lead sustainable land management practices and implement Caring for Country principles in the management, planning and development of city land. ♥


How we are performing

Our indicators represent how City of Melbourne measures progress towards achieving our strategic objectives. The results for this financial year are below.


Indicator	Target or desired trend	Baseline	Trend
 Proportion of people surveyed who demonstrate an understanding of Melbourne’s Aboriginal heritage and culture. ♥	100%	10.8% (2020)	
Result 2021-22	Result 2022-23	Result 2023-24	Result 2024-25
19.0%	21.4%	38.4%	37.3%

We embrace and promote our First Peoples’ identity across all areas of the city, including city design,


and give voice to the treaty process with First Peoples.

Indicator	Target or desired trend	Baseline	Trend
 Proportion of people surveyed who believe the relationship with Aboriginal people is important. ❤️	100%	95.1% (2020)	▼
Result 2021-22	Result 2022-23	Result 2023-24	Result 2024-25
94%	93%	87%	85%

The community is well-educated about Melbourne's First Peoples' culture, lore, knowledge and heritage.

Indicator	Target or desired trend	Baseline	Trend
 Delivery of the City of Melbourne's Reconciliation Action Plan.	100%	N / A	▲
Result 2021-22	Result 2022-23	Result 2023-24	Result 2024-25
50%	91%	91%	100%

Activating and protecting First Peoples' culture and know-how are critical drivers of economic growth and increase Melbourne's international engagement and participation.

Indicator	Target or desired trend	Baseline	Trend
 Level of involvement of Traditional Owners in city governance.	Increase	N / A*	▲
Result 2021-22	Result 2022-23	Result 2023-24	Result 2024-25
65**	155	147	188

Governing with First Peoples drives our city forward and allows the community to make the changes needed for the City of Melbourne to be an Aboriginal city.

Major initiatives

Our major initiatives represent what City of Melbourne has committed to doing over 2021-25 to achieve our strategic objectives. Highlights from this year are in the table below.

Truth-telling

MI	What we said we'd do	Our role	Status 2024-25
23	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	■

Truth-telling is a key pillar on the path to reconciliation and is embedded in our Reconciliation Action Plan. As part of this commitment, we commissioned independent research into the City of Melbourne's role in colonisation to identify examples of direct and indirect injustices experienced by First Nations people.

This research informed our submission to Victoria's Yoorrook Justice Commission – the first truth-telling body in Australia. In September 2024, Council endorsed that this submission be provided to the Commission.

Under the guidance of our Stolen Generations Marker Working Group, we engaged artist Maree Clarke to create the design for the City of Melbourne Stolen Generations Marker.

Aboriginal teaching and educational organisation Yarn Strong Sista was engaged to develop lesson plans for Mapping Aboriginal Melbourne in consultation with Traditional Owners.

Several truth-telling events were held this year. As part of Riverfest, in Yalinguth by the Birrarung, Elder Jason Timaru guided walkers on a tour of the Aboriginal heritage of the north bank of the Yarra River – Birrarung. On Peppercorn Lawn, the future location of the Stolen Generations Marker, Blak & Bright hosted Beneath the Sky: Reveal, Resist, Reclaim. We also ran an activation on the lawn as part of Moomba Festival, with children's activities and weaving. As part of the Melbourne Conversations program, we hosted a Designing with Country event in collaboration with Open House Melbourne and RMIT.

We illuminated Melbourne Town Hall and Parliament Gardens in purple to honour the Stolen Generations and create public awareness of Sorry Day.

City of Melbourne's National Reconciliation Week commenced with a thought-provoking oration 'We are the First People,' by Jodie Sizer and ended with our Mabo Day Concert, with a program of events in between.

Planned activities for 2024-25	Status 2024-25
Stolen Generations Marker	
Public announcement of selected artist.	✓
Artist concept and design finalised.	↻
Heritage approvals.	↻
Commence fabrication.	↻
Site activation activities.	✓
Deliver truth-telling activities	
At least 3 truth-telling talks linked to the north bank of the Yarra River - Birrarung.	✓
Additional content added to digital map and launch of version 2.	↻
Additional education resources developed for the added content in digital map.	↻

Declaration of Recognition and Commitment

MI	What we said we'd do	Our role	Status 2024-25
24	Implement the Declaration of Recognition and Commitment in good faith, which signals and elevates the City of Melbourne's shared commitment to reconciliation across the organisation.	Deliver	■

This project was completed in 2021-22.

Govern with Sovereign First Nations

MI	What we said we'd do	Our role	Status 2024-25
25	Govern with Sovereign First Nations to enable true self-determination, where deliberative engagement is proactive, responsive and consistent. ❤️	Deliver	■

Our partnership agreement with the Wurundjeri Woi-wurrung Cultural Heritage Aboriginal Corporation is progressing, with draft documents exchanged as part of deliberative engagement. The Wurundjeri Woi-wurrung agreement will serve as a framework for partnership discussions with the Bunurong Land Council.

We have completed a Traditional Owner and Aboriginal Community Engagement Framework as part of the First Nations Governance Framework. Training is being developed for all staff who regularly engage with Traditional Owners and the Aboriginal community. The First Nations Committee met several times throughout the year.

Activities will continue through the Stretch Reconciliation Action Plan. Our vision for reconciliation is to work alongside Sovereign First Nations, enabling true self-determination and ensuring Aboriginal peoples have the freedom to live well and according to their own values and beliefs.

Planned activities for 2024-25	Status 2024-25
First Nations Governance Framework.	✓
Three meetings of the First Nations Committee.	✓
Hold regular meetings of City of Melbourne's First Nations Committee.	✓
Finalise First Nations Governance Framework.	✓
Partnership with Wurundjeri Woi-wurrung Cultural Heritage Aboriginal Corporation.	🔄
Draft Partnership with Bunurong Land Council.	🔄
Finalise partnership with Wurundjeri Woi-wurrung Cultural Heritage Aboriginal Corporation.	🔄
Develop partnership with Bunurong Land Council.	🔄

First Nations cultural precinct

MI	What we said we'd do	Our role	Status 2024-25
26	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	—

This major initiative was discontinued in 2023-24.

Annual gathering of the Eastern Kulin

MI	What we said we'd do	Our role	Status 2024-25
27	Support a partnership forum – an annual gathering of the Eastern Kulin (noting the history of Tanderrum).	Partner	—

This major initiative was discontinued in 2023-24.

City of Melbourne will continue to build and enhance relationships with Traditional Owners and prioritise major initiative 25: Govern with Sovereign First Peoples to enable true self-determination.

CLIMATE AND BIODIVERSITY EMERGENCY

City of Melbourne declared a climate and biodiversity emergency in 2019.



In the Council Plan 2021–25, we will prioritise our environment and take urgent action to reduce emissions and waste to protect public health, strengthen the economy and create a city that mitigates and adapts to climate change.

Our priorities

- As a leading global city sets the standard in climate action. ❤️
- Lead the transition towards net zero emissions for the city.
- Eliminate waste through circular economies.
- Showcase world-leading sustainable design principles in our spaces and buildings to enhance liveability and lead innovative responses to climate change, including protecting communities from the impact of extreme weather events. ❤️
- Create resilient and safe communities that are adapting to the public health impacts of climate change.
- Increase biodiversity, habitat, green spaces, water quality and tree canopy covering the city. ❤️

How we are performing



Our indicators represent how City of Melbourne measures progress toward achieving its strategic objectives. The results for this financial year are below.

Indicator	Target or desired trend	Baseline	Trend
 Municipal greenhouse gas emissions.	33% reduction (from 2015 baseline by 2025)	4,700,672 tCO₂-e (2015 calendar year data)	
Result 2021-22	Result 2022-23	Result 2023-24	Result 2024-25
4,231,629 tCO₂-e (2021 calendar year data)	4,554,276 tCO₂-e	3,812,630 tCO₂-e (2023 calendar year data)	3,982,495 tCO₂-e (2024 calendar year data)

Total CO₂ emissions in the municipality have fallen by 15 per cent from a 2015 baseline in calendar year 2024. The reduction is largely due to an increase in renewable electricity generation in the grid over that period.



The 3 per cent increase in emissions for the 2024 calendar year can be attributed to:

- An improvement in the methodology for calculating municipal waste which resulted in higher volumes reported.
- A spike in fossil gas usage from industrial customers based in Fisherman's Bend.



Indicator	Target or desired trend	Baseline	Trend
 On-road transport emissions.	Decrease	389,055 tCO₂-e (2020 calendar year data)	
Result 2021-22	Result 2022-23	Result 2023-24	Result 2024-25
457,890 tCO₂-e (2021 calendar year data)	481,833 tCO₂-e (2022 calendar year data)	587,870 tCO₂-e (2023 calendar year data)	621,866 tCO₂-e (2024 calendar year data)

Most of the increase in emissions can be attributed to changes in the Australian Government’s published emissions factor transport fuels. In addition, an

improvement to the methodology for estimating vehicle kilometres travelled within the municipality resulted in an increase in total kilometres too.


Indicator	Target or desired trend	Baseline	Trend
 Installed battery storage capacity in the municipality.	Increase	42 kW (June 2021)	
Result 2021-22	Result 2022-23	Result 2023-24	Result 2024-25
56 kW	163 kW (December 2022)	505 kW (June 2024)	822 kW

Installed battery capacity increased 62 per cent since July 2024 to 822 kW. Power Melbourne batteries represent 43 per cent of total installed capacity in the municipality (350 kW).

Indicator	Target or desired trend	Baseline	Trend
 Household waste produced.	10% reduction (by 2025)	40,716 t (2018-19)	
Result 2021-22	Result 2022-23	Result 2023-24	Result 2024-25
41,549 t*	41,165 t	41,569 t	41,477 t


Over the past four years, household waste has slightly decreased. Overall results show an 9 per cent reduction, which occurred alongside a 10 per cent increase in population from the baseline. This positive outcome highlights the effectiveness of officer engagement efforts

across the municipality, which have focused on reducing waste and increasing diversion from landfill. These initiatives have successfully counteracted the expected rise in waste volumes associated with population growth and the servicing of new high-rise developments.

Indicator	Target or desired trend	Baseline	Trend
 Municipal waste diverted from landfill. (Percentage increase on 2018-19 baseline)	50% diversion (by 2025)	10,534 t (2018-19)	▼
Result 2021-22	Result 2022-23	Result 2023-24	Result 2024-25
14.32%	29.49%	29.05%	28.4%



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.

We anticipated an increase in diversion as we rolled out new programs to extract organics from more households within multi-unit dwellings.

Indicator	Target or desired trend	Baseline	Trend
 Percentage of alternative water used for Council's operations.	Increase	23% (2018-19)	●
Result 2021-22	Result 2022-23	Result 2023-24	Result 2024-25
23%	23%	23%	23%



By 2030, City of Melbourne aims to replace 50 per cent of potable water used for our operations with alternative water sources. The percentage of alternative water used for council's operations has remained steady at 23 per cent over 2024-25.

The existing stormwater harvesting systems at Fitzroy Gardens, Darling Square in East Melbourne, Lincoln Square in Carlton, Queen Victoria Gardens, Birrarung Marr and Royal Park contribute 23 per cent towards the target. Ryder Pavillion in Parkville added a new rainwater 10 kL rain water tank.

Indicator	Target or desired trend	Baseline	Trend
 Percentage of total nitrogen removed from stormwater entering waterways.	Increase	13% (2000)	
Result 2021-22	Result 2022-23	Result 2023-24	Result 2024-25
13%	13%	13%	13%


By 2030, City of Melbourne aims to reduce total nitrogen from stormwater entering our waterways by 30 per cent (baseline year 2000). Projects delivered in 2024-25 included the raingarden and swale at Bedford Street Pocket Park, as well as Metro projects for the new Arden, Parkville and Domain (Anzac) train stations. These projects featured raingardens and StrataVault

water sensitive urban design (WSUD) tree pits, which contributed to this nitrogen reduction. CBD North and South were still being finished, and their contributions will be counted in 2025-26. Despite these projects, the municipal percentage of nitrogen removal still sits at 13 per cent, while we achieved a reduction of 73 kg.


Indicator	Target or desired trend	Baseline	Trend
 Heat health alerts this year. ❤️	Decrease	9 (2019)	
Result 2021-22	Result 2022-23	Result 2023-24	Result 2024-25
3*	3 heat health alerts	4 heat health alerts	6 heat health alerts

The Department of Health issued six heat health warnings this year, totalling 13 days for Victoria-wide and central regions:


- 20 November 2024 for three days (21 to 23 November 2024)
- 12 December 2024 for three days (15 to 17 December 2024)
- 2 January 2025 for three days (3 to 5 January 2024)
- 1 February 2025 for one day
- 2 February 2025 for one day
- 3 February 2025 for two days (3 to 4 February 2025).

Indicator	Target or desired trend	Baseline	Trend
 Percentage of tree canopy cover in the public realm. ❤️	27% (by 2025)	23.7% (2018-19)	▲
Result 2021-22	Result 2022-23	Result 2023-24	Result 2024-25
24.78%	24.82%	24.70%	28.3%

Canopy cover is measured on trees in the public realm taller than 3 m. We have seen an increase in canopy in the public realm since our last annual report.

Indicator	Target or desired trend	Baseline	Trend
 Number of trees planted in the municipality. ❤️	2400, plus number of trees removed in previous year, or 3000, whichever is more.	3052 (2019-20)	▲
Result 2021-22	Result 2022-23	Result 2023-24	Result 2024-25
3041	2554	3071	3027

We planted 3027 trees throughout the municipality in 2024-25, continually delivering over 3000 trees planted per year.

Indicator	Target or desired trend	Baseline	Trend
 Area of native understorey habitat in the public realm.	Increase	368,615 sqm (2017-18)	▲
Result 2021-22	(2017-18)	Result 2023-24	Result 2024-25
489,943 sqm	490,063 sqm	500,231 sqm	512,282 sqm

This year we have increased understorey habitat by 12,051 m² in the public realm.

Major initiatives

Our major initiatives represent what City of Melbourne has committed to do over 2021-25 to achieve our strategic objectives. Highlights from this year are in the table below.

Global leader on climate action

MI	What we said we'd do	Our role	Status 2024-25
28	To enhance Melbourne's position as a global leader on climate action, we will undertake bold advocacy on behalf of our community.	Advocate	■

Our climate action leadership this year included advocating for Australian Government financing to support local governments in preparing for extreme weather.

During 2024-25, the City of Melbourne built partnerships with the insurance and financial sectors to advance climate action. We also advocated for mandatory climate reporting and minimum emissions standards for buildings, which gained support from key industry groups.

The first round of Youth Climate Action Grants, funded by Bloomberg Philanthropies, was awarded and commenced in September. These micro-grants are supporting youth-led projects, ranging from education programs to the development and implementation of climate action plans. A second round of Youth Climate Action Grants was launched in March.

The Chief Heat Officer's advocacy and communications program was delivered over the summer period, focusing on promoting Community Cool Places and related services.

Planned activities for 2024-25	Status 2024-25
Report on updated climate and biodiversity action.	✓
Engagement with the Victorian and Australian governments, focused on housing for heat and health, building for extremes, and healthy zero-carbon buildings.	✓
Delivery of industry-led, council supported advocacy on healthy zero-carbon buildings.	✓
Delivery of community-led, City of Melbourne supported advocacy on housing for heat and health.	✓
Delivery of C40 Youth Engagement program to support capacity building and connect with local youth groups on climate.	✓
Co-chief heat officers communications and strategic partnerships to advocate on heat health risks.	✓
Build partnerships with financial, private sector (including Melbourne Climate Network) and governments to support Build for Extremes advocacy and bids.	✓

Employment centre of a resilient zero-carbon economy

MI	What we said we'd do	Our role	Status 2024-25
29	Create an enabling environment for Melbourne businesses and universities to become the employment centre of a resilient zero-carbon economy.	Partner	■

City of Melbourne established the Melbourne Climate Network to foster the growth of green jobs and advance the climate sector. Since it launched in 2023, the network's membership has grown to more than 500, with more than 1000 followers on LinkedIn.

This year, the network hosted major events to activate and connect the ecosystem, including the Climate Investor Roundtable, COP29 Debrief, All Energy Startup Showcase, Climate Tech Jobs and Skills Fair, Climate Futures leadership event and a roundtable on climate jobs and skills. Our regular e-newsletter is well received, achieving open rates approximately three times the industry average.

The network's governance has been adjusted to focus more on corporate engagement, with representatives from Telstra, EY, ANZ Bank and Tennis Australia joining the committee.

In March, City of Melbourne hosted the third annual Climate Investor Forum, further positioning Melbourne as a destination for leading climate investors and innovators across the Asia-Pacific.

The Melbourne Climate Network commissioned KPMG to prepare a report on the current state of Melbourne's climate tech ecosystem, and the steps needed to become a global leader and capture a share of the \$2.1 trillion invested globally in low-carbon technologies.

A dedicated climate tech hub was considered and benchmarked against Sydney's Greenhouse. However, with costs exceeding \$30 million, the committee agreed to instead focus resources on positioning Melbourne as a broad hub for climate tech activity, including hosting a directory of collaboration hubs on the Melbourne Climate Network website.

Planned activities for 2024-25	Status 2024-25
Work with employers, universities and training providers to complement existing pathways to employment that resolve skills gaps across the sector.	✓
Melbourne Climate Network updates.	✓
Recommendations for the establishment of a Zero-Carbon Collaboration Centre.	✓
Long-term sector roadmap and feasibility of hosting Melbourne Climate Week. Paper to Council and Melbourne Committee members, once there is clarity on the budget, the Melbourne Climate Network is ready to host a Melbourne Climate Week.	✓
Leverage and participate in international forums and opportunities that showcase Melbourne as a global leader in climate-technology and attract investment.	✓
Launch the Melbourne Climate Network branding and website.	✓
Investigate the potential to support an annual Melbourne Climate Week, focused on growing the green economy.	✓
Formalise a long-term sector roadmap focussed on creating zero-carbon jobs for the city, including options for the viability of the Melbourne Climate Network.	✓
Create a case for a zero-carbon collaboration centre to address growth and sector needs.	✓
Continue to unlock commercial opportunities through events, sponsorships and research with academic and industry partners - both international and domestic.	✓

Environmental performance of buildings

MI	What we said we'd do	Our role	Status 2024-25
30	Progress a planning scheme amendment to improve the environmental performance of buildings in order to reduce emissions to zero by 2040.	Deliver	✓

To ensure new buildings and developments deliver high environmental performance, we have significantly progressed Melbourne's Planning Scheme Amendment C376: Sustainable Building Design in 2024-25. Following public exhibition in 2023 and an independent planning panel hearing in 2024, panel recommendations were considered and a response drafted. The policy will introduce a range of sustainability and green infrastructure standards for new buildings and developments, verified through accredited green building rating tools. These tools include Green Star, Built Environment Sustainability Scorecard (BESS), the National House Energy Rating Scheme (NatHERS), the National Australian Built Environment Rating System (NABERS), and the City of Melbourne's Green Factor tool.

The City of Melbourne is committed to improve the environmental performance of buildings in order to reduce emissions to zero by 2040 through continuing its work on planning scheme amendments.

This year, we:

- commissioned the Buildings Energy Use and Emissions Study to provide detailed insights into energy consumption and associated greenhouse gas emissions across Melbourne's existing building stock
- published a Zero Carbon Lease and Guidelines as a free resource for landlords and tenants to accelerate decarbonisation in tenanted commercial spaces
- advocated to the Australian Government to expand the Commercial Building Disclosure program and to the Victorian Government to take bold action in relation to the Building Electrification Regulatory Impact Statement
- delivered the national CitySwitch program to City of Melbourne businesses, supporting office-based tenancies with business decarbonisation action planning. The program's national Memorandum of Understanding was reviewed and renewed to June 2029 with significant program efficiencies included
- facilitated thought leadership and major events, including the Energy Efficiency Council Building Decarbonisation Summit and National Conference, and the Green Building Council of Australia's Green Building Day in Melbourne to showcase the narm ngarrgu development
- delivered research events focusing on low-embodied carbon for the design sector and provided speakers for Property Council of Australia sustainability panels, Melbourne Climate Network panels, and Experience Melbourne's Sustainability for the Hotel Sector
- investigated regulatory initiatives for building retrofitting, including commissioning consultancy work on legal pathways for a building emissions cap and developing policy for a rates rebate to encourage private-building energy performance uplift.

Planned activities for 2024-25	Status 2024-25
Support a pilot of zero carbon lease clauses.	✓
Progress with implementing of the Retrofit Melbourne Plan with a focus on existing commercial office buildings.	✓
Retrofit Melbourne Plan Implementation Update.	✓
Amendment C376 planning panel.	✓
Investigate options to promote and update measurement and disclosure of embodied carbon in the development and performance of buildings.	✓
Develop a model and business case for a pilot zero carbon precinct.	✓
Continue delivery of Retrofit Melbourne thought leadership series.	✓
Advocate for legislative changes to the Commercial Building Disclosure program.	✓
Progress development of an online information portal for building retrofits.	🔄
Endorsement of Zero Carbon Precinct Pilot Model and business case.	🔄
Amendment C376 adoption.	🔄
Conduct joint research and pilot on barriers for strata apartments to upgrade to healthy zero-carbon buildings.	🔄
Complete the planning panel for Amendment C376 and submit the amendment to the Minister for Planning.	🔄
Assess two potential regulatory options to accelerate building retrofits in the municipality.	🔄
Deliver CitySwitch program for office-based tenants.	🔄

Deliver the Urban Forest Strategy

MI	What we said we'd do	Our role	Status 2024-25
31	Deliver on our Urban Forest Strategy, including tree canopy, private greening incentives and city greening. ❤️	Deliver	■

The delivery of the Urban Forest Strategy is on track. This year's tree planting season was successful, with 3000 trees planted across the municipality.

The final Urban Forest Precinct Plans for East Melbourne, South Yarra, Carlton and the central city were endorsed

by Council this year. Draft urban forest plans have also been prepared for Kensington, North and West Melbourne, and Docklands. For the Southbank and Parkville precincts, community consultation has been completed and urban forest plans are being developed.

Planned activities for 2024-25	Status 2024-25
Precinct Plan workshops completed for Southbank, Parkville and Fishermans Bend.	✓
Draft precinct plans presented prior to community engagement for North and West Melbourne, Kensington and Docklands.	✓
Final precinct plans for central city, South Yarra, East Melbourne and Carlton.	✓
Tree canopy data collected.	✓
Urban Forest Fund review update.	✓
Implement urban forest precinct plans to achieve a healthy, resilient and diverse urban forest for the municipality.	✓
Implement the Tree Policy to protect trees.	✓
Deliver the Canopy Uplift Program.	✓
Deliver round six grants through the Urban Forest Fund and finalise funded projects.	✓
Continue the Tree Planting Program.	✓
Continue the renewal of the urban forest precinct plans.	✓
Complete modelling to calibrate future tree planting numbers to achieve 40 per cent canopy cover.	✓
Citizen Forester Program active with four events completed.	🔄
Continue the Citizen Forester Program.	🔄

Food Organics, Garden Organics

MI	What we said we'd do	Our role	Status 2024-25
32	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	■

Work completed in 2024-25 has advanced the delivery of a Food Organics and Garden Organics (FOGO) service for Melbourne, to meet the City of Melbourne's obligations under the Circular Economy Act 2021.

Four mixed-use apartment buildings joined the Food Organics High-rise Pilot in 2024, providing valuable data on the feasibility of a shared FOGO system for residential and commercial properties. The 10 participating buildings diverted a total of 50 tonnes of food and organic waste from landfill up to June 2025. Businesses in the mixed-use pilot diverted a further 300 kg of food scraps from landfill, saving the energy equivalent of charging almost 18 million smartphones. Data collected through the pilot will inform the next stages of a FOGO rollout for high-rise buildings.

A comprehensive waste infrastructure stocktake of all low-rise and high-rise residential apartment buildings commenced in January, with the auditing team visiting over 1200 sites. The stocktake captured critical bin stock,

waste infrastructure, and other data to inform the design of new services responsive to the needs of individual apartment buildings.

An education campaign for households currently receiving a FOGO service was developed to support increased diversion of food waste from general rubbish bins. The latest waste audits show that 40 per cent of landfill bin contents is still food and organic waste, highlighting a significant opportunity to increase diversion.

The City of Melbourne is committed to reducing food waste and diverting waste from landfill through its ongoing initiatives, including the implementation of targeted waste reduction programs and continuous improvements to waste management practices.

Planned activities for 2024-25	Status 2024-25
Research appropriate Food Organics and Garden Organics service options for high-rise buildings not eligible for a dehydrator or standard bin-based kerbside service.	✓
Report released on progress of high-rise FOGO service including recommendations for a staged rollout to eligible high-rise buildings.	✓
Waste education campaign launch.	✓
Evaluation of high-rise FOGO service for additional buildings including engagement with key stakeholders.	✓
Identify eligible high-rise buildings for a dehydrator or other technology-based FOGO service, based on recommendations from the first high-rise residential building pilot.	✓
Deliver a waste reduction and education campaign for all households focused on new Victorian recycling service standards to increase diversion from landfill and reduce contamination.	✓
Complete and evaluate Year 1 of the Food Organics and Garden Organics pilot in mixed use commercial residential high-rise buildings.	✓

Circular economy

MI	What we said we'd do	Our role	Status 2024-25
33	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	■

This year we delivered a suite of initiatives to support a circular economy for Melbourne, including the design of a new glass recycling service, programs and grants to help businesses engage with the circular economy, and a continued strategic partnership with M9 inner Melbourne councils.

A consultant was engaged to design a separated glass recycling service for residents and develop an implementation plan for a Stage 1 rollout to single-unit dwellings and multi-unit dwellings five storeys and under. The planned rollout has been deferred to further assess the introduction of a fourth bin, particularly for high-rise apartment buildings where space constraints and behaviour change present challenges.

We established a partnership with the social enterprise STREAT at Queen Victoria Market. This partnership leverages STREAT's expertise and the market's large audience to create circular activities that reduce waste and encourage reuse. Planned initiatives include a three-month Reuse Pilot for 20 food vendors replacing single-use items with reusable crockery, and a series of community-focused circular economy events and workshops.

The Social Enterprise Grants Program was amalgamated with the Small Business Grants Program in 2024 to streamline the process for businesses to access funding for circular initiatives. Four projects were funded, delivering diverse circular solutions such as:

- workshops using plastic market waste
- a reuse and refill marketplace app
- local composting solutions in Kensington
- a mushroom farm using coffee grounds and cardboard packaging waste in Fishermans Bend.

The Going Circular program, formerly Go Full Circle, successfully completed its third year of operation. Delivered intensively over four weeks with seven City of Melbourne businesses, the program – facilitated by delivery partner Circulise – included four workshops and four live interviews, guiding businesses to embed circular economy practices and reduce waste through tailored action plans.

City of Melbourne continued to lead the M9 Circular Economy Working Group. In 2024-25, the group initiated a Contamination Management Policy sub-group to develop processes for managing contamination across councils, and submitted feedback on the draft Household Waste and Recycling Service Standard in August 2024.

Planned activities for 2024-25	Status 2024-25
Support local businesses to embed circular economy practices and reduce waste through year three of the Go Full Circle program in collaboration with other councils.	✓
Design for roll out of stage 1 glass collection service completed.	✓
Go Full Circle 2024 complete.	✓
Design for expansion of Circular Economy Precinct program commences.	✓
Social Enterprise Grant Program opens for submissions.	✓
Expression of interest for Circular Economy Precinct in North Melbourne.	✓
Incentivise circular economies and support local businesses by providing funding through year four of the Social Enterprise Grant Program.	✓
Develop partnership options and opportunities with neighbouring councils in M9 including collaborative procurement and advocacy.	✓
Continue to strengthen data integrity and the processes to inform a review in 2025-26 of waste service charges that will consider equity and behavioural change across all waste collection services.	✓
Stage 1 roll out of glass collection service commences.	🔄
Continue to support the Kensington Circular Economy Precinct and expand to North Melbourne businesses and community groups.	🔄
Complete the design and deliver stage 1 roll out of a glass collection service, including alternatives to a bin-based service where appropriate.	🔄

Power Melbourne

MI	What we said we'd do	Our role	Status 2024-25
34	Support the development of battery storage and renewable energy in the municipality through the Power Melbourne initiative.	Partner	■

Power Melbourne is an innovative and ambitious project to establish a network of community batteries and drive progress towards Council's goal of a city powered by 100 per cent renewable energy.

As part of the Power Melbourne initiative, two community batteries have been installed at Council House 1 in the CBD and at the Boyd Community Hub in Southbank. Commissioning and connection of the batteries will take place in late 2025, following installation of protective screens required to meet new fire safety regulations. The third battery at Library at The Dock is on track for completion in late 2025.

As the renewable energy sector grows and matures, the Power Melbourne initiative will continue its work to partner, deliver and develop battery storage, renewable energy initiatives and expand on the current network of community batteries.

Planned activities for 2024-25	Status 2024-25
Launch events of the first three community batteries, media and communications.	
Host battery launch events and ongoing activations with partners and community.	
Commence evaluation of demonstration stage and assess potential to progress to the commercial stage, including the possibility of a renewable energy retail product.	
Undertake ongoing knowledge sharing activities to drive research, education and industry activation.	
Brief Council on options for the establishment of a community benefit fund.	
Implementation phase progress report to Councillors.	
Investigate options for community benefit fund and programs to distribute revenues from battery network to community, grant management and reporting.	
Develop an energy innovation roadmap to identify options that drive progress towards City of Melbourne's 2030 renewable energy, energy efficiency, and emission reduction.	
Complete battery network installation, monitor and improve performance (Council House 1, Library at The Dock, Boyd Community Hub).	

Implement the Climate and Biodiversity Emergency action plan

MI	What we said we'd do	Our role	Status 2024-25
35	Implement the Climate and Biodiversity Emergency action plan. ❤️	Deliver	■

Significant progress was made in implementing the Climate and Biodiversity Emergency Action Plan. We received \$2.5 million in Australian Government grant funding this year to electrify 11 buildings, including Carlton Baths and North Melbourne Recreation Centre.

In partnership with other Victorian local governments in the Northern Alliance for Greenhouse Action, we engaged Anthesis sustainability consultants to explore collaborative procurement opportunities for carbon credits among councils, universities and corporates to meet their net-zero commitments.

To strengthen environmental, social, and governance (ESG) outcomes delivered through our procurement processes, we implemented an approach that encourages suppliers to contribute across all ESG areas, driving more consistent results. Our ESG Framework has been updated to support this shift, with clearer guidance on harmful industries and ethical screening. The corporate website and Supplier Code of Conduct were also updated to reflect these changes.

A dedicated ESG tender schedule was developed with updated content aligned to City of Melbourne priorities, new supplier declarations, stronger KPIs, and enhanced reporting. To support ethical supplier selection, we introduced Givvable - a tool that enables both positive and negative ESG screening.

Procurement highlights:

- 100 per cent of supplier contracts include mandated environmental and social outcomes.
- 100 per cent of all carbon-intensive contracts were compliant with data reporting.
- Seven carbon-intensive contracts opted in to voluntarily offset emissions.
- Annual target spend with Aboriginal businesses exceeded.
- There were 350 environmental commitments and 91 social commitments recorded.
- All construction contracts now include mandatory reporting on waste diversion.

A new draft Sustainable Assets Policy was developed to sit within the 10-year Asset Plan. The policy sets minimum standards for new and refurbished assets and ensures we understand how climate change will impact all City of Melbourne assets.

We are standardising the use of low-embodied-carbon asphalt mix and using low-carbon concrete mixes where available. These measures will help reduce and measure embodied carbon in line with the Sustainable Assets Policy.

The City of Melbourne's electric vehicle fleet has increased to 50 per cent, with a further 22 per cent plug-in electric and 5 per cent hybrid.

The City of Melbourne is committed to implementing the Climate and Biodiversity Emergency Action Plan through the delivery of budgeted works and continuation of ongoing initiatives.

Planned activities for 2024-25	Status 2024-25
Provide annual update on the Climate and Biodiversity Emergency Action Plan, including environmental, social and governance procurement strategy achievements.	✓
Continue to update processes to ensure climate change and biodiversity opportunities and risks are considered throughout the asset lifecycle for all Council-owned assets.	✓
Develop a policy to raise the minimum sustainability and climate resilience standards of Council assets to avoid improper development in the face of more frequent extreme weather events.	🔄
Undertake a review of environmental, social and governance outcomes delivered by environmental, social and governance procurement strategy.	✓
Investigate potential for collaborative procurement of carbon offsets, to secure long-term supply of local, high-integrity units, with social and environmental co-benefits.	🔄
Develop tools to measure the embodied carbon of City of Melbourne's capital works program, introduce low-carbon materials in key capital projects and work towards ongoing monitoring and reporting of embodied carbon.	🔄
Continue to implement the gas-free operations roadmap to electrify City of Melbourne assets including Carlton Baths and North Melbourne Recreation Centre.	🔄



ACCESS AND AFFORDABILITY


In the Council Plan 2021–25, we will reduce economic and social inequality by ensuring universal access to housing, core services and information.

Our priorities

- A fair, appropriate and accessible range of affordable housing for people of all backgrounds is available, with special focus on people experiencing homelessness. ♥
- Increased food security for everyone, especially the most vulnerable. ♥
- Core services are accessible and affordable to everyone, with special attention to mental health, lifelong education and internet services. ♥
- City activities including events, the arts and culture are accessible and affordable for everyone. ♥
- People with disability feel welcome in the city and have equal access. ♥

How we are performing


Our indicators represent how City of Melbourne measures progress toward achieving our strategic objectives. The results for this financial year are below.

Indicator	Target or desired trend	Baseline	Trend
 <p>Number of people recorded as experiencing chronic homelessness and sleeping rough. ♥</p> <p><i>This indicator was previously reported as 'Number of people sleeping rough who have not been offered accommodation.'</i></p>	Zero	N / A*	▲
Result 2021–22	Result 2022–23	Result 2023–24	Result 2024–25
38	73	82	78

While rough sleeping figures remain relatively constant, transitional housing programs such as Make Room are helping to create pathways out of homelessness for some of the city's most vulnerable residents.

While overall changes in rough sleeping remain modest, the stability in housing placements is an encouraging sign of steady progress in an increasingly challenging housing environment.


*Data collection commenced in 2021–22.

Indicator	Target or desired trend	Baseline	Trend
 Number of people experiencing chronic homelessness and sleeping rough who have been supported to access transitional, social or private rental housing. ❤️	200 (by 2025)	N / A*	▼
Result 2021-22	Result 2022-23	Result 2023-24	Result 2024-25
118	91	55	53

Due to the lack of affordable housing pathways for people, the number of people moving into long-term housing is less than previous years. We expect this trend to continue into 2025-26.

The Homelessness Service Coordination Project continues to advocate and look at housing pathways for people with a history of chronic homelessness.

*Data collection commenced in 2021-22.


Indicator	Target or desired trend	Baseline	Trend
 Number of new demonstration social and affordable housing units progressed and facilitated on City of Melbourne land. ❤️	100 (by 2025)	N / A*	▲
Result 2021-22	Result 2022-23	Result 2023-24	Result 2024-25
0	50 units under construction through Make Room initiative	50 units under construction through Make Room initiative	50 units completed through Make Room initiative

Make Room formally opened on 20 January 2025. It provides 50 secure, supportive housing units for people experiencing rough sleeping or chronic homelessness for up to 12 months, or until they can secure long-term housing.

To create new opportunities for affordable housing, Council resolved to lease a Council-owned car park at 325-341 Victoria Street West Melbourne. In early 2025, a project reference group was established to provide community input. The next step is a public process to identify a community housing provider.

Note: The result excludes 40 affordable housing units at the Boyd site and 54 at the Munro site, which were committed to under the previous Council Plan. While the Munro site was completed during the 2021-25 Council Plan period, the Boyd site is due to be completed in October 2025.


*Data collection commenced in 2021-22.

Indicator	Target or desired trend	Baseline	Trend
 The number of affordable housing units approved through a planning permit. ❤️	200 (by 2025)	N / A*	▲
Result 2021-22	Result 2022-23	Result 2023-24	Result 2024-25
		98	260

Planning permits for 260 affordable housing units were approved in 2024-25. Additional planning permits for sites featuring affordable housing were assessed in 2024-25. Affordable housing contributions are offered by

permit applicants under discretionary controls. A further 248 public housing units have been approved for Carlton: they are not captured above as they were not facilitated through the planning system.

*Data collection commenced in 2021-22.


Indicator	Target or desired trend	Baseline	Trend
 Proportion of people reporting food insecurity. ❤️	25% reduction (by 2025)	32.9% (2020)	▲
Result 2021-22	Result 2022-23	Result 2023-24	Result 2024-25
31.7%	31.7%	48.2%	48%

The proportion of residents reporting food insecurity has remained steady at 48 per cent this year. This figure includes those who worried their food would run out, reduced or skipped meals, ran out of food, or accessed emergency food relief over the past 12 months.

The City of Melbourne runs initiatives to address food security and support people's access to nutritious and delicious food. For more information, refer to major initiative 40 - Food relief plan.

Food relief providers report increased numbers of community accessing food relief services. They attribute this to cost of living, poverty, mortgage and rental stress; and impacts of family violence.


*Data collection commenced in 2021-22.

Indicator	Target or desired trend	Baseline	Trend
 Proportion of people surveyed who participate in lifelong learning in the municipality. ❤️	Increase	66% (2020)	▼
Result 2021-22	Result 2022-23	Result 2023-24	Result 2024-25
69%	75%	68.5%	60%


A total of 60.2 per cent of people surveyed indicated that they participated in lifelong learning activities, programs and events this year, compared to 68.5 per cent in 2023-24.

City of Melbourne libraries held 3,039 workshops and events focusing on literacy, personal development,

wellbeing, digital literacy and workforce development, with 46,361 participants. This figure slightly decreased from 46,431 participants last year. The number of programs has slightly decreased, reflecting the continued consolidation of multiple programming streams.

Indicator	Target or desired trend	Baseline	Trend
 Proportion of people surveyed who participate in arts and cultural activities in the municipality. ❤️	Increase	16.7% (2020)	▲
Result 2021-22	Result 2022-23	Result 2023-24	Result 2024-25
19.1%	24.0%	23.3%	22.3%

A total of 22.3 per cent of people surveyed indicated they had participated in arts and cultural activities in the municipality in 2024-25, compared to 23.3 per cent in 2023-24. Overall, this indicator has increased from the baseline four years ago.

Indicator	Target or desired trend	Baseline	Trend
 Number of City of Melbourne programs that are inclusive and respond to the needs of people with disability. ❤️	Increase	N / A*	▲
Result 2021-22	Result 2022-23	Result 2023-24	Result 2024-25
222	486	456	388

The number of programs has decreased, reflecting the continuing consolidation of multiple programming streams within ArtPlay and SIGNAL Creative Arts Studio to allow for more extended and in-depth engagement with audiences.

Major initiatives

Our major initiatives represent what City of Melbourne has committed to do over 2021-25 to achieve our strategic objectives. Highlights from this year are in the table below.

Inclusive sports facilities for women

MI	What we said we'd do	Our role	Status 2024-25
36	Increase and upgrade accessible, inclusive spaces for women and girls in City of Melbourne sports facilities. ❤️	Deliver	■

To further advance inclusive participation for women and girls, the Ryder Pavilion in Royal Park was completed, incorporating new gender-neutral change facilities and significantly improving access to inclusive infrastructure within community sport.

New programming at the redeveloped Kensington Community Aquatic and Recreation Centre will include dedicated women-only activities in the aquatic and court areas, supporting safe and equitable participation for women and girls from multicultural communities. Inclusive changing facilities for women and girls were also a priority in the centre redevelopment, and the new centre will offer a family change village, fully accessible amenities, and a general change area.

Council endorsed the Fair Access Policy and accompanying three-year Fair Access Action Plan, aimed at improving equitable access to sport and recreation for women and girls. The plan outlines 24 targeted actions, with several initiatives progressed during 2024-25, including a Fair Access user application process and prioritisation framework for the City of Melbourne's community sporting grounds. Targets, indicators and baseline data were developed to support ongoing monitoring and evaluation of the policy and action plan.

Planned activities for 2024-25	Status 2024-25
Official community opening event for Ryder Pavilion.	✓
Presentation of draft first year report card on implementation of Fair Access Action Plan.	✓
Explore funding opportunities to support access and inclusion for women and girls at recreation facilities.	✓
Continue to expand the range of inclusive programs and services to support people experiencing barriers to participation across recreation facilities.	✓
Complete construction of the new Ryder Pavilion with gender equal change facilities (opened March 2025).	✓
Commence implementation of the Fair Access Policy roadmap and Action Plan to improve equity of use of City of Melbourne's recreation facilities by women and girls.	✓
Reinstatement of Edmund Herring Oval in Domain Parklands after Metro Tunnel works are complete, with a focus on use by women and girls.	🔄
Official community opening event for Kensington Community Aquatic and Recreation Centre (opens 29 September 2025).	🔄
Complete construction of Kensington Community Aquatic and Recreation Centre with a focus on improving access and equity (opens 29 September 2025).	🔄

Implementation of the neighbourhood model

MI	What we said we'd do	Our role	Status 2024-25
37	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	■

The neighbourhood model continues to be a priority for the organisation, with insights from the 2024 Neighbourhood Survey and Knowledge Bank informing business and project planning, as well as the draft Council Plan 2025-29.

City of Melbourne's newest volunteer program, the Neighbourhood Volunteer Program, was launched and the first two phases successfully delivered. Participants included young people under 30 from multicultural backgrounds. Volunteers learned about the City of Melbourne's wide-ranging services and programs, building knowledge and skills to share within their communities and support others to participate. They also received mentoring to deliver their own community events for Neighbour Day and Cultural Diversity Week.

As of 30 June 2025, the online neighbourhood portals had been accessed by over 180,000 individual users since their launch in October 2022.

The Connected Neighbourhood Small Grants program was delivered for a third consecutive year, supporting 51 community-led initiatives across the neighbourhoods.

Awareness-raising activities were conducted ahead of the 2024 local government elections to encourage community participation. Activities included engagement with community networks and 'Democracy Champion' pop-ups aimed at international students, small businesses and communities facing barriers to participating in the democratic process.

Since the inception of the neighbourhood model, Neighbourhood Partners have facilitated more than 50 partnerships with stakeholders, community and businesses to deliver local actions and community priorities. Key partnerships this year included:

- Carlton Collaboration Partnership's food security action plan
- Fawkner Park Summer Series pilot to connect people with each other and with nature
- Rainbow Group, coordinating place-making efforts in Rainbow Alley and Tivoli Arcade in the CBD
- monthly Docklands Farmers Market.

A community engagement session titled 'Your City, Your Teams' brought together community members and operational City of Melbourne staff for a trial in Docklands. The model will be tested in other neighbourhoods in the coming year. Community members shared feedback on what worked well, areas for improvement, and future opportunities.

Planned activities for 2024-25	Status 2024-25
Pilot a neighbourhood volunteer program to develop community capacity to lead initiatives (linked to neighbourhood priorities) and increase participation in civic activities, particularly multicultural communities and people under 30.	✓
Progress on the neighbourhood priorities will be reported regularly through the Neighbourhood Portals.	✓
Update on neighbourhood model.	✓
Completion of major initiative 37 including the adoption of the neighbourhood model and Knowledge Bank.	✓
Update on neighbourhood volunteer program pilot.	✓
Improve ongoing communications approach and reach linked to the new corporate communications strategy including neighbourhood portals, social media and local media.	✓
Further engage through community networks to raise awareness of and participation in local elections.	✓
Establish a minimum of three further partnerships with local agencies, businesses and community groups to deliver on neighbourhood priorities, particularly in the areas of apartment living, community connection, community spaces, public amenities, public housing and safety.	✓
Ensure community insights are reflected in project development and delivery through increased use of Knowledge Bank insights, and develop an improved organisation-wide data collection tool.	✓
Develop a business engagement action plan.	✓
Analyse and provide up-to-date community and neighbourhood data and insights (from businesses, residents, visitors, students) to input into the development of the next Council Plan and induction of the new councillor group.	✓

Libraries

MI	What we said we'd do	Our role	Status 2024-25
38	Deliver a revitalised library network, including pop-up libraries, to increase access for our diverse community and to help revitalise the city. ❤️	Deliver	■

Significant progress was made across our library services during 2024-25 to deliver a revitalised library network that increases access for our diverse community and supports the city's renewal.

A key milestone was the reopening of City Library in September 2024, offering extended opening hours and enhanced facilities. The revitalised space includes additional areas for community meetings, study, and co-working, as well as an upgraded children's library.

We also progressed planning for the new Southbank Library and Boyd Community Hub refurbishment.

Library network statistics 2024-25:

- visits to libraries: 1.1 million
- books, ebooks, and audiobooks borrowed: 1.8 million
- active members: 45,378
- total physical items for loan: 223,006
- total ebooks and audiobooks: 45,019
- total collection for loan (excluding streaming): 268,025
- collection less than five years old: 73.5 per cent
- loans of physical collection: 518,702
- loans of ebook and audiobook collections: 323,476
- total visits (excluding toy libraries): 547,799
- public programs delivered: 3258
- program attendance: 54,266.

These outcomes reflect our ongoing investment in accessible, modern library services that meet the evolving needs of our communities.

Planned activities for 2024-25	Status 2024-25
Plan for future library services in CBD South following the expiration of the City Library lease.	✓
Consideration of Boyd fit-out plans.	✓
Implement actions from the Future Libraries Framework 2021-25 including working with Aboriginal communities to contribute content to the library's collections and programs.	✓
Develop the next phase of the library social work program to build on the successes and lessons from the current program.	✓
Complete detailed design for Boyd Library and Community Hub redevelopment (subject to budget).	✓

Disability Access and Inclusion Plan 2020–24

MI	What we said we'd do	Our role	Status 2024–25
39	Deliver the Disability Access and Inclusion Plan 2020–24 to reduce and eliminate barriers in our built, social and informational environment to the equitable and full participation of people with disability in our city. ❤️	Deliver Partner	■

This major initiative was completed in 2023–24.

Food relief plan

MI	What we said we'd do	Our role	Status 2024–25
40	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	■

To support community members to create their own sustainable gardens, our community seed library model encourages members to grow plants from seeds, collect seeds from their harvest, and share them with the library for others to use. This cyclical process fosters a sense of community, promotes sustainable gardening and provides access to a diverse range of locally adapted seeds.

The Kensington Fresh Food Market is a small volunteer-run market that shares produce from local community gardens, including Stockyard Community Garden, the Venny, and the Kensington Community Food Forest. It runs on the first Saturday of each month, with 11 markets held this year. The market was initiated with funding from the Carbon Neutral Cities Alliance, with support from City of Melbourne, to enable place-based climate justice initiatives. This financial year, approximately 50 kg of food was harvested for each market and shared for free or for a small donation.

City of Melbourne partnered with Foodbank Victoria to hold four Farms to Families pop-up markets in 2024, with a total of 1510 community members sharing 10,000 kg of fresh produce.

The Docklands Farmers Market commenced in December. It runs monthly and offers fresh, nutritious food sourced from local farms, with 40 stallholders participating.

This project is managed by the Docklands Chamber of Commerce and run by the Victorian Farmers Market Association, in collaboration with the newly established Community 3008 Group in Docklands. Since it commenced, pedestrian activity has increased by 540 per cent on market days.

Community Grocer is a not-for-profit social enterprise that provides locally sourced, affordable fresh fruit and vegetables in Carlton, supported by City of Melbourne. The market stocks culturally appropriate food, with people representing 17 nationalities using the market. Community members can shop at the market or pick up a food box, with 93 per cent of people reporting they feel more connected to their community when using the service.

This year, City of Melbourne, Queen Victoria Market, social enterprise STREAT and our Community Food Guide Network began rescuing food from the market and distributing it to food relief providers. This initiative will help feed community members who are food insecure by ensuring overripe produce or unsold food is made into food products or meals rather than going to landfill. City of Melbourne's role includes supporting market traders to divert edible surplus produce, and we have developed food donation guidelines to help businesses understand which foods they can donate.

Planned activities for 2024-25	Status 2024-25
Partner with Queen Victoria Market traders and other providers to pilot a program to redirect surplus edible food waste to food relief organisations.	✓
Partner with City of Melbourne libraries to develop a seed library service which will support the community to grow their own food.	✓
Highlight the results of the City of Melbourne's partnership with Grow It Local.	✓
Inform of results of the pilot edible food waste program at Queen Victoria Market.	✓
Evaluate and develop a report on the final outcomes of City of Melbourne's partnership with Grow It Local.	✓
Engage with farmers' markets to investigate a sustainable model that supports the ongoing access to affordable fresh produce.	✓


Refine the approach to service planning to ensure City of Melbourne’s core services remain accessible and affordable

MI	What we said we’d do	Our role	Status 2024-25
41	As part of a new corporate strategy for the City of Melbourne, ensure our core services remain accessible and affordable. ❤️	Deliver	■

An events service review was completed this year, and our updated list of services has been incorporated into the Annual Plan and Budget 2025-26. Through the service excellence program and integrated annual planning and budgeting process, City of Melbourne periodically reviews services for accessibility and affordability.

Planned activities for 2024-25	Status 2024-25
Update on the Service Planning Framework.	✓
Confirm the list of City of Melbourne services with Council.	✓
Review and approve any implementation plans arising from service improvement plans and service reviews.	🔄
Coordinate and plan for pilot service improvement plans and / or service reviews.	🔄
Complete and implement the City of Melbourne Service Planning Framework.	🔄
Complete a service profile for each service, including a forward plan.	🔄

North Melbourne Community Centre redevelopment

MI	What we said we'd do	Our role	Status 2024-25
42	In partnership with the Victorian Government, commence construction on a replacement North Melbourne Community Centre precinct for the Melrose Street community and growing Macaulay population.	Deliver Partner	

The design of the North Melbourne Community Hub progressed significantly in 2024-25, with a draft concept design developed and shared with the community for feedback.

Consultation to inform the draft design was carried out with key stakeholders, including the Wurundjeri Woi Wurrung Cultural Heritage Aboriginal Corporation and the Community Reference Group. The Community Reference Group, established through an expression of interest process, comprises North Melbourne residents and users of local services and facilities. Its membership reflects the rich diversity of the North Melbourne community, ensuring a broad range of perspectives are represented.

Two related projects were initiated to support the broader North Melbourne precinct:

- Arden Street pool site - investigations were completed to inform future opportunities for the site
- Buncle Street Landscape Improvement Plan - a consultant was appointed to explore landscape uplift options for the Buncle Street Reserve.

Together, these projects support the City of Melbourne's long-term planning and investment to meet the growing recreational and community needs of North Melbourne.

Planned activities for 2024-25	Status 2024-25
Present draft concept design and seek approval to begin community engagement.	✓
Presentation of insights from community on the draft concept design.	✓
Finalise draft concept design and test with community.	✓
Continue to work with Homes Victoria to align new community centre functions with the redevelopment of neighbouring public housing towers.	✓
Undertake preliminary design phases of the community centre, including site investigations, urban design studies and concept design.	🔄
Provide property advice and support for the feasibility analysis for the development, lease and construction options for the North Melbourne Community Centre.	✓
Presentation of a discussion paper on the future of Buncle Street Reserve and local infrastructure needs.	🔄
Endorsement of concept design and cost plan to progress to final detailed design.	🔄
Further test the site for feasibility and suitability of other uses, including recreation and affordable housing.	🔄
Explore and deliver interim upgrades to the existing facility and trial pop-up activations at the Buncle Street Reserve.	✓
Continue to plan for meeting future community need for recreation and open space, including planning for improvements of Buncle Street Reserve.	✓
Complete essential land surveys including geotechnical, cultural heritage, archaeological and environmental surveys.	✓
Complete a functional brief and establish an operational model for the community centre.	🔄

Digital literacy programs and digital inclusion

MI	What we said we'd do	Our role	Status 2024-25
43	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	■

In 2024-25, the City of Melbourne's digital literacy program focused on improving access, skills and infrastructure, particularly for vulnerable community members.

Between July 2024 and June 2025:

- 36 visits by our Mel-Van mobile library service to community locations engaged 664 people and provided free wi-fi access
- 231 digital literacy workshops were delivered to 1274 participants
- 56 community-led, co-designed technology support sessions reached 982 people, helping to build digital support networks
- 2052 new users were inducted into the library makerspaces, with creative technology learning support. These spaces were accessed 8352 times by community throughout the year.

To strengthen and expand our digital literacy program's impact, City of Melbourne libraries pursued new funding and partnerships. A \$10,000 grant was secured through the Victorian Seniors Festival to deliver tailored workshops in October 2024, and a \$6000 grant from the Australian Government's Be Connected initiative enabled workshops in Mandarin for older residents.

Planned activities for 2024-25	Status 2024-25
Implement Digital Inclusion Plan principles and first year.	✓
Report on progress of the digital literacy programs.	✓
Implement first year actions for the Digital Inclusion Plan.	✓
Explore opportunities for funding and delivery partnerships for programming.	✓
Deliver accessible digital literacy library programming.	✓
Implement Digital Inclusion Plan principles and first year.	✓
Implement first year Digital Inclusion Plan actions.	✓
Explore opportunities for funding and delivery partnerships for programming.	✓
Deliver accessible digital literacy library programming.	✓

Homes Melbourne

MI	What we said we'd do	Our role	Status 2024–25
44	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	■

Affordable housing continued to be facilitated through the planning system this year, with 260 affordable dwellings delivered through planning scheme obligations. This included a contribution to key-worker housing, which informed the City of Melbourne's policy definition for this cohort. Work also continued to implement new planning controls for the forthcoming Macaulay precinct, to facilitate more affordable housing in new developments.

The key-worker housing definition and the Affordable Housing People's Panel both received industry awards in recognition of their contribution to the sector.

The City of Melbourne committed land at 325–341 Victoria Street, West Melbourne, for an affordable housing project. A competitive process to select a community housing provider to develop and manage the site is underway.

The Homelessness Strategy 2024–30 was formally endorsed by the Future Melbourne Committee in August 2024. The strategy outlines a vision and goal to prevent and end homelessness in Melbourne and identifies three priority areas and outcomes.

Make Room formally opened in January 2025 and is fully tenanted. The accommodation provides 50 secure, supportive housing units for people experiencing rough sleeping or chronic homelessness in the City of Melbourne for up to 12 months, or until they can secure long-term housing. The project is a collaboration between the City of Melbourne, Unison Housing tenancy management, cohealth support services and Ngwala Willumbong Aboriginal support services.

Planned activities for 2024-25	Status 2024-25
Present Homelessness Strategy for endorsement.	✓
Present Homelessness Strategy Action Plan for endorsement.	✓
Commence request-for-proposal process for lease of land for two Council-owned sites.	✓
Completion of the Make Room supportive housing project.	✓
Finalise and commence implementation of Homelessness Strategy 2024-30.	✓
Continue to deliver the Affordable Housing Strategy.	✓
Support the delivery of affordable housing projects through property and building technical advice and other property support as required at sites including Curzon Street, Elizabeth Street, Victoria Street.	🔄
Present People's Panel outputs for endorsement.	🔄
Formalise agreements to deliver affordable housing on two City of Melbourne-owned sites.	🔄
Support the delivery of the Make Room project through negotiation of a lease, property and facilities advice and other property support as required.	✓
Commence Housing and Homelessness Community Education Plan.	🔄
Results of the request-for-proposal process for two City of Melbourne-owned sites.	🔄
Commence the delivery of recommendations from the People's Panel on affordable housing.	✓



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- Delicatessens ←
- Carpark ↑
- Organics ↘

SAFETY AND WELLBEING


In the Council Plan 2021-25, 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.

Our priorities

- All people feel safe and included when participating in Melbourne’s economic, visitor and community life. ♥
- Bonds and social connections between individuals and communities of different backgrounds are strengthened. ♥
- Enforce zero tolerance of violence in our community, including family violence, violence against women, racism and discrimination in all forms. ♥
- People are supported and encouraged to make healthy and sustainable lifestyle decisions. ♥
- An efficient and safe transport network where our streets are safer for all users. ♥


How we are performing

Our indicators represent how City of Melbourne measures progress towards achieving our strategic objectives. The results for this financial year are below.

Indicator	Target or desired trend	Baseline	Trend
 Proportion of people who report feeling safe in the city. ♥	90% by day, 65% by night	83% (by day - 2020) 54% (by night - 2020)	▼
Result 2021-22	Result 2022-23	Result 2023-24	Result 2024-25
81% (by day) 49% (by night)	82% (by day) 51% (by night)	74% (by day) 48% (by night)	77% (by day) 42% (by night)


There has been a decrease in the overall perception of safety over the past 12 months, with the perception of safety during the day increasing since last year’s lowest point since we started capturing this data in 2018. During the day 74 per cent of people felt safe, while 8 per cent felt unsafe.

The perception of safety at night also decreased. At night, 42 per cent of people felt safe, decreasing from 48 per cent, while 35 per cent of people felt unsafe at night, an increase from 31 per cent.

Indicator	Target or desired trend	Baseline	Trend
 Melburnians' self-reported sense of belonging to community. ❤️	At least 70 on a scale of 100	63.9 (2020)	▼
Result 2021-22	Result 2022-23	Result 2023-24	Result 2024-25
64.8	63.1	63.7	60.7

Melburnians' satisfaction rating of 60.7 in feeling part of their community decreased from last year's result of 63.7. This rating was lower for younger people, and higher for older people. This was consistent with the Scanlon Foundation research, which showed that loneliness was more common for young people in Australia.


We continued to focus on community connection activities through grants and programs delivered across our libraries, recreation facilities and community centres, with a particular focus on young people through the Neighbourhood Volunteer Program.

Indicator	Target or desired trend	Baseline	Trend
 Rate of recorded family violence incidents.	Decrease	1044 (2020)	▲
Result 2021-22	Result 2022-23	Result 2023-24	Result 2024-25
1332.8* (year ending March 2022)	1198.8	1103.5	1119.3

The rate of family violence incidents in the City of Melbourne has slightly increased by 1.9 per cent from last year. Melbourne's family incident rate is 23.3 per cent lower than the Victorian rate of 1499.6. The most affected family members were woman aged between 18 and 44 (76 per cent).



Any increase in family violence is concerning and has significant community impact.

*Data collection commenced in 2021-22.

Indicator	Target or desired trend	Baseline	Trend
 <p>Complaints of discrimination based on sexual orientation, sexuality, disability, sex, gender, race, religious or political beliefs or other grounds for unlawful discrimination. ♥</p>	Decrease	N / A*	●
Result 2021-22	Result 2022-23	Result 2023-24	Result 2024-25
5 racial vilification reports 10 race discrimination reports 4 disability discrimination report	N / A	N / A	N / A

This data is unavailable at local government level for 2024-25.

*Data collection commenced in 2021-22.

Indicator	Target or desired trend	Baseline	Trend
 Proportion of adults who get adequate physical exercise.	Increase	47% (2020)	
Result 2021-22	Result 2022-23	Result 2023-24	Result 2024-25
46%	46%	41%	76%

A new definition of adequate exercise was implemented in 2025 by the Australian Government's Department of Health, Disability and Ageing. The new definition included physical activity and exercise guidelines for all Australians.



For adults aged 18 to 64 years, it was recommended that each week adults should do either:

- 2.5 to five hours of moderate intensity physical activity - such as a brisk walk, golf, mowing the lawn or swimming
- 1.25 to 2.5 hours of vigorous intensity physical activity - such as jogging, aerobics, fast cycling, soccer or netball
- an equivalent combination of moderate and vigorous activities.

For people aged 65 and over, at least 30 minutes of moderate intensity physical activity was recommended on most, preferably all, days. Moderate physical activity could be activities such as a brisk walk, golf, garden work or swimming.

Using this definition, the proportion of adults who got adequate physical activity in 2024-25 was 76.6 per cent. City of Melbourne's Social Indicators Survey showed that 81 per cent of men were active and getting adequate physical exercise, compared to 73 per cent of women. Adults who spoke a language other than English were less active (72 per cent) than residents who spoke only English (80 per cent).


Results from 2025 were not comparable to previous years due to the change in the definition.

Indicator	Target or desired trend	Baseline	Trend
 Rate of ambulance attendance for alcohol and drug misuse in the municipality. ❤️	Increase	2416 Rate per 100,000 (2019-20)	
Result 2021-22	Result 2022-23	Result 2023-24	Result 2024-25
2116 Rate per 100,000	2280 Rate per 100,000	2176 Rate per 100,000	1830 Rate per 100,000 (2023-24 result)

The rate of ambulance attendances for alcohol and drug misuse decreased since 2023-24, based on the latest available 2024-25 data.


There have been a total of 3,465 ambulance call outs in the City of Melbourne municipality in relation to alcohol and drug misuse in 2023-24, (a decrease of 740 from the baseline data).

41 per cent were due to alcohol intoxication only and 11 per cent were due pharmaceutical misuse; 33 per cent were associated with illicit drug use.

Indicator	Target or desired trend	Baseline	Trend
 Number of transport-related injuries and fatalities. ❤️	Decrease	975 (2020)	▼
Result 2021-22	Result 2022-23	Result 2023-24	Result 2024-25
493 (2020-21)	324 (2022-23)	345* (2023-24)	343 (2024-25)

There were 343 transport-related injuries and fatalities in 2024-25. These comprised two fatalities, as well as 70 serious injuries and 271 other injuries. This is an overall reduction from the previous year's result.

*As data is continuously updated and consolidated by Department of Transport Crashstats, reported figures at the time of the report have been updated.

Indicator	Target or desired trend	Baseline	Trend
 Proportion of trips made by public transport, bicycle or on foot. ❤️	Increase	63.4% (2018) 54.2%* (2023)	▲
Result 2021-22	Result 2022-23	Result 2023-24	Result 2024-25
N / A*	N / A	54.2%	57.6%

The Victorian Government began collecting data for this survey in February 2022, with new definitions to incorporate e-scooters into the 'bicycle' category, with mobility scooters and running being incorporated into the 'walking' category.

*Data categorisation has changed. Accordingly, the baseline result been adjusted to 54.2 per cent.

Major initiatives

Our major initiatives represent what City of Melbourne has committed to do over 2021-25 to achieve our strategic objectives. Highlights from this year are in the table below.

Continue to implement the Transport Strategy 2030

MI	What we said we'd do	Our role	Status 2024-25
45	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. ❤️	Advocate Partner Deliver	■

As part of our Transport Strategy implementation this year:


- More than 40 families received access to discounted e-bike subscriptions through our 2025 Childcare E-bike Program.
- Tram track upgrades were delivered at the intersection of Victoria and Elizabeth streets, including tram separation along Victoria Street to facilitate future tram network upgrades. A new level tram stop at Queen Victoria Market and associated footpath widening and bike lane upgrades were included.
- Tram track and stop upgrades are being developed by the Victorian Government to support the rollout of the G-Class tram fleet along Route 57.
- People at 132 workplaces participated in the Biketober 2024 bike riding encouragement program, with 1785 riders logging 412,000 km and participating through a workplace located in the City of Melbourne.

Safer speeds have been delivered across Carlton and Parkville, with a limit of 40 km / h now applied consistently to all local streets as of June.

All components of this Major Initiative have been completed, with future work included in the new Council Plan.

Planned activities for 2024-25	Status 2024-25
Launch Biketober 2024.	✓
Continue to deliver the Parking and Kerbside Management Plan.	✓
Resolve approach to the shared micromobility schemes.	↻
Progress the planning, design and delivery of streetscape projects, aligned with relevant strategies and policies including Grattan Street, Little Streets and Racecourse Road.	↻
Progress the delivery of the new bicycle infrastructure program.	↻
Launch Social Norming Campaign V3.	↻
Seek endorsement of final Low Emissions Vehicles Plan.	↻
Complete construction of separated bike lanes on Macaulay Road.	↻
Begin analysis for Parkville neighborhood pedestrian and road safety improvement works.	↻
Launch 2025 E-bike Incentive Scheme.	↻
Finalise a low-emissions vehicles plan.	↻
Deliver bicycle encouragement program including Biketober, e-bike incentives, workshops, training, communications and community development and events.	↻






North and West Melbourne and Docklands Transport and Amenity Program

MI	What we said we'd do	Our role	Status 2024-25
46	Deliver the North and West Melbourne and Docklands Transport and Amenity Program in partnership with the Victorian Government.	Deliver Partner	


Hawke Street Linear Park: This project involves additional greening, road improvements and protected cycle lanes along Hawke Street in West Melbourne. It is currently on hold pending a review of the latest Victorian Government transport modelling.

Spencer Street (North) Master Plan: This plan includes a range of projects along Spencer Street between La Trobe Street and Dynon Road, to be delivered after completion of the West Gate Tunnel. This year, we held discussions with the Victorian Government on scope and funding, as new modelling indicated potential changes to the project scope.

Transforming Franklin Street: The final concept design for the streetscape upgrade was endorsed by Council in September 2024. The project will create a new linear open space connecting the State Library Metro Station with Market Square in the Queen Victoria Market precinct. Consultants have been appointed to progress design development.

Planned activities for 2024-25	Status 2024-25
Franklin Street final concept design endorsement.	✓
Spencer Street Masterplan: Spencer Street (North) between La Trobe Street and Dynon Road including a range of projects for delivery after completion of West Gate Tunnel.	
Hawke Street Linear Park: Design of a linear park, with associated traffic calming measures and new protected cycle lanes on Hawke Street in West Melbourne.	
Franklin Street streetscape improvements: Design of a new linear open space connecting State Library Metro train station with Market Square in the Queen Victoria Market precinct.	
Hawke Street engagement on final concept plan.	
Spencer Street Master Plan final document endorsement.	

City Road Master Plan


MI	What we said we'd do	Our role	Status 2024-25
47	As part of the delivery of the City Road Master Plan, 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.	<p>Deliver</p> <p>Advocate</p>	

The City Road Master Plan is a public realm initiative designed to improve the safety and environmental sustainability of City Road in Southbank and its surrounding spaces.

We successfully secured \$4.05 million in Australian Government funding for the project this year through the Thriving Suburbs Program. This funding will transform the Northern Undercroft beneath the Kings Way overpass into 5000 m² of public open space. The draft design revitalises this pocket of Southbank with areas for recreation, art installations and safety enhancements.

As part of the works, City Road Park at the corner of City Road and Queensbridge Street will also be redeveloped, featuring additional greenery and new street furniture.

The draft design for the Northern Undercroft and City Road Park was endorsed by Council in May 2025, with the project officially renamed City Road Undercroft Park.

Planned activities for 2024-25	Status 2024-25
Consideration of Victorian Government funding bid.	✓
All authority approvals and planning approval.	

Inclusive Melbourne Strategy

MI	What we said we'd do	Our role	Status 2024–25
48	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	■

Delivering on the Inclusive Melbourne Strategy was a priority this year. The strategy is supported by the Inclusive Melbourne Action Plan 2024–26, endorsed by Council in September 2024. This year, we helped create employment pathways for multicultural communities through a partnership with AMES that enabled five internships at the City of Melbourne for recent migrants and refugees. Employment pathways for international students were also supported through two paid internships at the City of Melbourne, an eight-month leadership program, volunteering opportunities, and employment workshops hosted at The Couch international student centre.

We worked closely with businesses to improve accessibility through the Business Capacity Program. This included a one-day seminar attended by 207 visitor economy businesses, featuring industry experts, disability advocates, access consultants and people with lived experience of disability. In addition, a four-month mentoring program supported 14 local businesses to design more accessible experiences.

In partnership with Queerspace Youth, we supported a co-design project with LGBTIQ+ young people to explore their ideas of inclusive and safe spaces. This led to a series of zine-making workshops that created safe spaces for conversation.

We recognised priority groups through a range of events and initiatives aligned with days of significance. For International Day of People with Disability, we hosted a sector roundtable on technology-facilitated abuse, with a focus on women with disabilities. International Women's Day was marked with a public event, Bold and Brilliant: Melbourne's Rising Stars, which showcased 12 performers who were women or gender diverse, aged between 16 and 30.

Awareness-raising events and educational opportunities were held for City of Melbourne staff during the International Day Against Homophobia, Biphobia, Interphobia, and Transphobia (IDAHOBIT), and the 16 Days of Activism Against Gender-Based Violence. Cultural Diversity Week featured special storytimes at libraries, a community event at Victoria Square, and the publication of the *Guide to multicultural Melbourne*.

Our \$2.4 million community grants program supported not-for-profit organisations and schools to deliver projects that increased access, equity, participation and belonging for diverse communities.

We also focused on building organisational capability through a targeted training program for staff on gender equality and the prevention of family violence. Over the year, 23 training sessions were delivered to 342 staff, contractors and volunteers.

Planned activities for 2024-25	Status 2024-25
Recognise days of significance such as IDAHOBIT, Cultural Diversity Week, International Day of People with Disability, International Women’s Day, 16 Days of Activism Against Gender-Based Violence.	✓
Provide expert advice on access, equity, and inclusion across the organisation to support City of Melbourne teams, strategies, and projects.	✓
Report on Inclusive Melbourne Strategy Implementation Plan 2022-24.	✓
Report for endorsement of the new Inclusive Melbourne Action Plan 2024-26.	✓
Progress update of Inclusive Melbourne Action Plan.	✓
Increase inclusive engagement opportunities for lived experience input into City of Melbourne through new and existing mechanisms and increase the participation of people who have not engaged with City of Melbourne before.	✓
Deliver actions within the two-year Inclusive Melbourne Action Plan (IMAP) developed under the framework of the Inclusive Melbourne Strategy. Activities will include projects and initiatives to support people with disability, women and gender equality, multicultural communities and LGBTIQ+ communities.	🔄
Deliver \$2.1 million in community grants to build community capacity and support projects that improve inclusion, connection and participation and address inequity.	✓
Conduct Gender Impact Assessments on new or reviewed policies, programs, and services.	✓

Equality and inclusion programs for the community

MI	What we said we'd do	Our role	Status 2024-25
49	<p>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. We will adopt and deliver the Prevention of Violence Against Women Action Plan (endorsed as the Women's Safety and Empowerment Action Plan) 2021-24, and meet our obligations under the <i>Gender Equality Act 2020</i>. ❤️</p> <p>Specific requirements of the <i>Gender Equality Act 2020</i> include the development of a workplace Gender Equality Action Plan 2021-24 and gender impact assessments on Council policies, programs and services.</p>	Deliver	■


This major initiative was completed in 2023-24.

Street safety initiatives

MI	What we said we'd do	Our role	Status 2024-25
50	<p>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. ❤️</p>	<p>Partner</p> <p>Deliver</p>	■

This year, our street safety initiatives included:

- a pilot where security guards support our Local Laws staff in managing complex on-street issues such as begging, public consumption of alcohol and anti-social behaviour
- a safety review of the Miles and Dodds Street Park expansion project
- working with Victoria Police on safety issues in the city and attending Melbourne West Police Service Area's Local Safety Committee meetings
- discussing community correction orders and unpaid work orders as sentencing options with the Victorian Government's Department of Corrections
- a consultant review of the Safe City Camera Program policy.

Planned activities for 2024-25	Status 2024-25
Continue to participate in Council of Capital City Lord Mayors' safety committee and working group, ensuring we are learning from and sharing with other capital cities.	✓
In partnership with key stakeholders, deliver actions as part of the Homelessness Strategy, which includes supporting businesses and the broader community to access the support they need to help maintain a safe and welcoming public realm for all.	
Safety in the city report.	✓
In partnership with Victoria Police initiate targeted action and preventative measures directed at crimes including theft, begging, graffiti and tagging, which includes communication, education, and enforcement programs.	✓
Embed and maintain City of Melbourne safety steering committee and amenity working group, ensuring the use of the recently implemented Safety Data Dashboard to proactively identify and resolve trends relating to safety, perception of safety and amenity.	✓
Conduct targeted Crime Prevention Through Environment Design reviews or audits in areas where there has been recurring challenges or crime.	✓
Align communications on safety with new corporate communications approach to improve awareness on issues and actions relating to safety and amenity in the city (such as sharing of safety data and trends, education campaign on prevalence of theft-related crimes and community action to reduce the likelihood).	✓

Rapid Response Clean Team

MI	What we said we'd do	Our role	Status 2024-25
51	Deliver and maintain a clean city through the Rapid Response Clean Team initiative. ❤️	Deliver	■

This year, the Rapid Response Clean Team removed 5500 tonnes of waste and 140,000 m² of graffiti. All 2995 offensive tags were removed within one hour of being reported.

Artistic anti-graffiti vinyl wraps, featuring designs by local Indigenous artist Marcus Lee, were installed on traffic signal boxes along Swanston Street and Bourke Street Mall.







In Rankins Lane, a known graffiti hotspot in the CBD, international artist Deb created a vibrant mural with an anti-graffiti coating to ensure protection and rapid removal of tags. Rankins Lane, adjacent to Hardware Lane in one of Melbourne's key hospitality precincts, now benefits from this visual uplift.

Additional graffiti prevention projects were completed in North Melbourne and Royal Parade, Parkville. In North Melbourne, a mural at the corner of Errol and Queensberry streets was restored by the original artist and protected with anti-graffiti coating. In Parkville, abseilers removed tags from a 50-metre fence along Bridleway Walk, and new vegetation was planted to form a green wall that deters future tagging.

Anti-graffiti coatings were also applied to the Princes Bridge artistic hoarding and to hotspots on Southbank and Northbank promenades, Kensington, North Melbourne, and Little Lonsdale Street.

Following a successful trial service agreement with Metro Trains, the final large-scale cleaning and graffiti removal from the Flinders Street Station facade was completed.

The Youth Engagement Program was delivered in Term 2, 2025, at Carlton Primary School and Carlton Gardens Primary School, with 98 per cent of participants reporting a greater understanding of the social impacts of graffiti.

Planned activities for 2024-25	Status 2024-25
Continuation of the youth engagement program to the remaining schools.	
Year 3 review of the Graffiti Prevention and Management Plan.	
Draft strategy completed for the public awareness campaign.	
Evaluation report completed for the youth engagement program.	
Installation of murals in known graffiti hotspots.	
Engaging with external stakeholders to develop partnerships that lead to quicker graffiti removal and prevention including at heights.	

Community resilience

MI	What we said we'd do	Our role	Status 2024-25
52	Engage and prepare residents and communities to enhance their resilience to hazards, disasters and the health impacts of climate change. ❤️	Deliver	■

In 2024-25, we advanced initiatives to prepare our community for disasters and build resilience to climate change.

In August 2024, we published the Prepared Communities webpages on participate.melbourne.vic.gov.au to help community members prepare for emergencies. The pages were viewed 1649 times in the first five weeks. We have continued to promote this resource at workshops and community engagement events.

Rising Resilience, a six-month program to support community-led resilience in high-density living, was delivered in partnership with the Centre for Public Impact. The program involved 20 Resilience Champions, supported by City of Melbourne mentors, who undertook small-scale, local resilience interventions to improve urban greening, community connection, intergenerational learning and heatwave education. The program design and evaluation are publicly available through the Centre for Public Impact.

Community Cool Places and Services grant recipients activated cool refuges for community members during extreme heat over summer. During the heatwave from 2 to 4 February, more than 150 people attended across six centres.

Our co-chief heat officers continued to raise awareness and advocate for heat risk at local and international levels.

HeatSens, a technology platform identifying neighbourhood-specific heat vulnerability data, provided an early warning alert prior to the heatwave that informed City of Melbourne's response, including targeted geolocated communications on heat safety.

A trial commenced in March of HydroAlert, an early warning notification system for floods, which has the potential to prepare City of Melbourne services for flood events.

The Inclusive Communications Toolkit for Extreme Weather was developed to equip staff with the tools and knowledge to communicate extreme weather in ways that are inclusive, culturally safe and resonate with our diverse communities.

An Insurance for Disasters session was delivered in collaboration with Inner North Community Legal Centre, Kensington Neighbourhood House, Kensington Association, Disaster Legal Help Victoria and the Australian Financial Complaints Authority.

As part of A Day of Play during International Games Week, a session of The Adaptation Game was facilitated at narm ngarrgu Library and Family Services. A session was also facilitated with the Australian Institute for Disaster Resilience, and a third event of The Adaptation Game was delivered in collaboration with RMIT Future Play Lab.

Planned activities for 2024-25	Status 2024-25
Pilot Resilience Champions Network and Community Resilience Leadership Model.	✓
Resilience Champions Network pilot established.	✓
Community Resilience Leadership pilot complete and evaluated.	✓
Resilience awareness activities delivered.	✓
Extreme weather forward communications strategy delivered and associated collateral designed.	✓
Hazard risk reduction recommendations complete.	✓
Cool public and community places launched for summer heat safety.	✓
Update Councillors on major initiative outputs and outcomes.	✓
Collaborative climate risk technology solution delivered.	✓
Identify lessons from the approach we have taken to reducing heat risk and develop recommendations to apply to other hazards.	✓
Explore collaboration with other Councils to continue embedding climate risk technology and capability across the City of Melbourne.	✓
Develop an inclusive communications strategy and associated collateral that educates the community about extreme weather, highlights Council's pivotal role in managing climate change impacts, and showcases ongoing initiatives aimed at reducing impacts and preparing the entire community.	✓
Deliver disaster resilience awareness activities to better prepare our communities for climate risks and hazards.	✓
Co-chief heat officers build community understanding and awareness about heat health risks, and actions to respond.	✓

CAPITAL WORKS

To achieve our strategic objectives and respond to the many challenges faced by our municipality, including population growth and climate change, the Council endorsed a \$254.4 million capital works budget for 2024-25.

This budget was made up of \$236.3 million for capital works (\$181.9 million new works and \$54.4 million renewals works), and \$18.0 million for maintenance works. The 2024-25 budget included \$29.3 million approved carried forward from 2023-24. In total, our capital works budget is almost \$740.6 million across the four-year cycle of the Council Plan.

In 2024-25, challenges facing the construction industry continued to impact our new works program. These included supply chain and procurement delays, external approval processes, high material costs and inflation. Despite all of these factors, we delivered \$160.4 million in capital works and land acquisitions for the 2024-25 financial year.

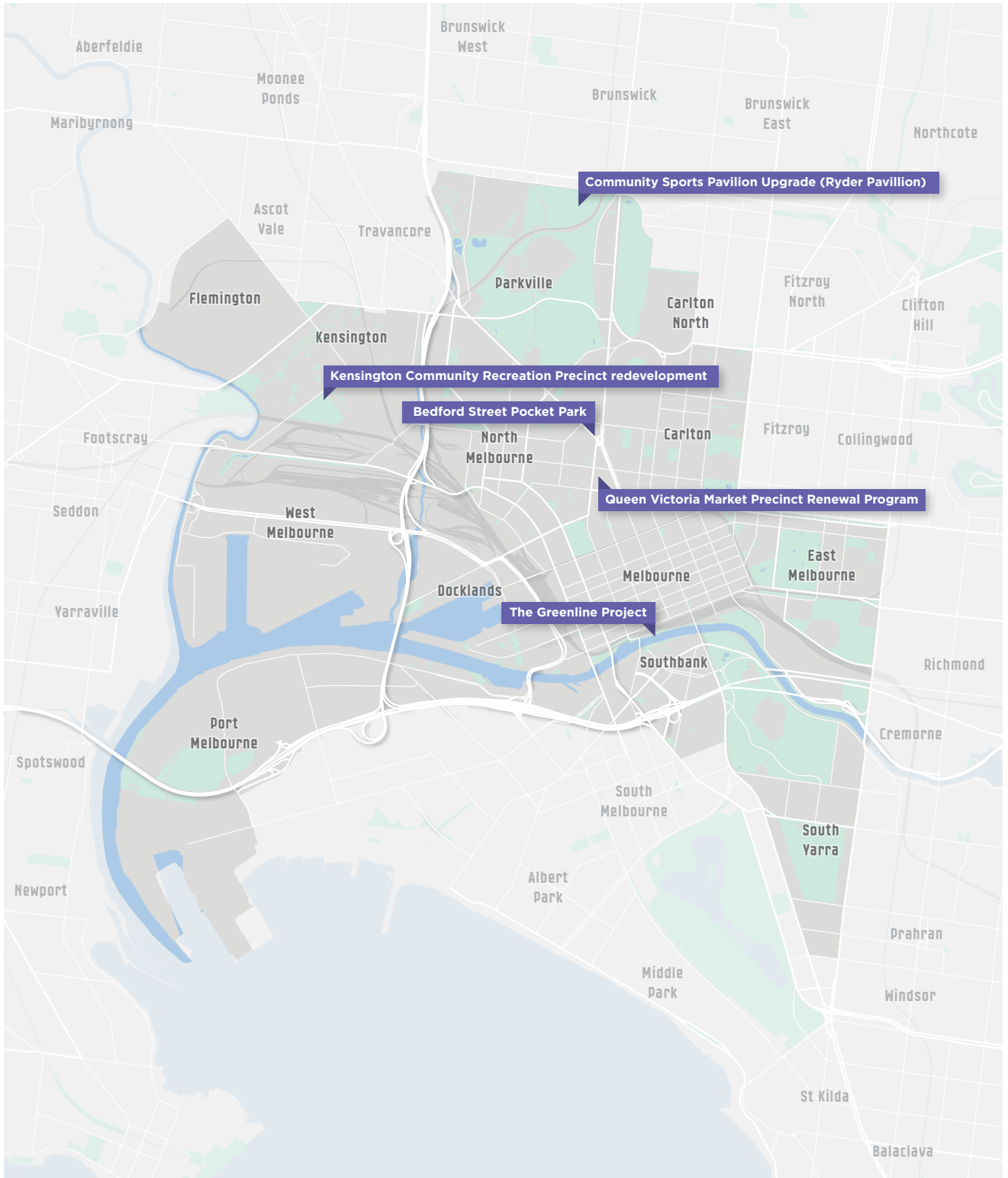
The tables below provide a snapshot of the expenditure on major capital works items in the 2024-25 financial year.

The tables below provide a snapshot of the expenditure on major capital works items in 2024-25.

New projects	Expenditure 2024-25
Queen's Corner Building	\$0.6 million
Renewal of Yanonung Quay Wharf	\$0.6 million
Shrine Drainage Upgrade	\$0.5 million
Major capital works projects continued from previous financial year	Expenditure 2024-25
Queen Victoria Market Precinct Renewal Program	\$31.9 million
Kensington Community Recreation Precinct redevelopment	\$16.3 million
The Greenline Project	\$9.7 million
Community Sports Pavilion Upgrade (Ryder Pavilion)	\$4.3 million
Cycle infrastructure	\$3.3 million
Bedford Street Pocket Park	\$2.5 million
Waste and Resource Recovery Hub Expansion Program	\$2.3 million
Public Art Program	\$1.8 million
Renewal works	Expenditure 2024-25
Property Services Renewal Works	\$4.9 million
Parks Renewal Program	\$4.2 million
Roadway Renewal	\$4.1 million
Footpath Renewal	\$3.4 million
Renewal Works - CH1, CH2 and City Village	\$3.3 million
Drains renewal	\$2.2 million
Parks Tree Planting and Replacement Program	\$1.9 million
Renewal Works - Melbourne Town Hall	\$1.8 million
Library Collection Renewal	\$1.4 million
Flood Mitigation Renewal	\$1.2 million
Maintenance works	Expenditure 2024-25
Queen Victoria Precinct Renewal Program Maintenance	\$2.0 million
Street lighting maintenance	\$1.3 million
Property Services Annual Minor Works Program	\$1.2 million

More information on City of Melbourne's capital works program can be found in the Financial Report section.

Major Capital Works 2023-24



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EVENTS CALENDAR 2024–25

July 2024

- NAIDOC Week
- Firelight Festival
- Bastille Day French Festival
- African Festival Melbourne
- Run Melbourne
- Open House Melbourne
- Na Djinang Circus
- Lord Mayor's Small Business Awards

August 2024

- Melbourne International Film Festival
- Indian Film Festival of Melbourne
- Now or Never
- *Ears Wide Open* – Max Richter – Melbourne Symphony Orchestra

September 2024

- Toyota AFL Grand Final Parade and Footy Festival
- Zero Waste Festival
- Melbourne Royal Show
- Radiant Pavilion

October 2024

- Glow Comic Trails
- Melbourne Fringe Festival
- Melbourne Italian Festa
- Victorian Seniors Festival
- Asia Oasis Street Food by the Yarra
- Melbourne Diwali
- Victorian Festival of Diwali
- Melbourne Marathon Festival
- Melbourne International Jazz Festival
- Queensberry Cup
- Melbourne United Multicultural Festival
- Melbourne International Games Week
- Melbourne Fashion Week

October 2024 cont.

- Music Victoria Awards
- Craft Contemporary
- The Other Film Festival – Arts Access Victoria
- Spring Fling – The Wheeler Centre

November 2024

- Arriba! Melbourne Mexican Festival
- Melbourne Queer Film Festival
- Melbourne Awards
- Polish Festival – Fed Square
- African Music and Cultural Festival
- Christmas Festival (and December)
- *Blak in the Room* – ILBIJERRI Theatre and Melbourne Theatre Company
- *The Poltergeist* – Philip Ridley – La Mama

December 2024

- New Year's Eve
- *Bonegilla the Migrant's Journey* – Simon Reich – Melbourne Museum
- *The Seasons* – Melbourne String Ensemble – Fed Square
- Nth Pole at Marvel Stadium
- Boxing Day Test
- Koorie Krismas – Koorie Heritage Trust
- *Diasporas 2024* Exhibition – Multicultural Arts Victoria – Arts Centre Melbourne
- *The Charge That Binds* – Australian Centre for Contemporary Art

January 2025

- NGV Kids Summer Festival
- Vida Melbourne Latin Festival
- Australian Open
- Midsumma Festival
- Share the Spirit Festival
- The 12th Koorie Art Show – Koorie Heritage Trust
- *Ants* – Polyglot – Melbourne Museum



February 2025

- National Sustainability Festival
- Chinatown Lunar New Year Festival
- MSO Sidney Myer Free Concerts
- PayPal Melbourne Fashion Festival
- Antipodes Festival
- ACMI The Theatre of War
- Fresh!2025 - Craft Victoria
- Asia TOPA (into March)
- The Festival of the Photocopier Zine Fair
- Chunky Move U>N>I>T>E>D
- *POTUS* - Selina Fillinger - Fortyfivedownstairs

March 2025

- Nepal Festival Melbourne
- Moomba Festival
- Melbourne Food and Wine Festival
- Cultural Diversity Week at Immigration Museum
- Melbourne Vixens Fan Day
- Holi Festival Melbourne
- Melbourne International Comedy Festival
- *Forever I Live* - Koorie Heritage Trust
- *Stitchin Stories* - Blak and Threadly - Koorie Heritage Trust
- Melbourne Women in Film Festival
- The Festival of the Photocopier - Zine Fair - Sticky Institute
- Blak & Bright Festival

April 2025

- Little Food Festival
- Eid - Queen Victoria Market
- Melbourne ANZAC Day Event
- 2025 Herald Sun / Transurban Run for the Kids
- Turkish Pazar Festival
- Kids Day Out
- Green Room Awards
- Non Stop - Circus Oz

May 2025

- Buddha's Day & Multicultural Festival
- *Odyssey Odyssey* - APHIDS
- Sri Lankan Festival
- Melbourne Writers Festival
- The Long Walk
- Melbourne Mother's Day Classic
- Beings - Universal Everything - ACMI
- Festival of Watercolour - Watercolour Society of Victoria
- Ardna - Our Lands أرضنا - Bukjeh - narm ngarrgu Library
- YIRRAMBOI Festival
- *Goodbye Aunty Flo* - Ilbijerri Theatre Company
- Future Ambition - Craft Victoria

June 2025

- RISING
- Taste of Portugal
- African Festival Melbourne
- Lightscape - Royal Botanic Gardens
- Future Remains - The 2025 MacFarlane Commissions - ACCA
- Dancing Hands - Craft Victoria

OUR ORGANISATION



OUR FUNCTIONS

City of Melbourne's functions are prescribed by the *Local Government Act 2020*.

We plan and provide services, facilities and infrastructure for the local community, strategically plan and regulate land use in the municipality, make and enforce local laws and discharge duties we have under Acts of Parliament.

City of Melbourne also performs many functions ranging from arts and cultural programs and tourism to urban planning, capital works, maintenance and waste management.

To view a list of our functions and services, visit melbourne.vic.gov.au⁹ and search for 'functions and services'.

To view a list of the acts and local laws we enforce, visit melbourne.vic.gov.au¹⁰ and search for 'acts and local laws'.

For more information on how we perform our functions and exercise our powers, visit melbourne.vic.gov.au¹¹

We conduct our core administrative and operational functions from three buildings: Melbourne Town Hall on Swanston Street, Council House 1 and Council House 2 on Little Collins Street.

⁹ melbourne.vic.gov.au

¹⁰ melbourne.vic.gov.au

¹¹ melbourne.vic.gov.au

Legislative compliance

The following information is provided in accordance with legislative and other requirements.

Carers Recognition Act 2012

We have taken all practicable measures to comply with our responsibilities under *Victoria's Carers Recognition Act 2012*. We have promoted the principles of the Act to older carers who receive services from the City of Melbourne through the Victorian Support for Carers Program, and to the broader community in the following ways:

- Providing information to carers on navigating the service system and accessing services, programs and activities in the municipality.
- Connecting carers to services, programs and activities to meet their individual needs and support social connection, social inclusion and health and wellbeing.
- Providing community education sessions on topics relating to caring.
- Delivering carer-specific activities that provide support, education, recreation and social opportunities for carers.
- Delivering events that recognise and acknowledge the contributions of carers.
- Providing carers with the opportunity for their voices to be heard through engagement and consultation on government programs, policies and strategies relating to caring.

Disability Act 2006

In accordance with section 38 of the *Disability Act 2006*, the City of Melbourne endorsed an Inclusive Melbourne Action Plan 2024–26, which includes targeted actions for people with disability.

Activities for 2024–25 were underpinned by engagement, collaboration and co-design with people with disability, including the City of Melbourne's Disability Advisory Committee.

Highlights

- Members of the Disability Advisory Committee contributed lived experience insights to several projects, including the North Melbourne Community Hub, Chelmsford Street open space development, Inclusive Melbourne Action Plan, Climate Change Mitigation Communication Guidelines, and the Business Capacity Building Program.
- The Breaking Barriers seminar attracted 207 visitor economy businesses from across Melbourne and regional Victoria. This full-day event brought together industry experts, disability advocates, access consultants and people with lived experience. Delivered through Stream 1 of the Business Capacity Program, the seminar was collaboration between the City of Melbourne, Victorian Tourism Industry Council and Melbourne Convention and Exhibition Centre.
- Designing Accessible Experiences program selected 14 local businesses for a four-month mentoring initiative led by an access consultant. Delivered through Stream 2 of Business Capacity Program, this initiative supports businesses to develop accessible, market-ready experiences.
- A roundtable brought the sector together for International Day of People with Disability to discuss technology-facilitated abuse, with a focus on women with disabilities.
- City of Melbourne events such as Moomba, Firelight Festival, Now or Never, Melbourne Fashion Week, Christmas Festival and New Year's Eve incorporated provisions for access, inclusion, health and safety.
- Event Partnership Program contracts directed organisers to adopt inclusive practices, including hiring Auslan interpreters, captioning videos, providing viewing platforms and training staff in disability awareness. Organisers were required to report on the implementation of these measures.
- Desktop research and mapping of family violence and sexual violence support services for people with disability, with plans to promote these resources on the City of Melbourne's website.

- The Accessing Melbourne webpages were reviewed for accuracy, and desktop research began to identify best-practice examples from other councils. An engagement plan was developed to collaborate with people with lived experience to assess the relevance of current content, identify gaps and explore alternative formats such as social stories and Auslan videos.

Domestic Animals Act 1994

In accordance with Victoria's *Domestic Animals Act 1994*, we prepare and implement a Domestic Animal Management Plan at four-year intervals in consultation with the Victorian Government. Our Domestic Animal Management Plan 2022-25 was reviewed and no changes were made. We advised the Victorian Government.

During 2024-25, implementation highlights included: patrolling identified hotspots relating to dog off-leash issues, a Council resolution requiring the mandatory desexing of cats and the identification of unregistered domestic animal businesses. This year, fewer animals were impounded from veterinary clinics that were found outside the City of Melbourne.

Food Act 1984

In accordance with section 7E of the *Food Act 1984*, we are required to publish a summary of any ministerial directions received during the financial year. We did not receive any ministerial directions during 2024-25.

Freedom of Information Act 1982

The *Freedom of Information Act 1982* was created to promote openness, accountability and transparency in Victorian Government agencies by giving members of the public the right to access government information. The Act allows people to request access to documents created by City of Melbourne and those supplied to us by external organisations and individuals.

Freedom of Information requests received 2024-25	
Personal requests	2
Non-personal requests	91
Total	93
Requests that were transferred from another agency	0
Requests transferred to another agency	1
Outcome of requests	
Access granted in full (no exempt material)	17
Access granted in part (some exempt material)	12
Access denied in full (all material exempt)	4
Withdrawn	3
Not proceeded with	0
Act does not apply	0
Not processed	0
No documents	3
Outside the Act	15
Not yet finalised	39

Planning and Environment Act 1987

In accordance with sections 46GM and 46QD of the *Planning and Environment Act 1987*, a council that is a collecting or development agency must prepare and give a report to the Minister for Planning on infrastructure and development contributions, including levies and works in kind. The information must be published in the council's annual report.

Total Development Contributions Plan levies received in 2024–25

Development Contributions Plan and year approved	Levies received in 2024–25 \$
DCPO2 Macaulay Urban Renewal Area (Interim) (2017)	\$10,843,122.00
DCPO3 Arden Urban Renewal Area (2022)	\$0
Total	\$10,843,122.00

Total Development Contributions Plan contributions received and expended (for Development Contributions Plans approved after 1 June 2016)

DCP and year approved	Total levies received \$	Total levies expended \$	Total works-in-kind accepted \$	Total Development Contributions Plan contributions received (levies and works-in-kind) \$
DCPO2 Macaulay Urban Renewal Area (Interim) (2017)	\$23,613,860.78	\$0	\$0	\$23,613,860.78
DCPO3 Arden Urban Renewal Area (2022)	\$97,606.00	\$0	\$0	\$97,606.00
Total	\$23,711,466.78	\$0	\$0	\$23,711,466.78

Privacy and Data Protection Act 2014

Standards set out by Victoria's *Privacy and Data Protection Act 2014*, and our Privacy Policy, control how we manage personal information. Privacy compliance is included in our staff induction program. We have a dedicated privacy team to help staff and members of the public with privacy-related queries or issues. In 2024–25, the Office of the Victorian Information Commissioner received one complaint about City of Melbourne, which was dismissed.

Public Interest Disclosure Act 2014

In accordance with section 70 of the *Public Interest Disclosures Act 2012*, a council must publish information about how to access procedures established by the Act, and the number of disclosures during the financial year. No disclosures were made to the Independent Broad-based Anti-corruption Commission in 2024–25. To access our procedures, visit melbourne.vic.gov.au¹² and search for 'public interest disclosures'.

Road Management Act 2004

In accordance with section 22 of *Victoria's Road Management Act 2004*, a council must publish a copy or summary of any ministerial direction in its annual report. We did not receive any ministerial directions during 2024–25.

¹² melbourne.vic.gov.au

Complaints

The *Local Government Act 2020* Section 109 requires Council to develop and maintain a complaints policy. The complaints policy must include a prescribed definition of a complaint, a process for dealing with complaints, a method for reviewing an action, decision or service and an internal review process.

City of Melbourne's definition of a complaint includes communication (verbal or written) which expresses dissatisfaction with:

- the quality of an action taken, decision made, or service provided by an employee, or a contractor engaged by the Council (contractor)
- the delay by an employee or a contractor in taking action, making a decision or providing a service
- a policy or decision made by the Council, an employee or a contractor.

Council is not obligated to report complaint data: this is a voluntary disclosure.

City of Melbourne resolved 5553 complaints in 2024–25, conducted 26 internal reviews and responded to five enquiries from external agencies.

The top five services customers expressed dissatisfaction with were:

- missed bin collections (2255)
- illegal parking (1059)
- street cleanliness (400)
- graffiti removal (399)
- infrastructure repairs (214).

City of Melbourne undertakes 12 million bin collections each year. Customer complaints represent 0.02 per cent of total collections.

Documents available for inspection

City of Melbourne has a Public Transparency Policy which supports Council in its ongoing commitment to open and accountable decision-making and identifying how council information is to be made publicly available. The policy was updated and endorsed by Council in May 2024.

The Public Transparency Policy is a statutory document required under the *Local Government Act 2020*, which must:

- give effect to the public transparency principles
- describe how Council information is to be made publicly available
- specify which Council information must be publicly available, including all policies, plans and reports required under this Act or any other Act.

Council information will be made available through the City of Melbourne website melbourne.vic.gov.au or, in some instances, by request.

Members of the public can make various kinds of information requests to City of Melbourne, including informal requests for documents and information, or formal freedom-of-information requests.

Council will respond to requests for information in alignment with:

- the *Local Government Act 2020* including the public transparency principles
- the Public Transparency Policy
- the *Freedom of Information Act 1982*.

Subsidiaries and trusts

- Citywide Service Solutions Pty Ltd – a company established to provide contract services on a competitive basis to local government and other public and private sector clients
- Enterprise Melbourne Pty Ltd – a company established to hold the registration for the Enterprise Melbourne Tianjin Representative Office, Tianjin, China
- Melbourne Digital Enterprises Pty Ltd – a company established to develop and deliver IT and digital services for the local government sector (currently not trading)
- Queen Victoria Market Pty Ltd – a company established to manage and operate Queen Victoria Market.

Interest in other entities

- Regent Management Company Limited – shared with the Victorian Government, the City of Melbourne has a 50 per cent interest in this company. It was established to manage the historic Regent Theatre in Collins Street, Melbourne
- MAPS Group Limited, trading as Procurement Australia – City of Melbourne is the majority shareholder of this company.

Management

Audit and Risk Committee

The *Local Government Act 2020* (the Act) requires Council to establish an Audit and Risk Committee. Its functions and responsibilities include:

- overseeing Council’s internal and external audit functions
- monitoring Council’s financial and performance reporting
- monitoring and providing advice on risk management and fraud prevention systems
- monitoring Council’s compliance with policies and procedures, the Act, regulations and any Ministerial directions.

The committee is comprised of seven members appointed by Council, with three members being councillors and four independent members.

Membership during 2024-25:

Member	Role	Tenure
Geoff Harry	Independent Member and Chair	Member: 10 July 2016 to 30 June 2021 Chair: 1 July 2021 to 30 June 2025
Andrew Dix	Independent Member	1 July 2023 to current
Jen Johanson	Independent Member	1 July 2022 to current
Rachel Thomson	Independent Member	1 July 2022 to current
Cr Davydd Griffiths	Councillor member	1 July 2022 to current
Cr Jamal Hakim	Councillor member	December 2020 to October 2024
Cr Philip Le Liu	Councillor member	November 2016 to current
Cr Dr Owen Guest	Councillor member	December 2024 to current

The Audit and Risk Committee met six times, and members maintained 88 per cent attendance for the year.

City of Melbourne’s internal auditors and management representatives, including the Chief Executive Officer, Chief Operating Officer, Chief Financial Officer and Director Governance and Legal, attended all meetings. External auditors from the Victorian Auditor General’s Office (VAGO) also attend the meetings.

Senior representatives of the two subsidiary companies, Citywide Service Solutions and Queen Victoria Market, including the Chairs of their Audit and Risk Committees, attended the 13 September 2024 committee meeting. Senior representatives of Citywide Service Solutions also attended the February 2025 committee meeting.

Internal audit

A key committee responsibility is to monitor Council's internal audit program. The program is outsourced to an appropriately skilled service provider, monitored by the committee.

A rolling three-year strategic internal audit plan ensures that we regularly review systems and controls in higher-risk areas. The Committee reviews the plan annually and monitors its delivery at each meeting.

The committee reviewed scopes for all internal audit reviews to ensure alignment with the risk profile of Council. The internal audit reports contain findings and recommendations for control improvements and management responses. The committee reviews the audit reports and monitors implementation of the recommendations.

The following internal audit reviews were concluded during the year:

- Affordable Housing Strategy review
- Contractor safety management review
- Grants management review
- ICT project delivery and costing review
- IT third party risk management
- narm ngarrgu Library and Family Services post-implementation review
- Payroll review.

External audit

The Victorian Auditor General's Office continued to take direct responsibility for the delivery of the (VAGO) external audit of Council and its subsidiary companies.

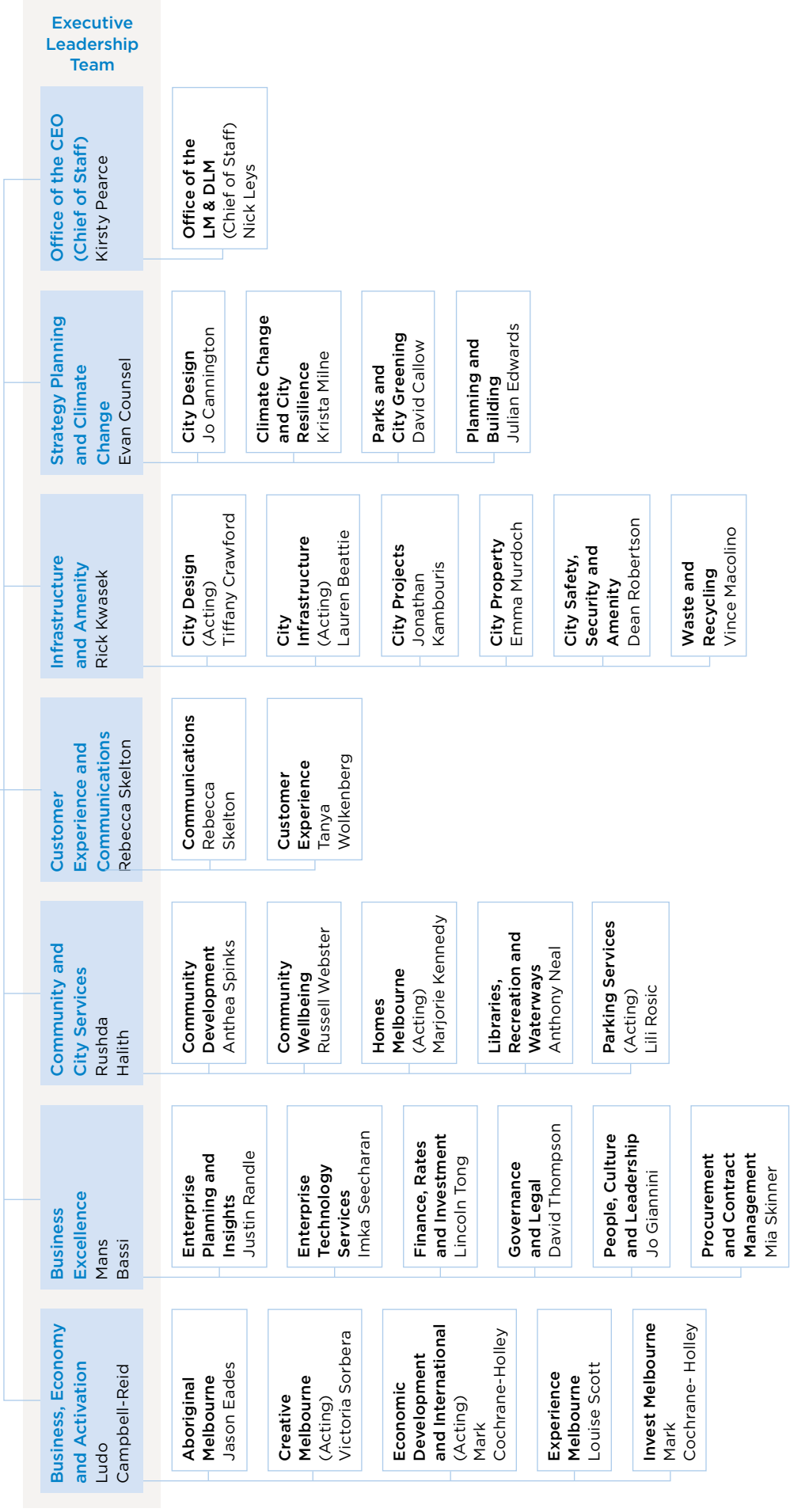
The external audit for 2024-25 was completed successfully, with confirming audit opinions provided by VAGO on both subsidiary companies before Council was required to approve the consolidated annual financial report.

Organisational structure

City of Melbourne

Organisational structure (as at 30 June 2025)

Chief Executive Officer Alison Leighton





SENIOR EXECUTIVE TEAM

The organisational structure comprises seven divisions, led by the CEO and six General Managers.

The CEO and General Managers direct our operations and ensure the Council receives the strategic information and advice it needs to plan for the municipality and make decisions.

Branches within each division perform specific functions, collaborate on projects and share knowledge and expertise across the organisation. The following pages provide information on the CEO, General Managers and their divisions.



Alison Leighton
Chief Executive Officer

Commenced position in 2023

Alison joined Team Melbourne in April 2020 as General Manager Strategy, Planning and Climate Change. Later that year, Alison was promoted to Deputy CEO, before being appointed CEO in July 2023.

As CEO, Alison is responsible for the delivery of the Council Plan, Corporate Strategy, essential services, capital works and major initiatives. She is committed to realising Melbourne's full potential as a global city and ensuring that everyone at Team Melbourne feels safe, supported and empowered to be at their best.

Alison is a qualified engineer and has more than 20 years of leadership experience in infrastructure, planning, operations and public sector business transformation.

She is an alumnus of Harvard Business School, a graduate of the Australian Institute of Company Directors and holds a Master in Business Administration.



Evan Counsel
General Manager Strategy,
Planning and Climate Change

Commenced position in 2021

Evan joined Team Melbourne in 2014 as an urban planner and held different roles in planning and building before being appointed General Manager, Strategy, Planning and Climate Change in 2021.

Evan has a degree in Urban Planning and Development from the University of Melbourne. He has extensive experience working in regional and metropolitan local government organisations and almost 15 years of experience as a high-performance sports coach.

The Strategy, Planning and Climate Change division is responsible for shaping and delivering a vision for Melbourne as a global city, guiding Melbourne's growth as a bold, inspirational and sustainable city.



Rushda Halith
General Manager,
Community and City Services

Commenced position in 2022

Rushda joined Team Melbourne in 2021 to establish the Community Development Branch as Director, leading the response to community needs and rebuilding post-pandemic. Rushda was appointed General Manager, Community and City Services in 2022.

Rushda has a Master of Science in Environmental Management, a CPA equivalent of Management Accounting, and a Bachelor of Engineering. Rushda started her career in community development with the United Nations and has extensive experience in development, strategy and organisational change at Australian Red Cross.

The Community and City Services division puts people, families and the community at the forefront to ensure that Melbourne is a city for all – liveable, healthy, vibrant, and meeting the needs of a diverse and growing population.



Rick Kwasek
General Manager,
Infrastructure and Amenity

Commenced position in 2024

Rick joined Team Melbourne in early 2024 as General Manager Infrastructure and Amenity.

An experienced senior executive, Rick is a qualified engineer with a Master in Contracting and Project Management and has significant experience delivering major projects such as Prahran Square, Malvern Town Hall and the Greville Street upgrades for the City of Stonnington.

The Infrastructure and Amenity division leads the delivery of our capital works program and asset renewal through the city's Infrastructure and Property teams.

The division has a strong focus on good design driven through City Design, enhancing our city's presentation and amenity to ensure it looks and functions the best it can.



Mans Bassi
Chief Operating Officer
Business Excellence

Commenced position in 2024

Mans joined Team Melbourne in early 2024 as Chief Operating Officer.

Mans has extensive experience delivering change initiatives that uplift organisational performance and increase customer satisfaction. With a background across corporate services, Mans started in his career in local government at the City of Boroondara after a successful private sector career in the United Kingdom and Australia.

The Business Excellence division provides shared services to both protect and enable the organisation. The team partners with the organisation to provide financial and data insights, people and customer relations services, technology and digital innovation, procurement, governance and legal services.



Kirsty Pearce
Chief of Staff Office
of the CEO

Commenced position in 2022

Kirsty joined Team Melbourne in 2022 as Manager Council Business, before becoming Director Governance, and then Chief of Staff, Office of the CEO.

Kirsty has a Bachelor of Arts in Psychology and Political Science from Federation (Ballarat) University Australia and qualifications in government, management and business administration, and is a member of the Australian Institute of Company Directors. Kirsty’s local government career spans more than 15 years, with extensive governance experience at various local governments across Victoria.

As Chief of Staff, Kirsty leads the team in the Office of the CEO, oversees Council operations, advises on policy and strategy and provides advice and support to the CEO.



Rebecca Skelton
Chief Customer and
Communications Officer

Commenced position in 2022

Rebecca joined Team Melbourne in 2022, bringing with her almost two decades of media, communications and engagement experience. Rebecca is the Chief Customer and Communications Officer leading the Customer Experience and Communications Division.

Rebecca’s extensive experience working across complex state and local government organisations is complemented by an Executive Masters of Public Administration, and her deep interest in how people consume information, the role of government communications in our society and the transformation of media.

The Customer Experience and Communications division supports the City of Melbourne through effective and innovative communications and customer relations. It proactively positions the City of Melbourne as a desirable place to live, work, study and visit and drives the delivery of strategic priorities and messages to key audience groups. The division is responsible for internal and external communications management, advocacy, customer experience and insights, brand strategy and reputation management.



Ludo Campbell-Reid
General Manager, Business
Economy and Activation

Commenced position in 2024
Departed June 2025





MAJOR CHANGES

To better embed strategic priorities into operational plans, in line with the four-year Council Plan, City of Melbourne underwent structural organisational changes during 2024-25.

Changes included:

- Finance and Corporate Services Division: renamed the Business Excellence Division, which now incorporates:
 - new Enterprise Technology Services branch, including a new Digital Platforms and Delivery team, and a new Infrastructure, Operations and Cybersecurity team.
 - new Enterprise Planning and Insights branch, comprising an Enterprise Project Management Office, and the movement and formation of the Insights and Analytics team, Enterprise Planning team, Smart City Incubator team.
 - Governance and Legal branch.
- Business Economy and Activation Division: implemented transformations, and Creative City Branch was renamed the Creative Melbourne Branch.
- Infrastructure and Amenity Division: incorporated a new Asset Management team and received the Waste and Recycling and City Safety, Security and Amenity branches.
- Library Services: merged with Recreation and Waterways to form the new Libraries, Recreation and Waterways Branch in the Community and City Services Division.
- Customer Relations: renamed the Customer Experience Branch, with the Strategic Communications Branch renamed the Communications Branch. Together they form the new Customer Experience and Communications Division.



Image. Kathleen Syme Library and Community Centre, Carlton

STAFF PROFILE

City of Melbourne employed 1806 (headcount) at the end of June 2025, with a full-time equivalent (FTE) of 1592.44.

The breakdown is as follows:

Employment type	Headcount	FTE
Permanent full-time	1211	1206.29
Permanent part-time	324	212.19
Maximum-term temporary (full-time and part-time)	158	141.88
Casual	113	32.08
Total	1806	1592.44

Most employees work within the central business district, with others based at satellite sites across the municipality.

Employee data includes active unique employees (including employees on paid and unpaid leave).

Staff classifications	Description
Classification 1 and 2	Childcare workers, school crossing supervisors, fitness instructors, information officers.
Classification 3	Childcare workers, compliance officers, office administrative support.
Classification 4	Administrative support, environmental health, project officers and kindergarten teachers.
Classification 5 and 6	Professionals, analysts, programmers, technical staff, maternal and child health nurses, immunization nurses and event managers.
Classification 7	Team leaders and professionals employed on a senior officer contract.
Executive	Directors, general managers and the CEO, employed on an executive contract.

Total workforce by gender as of 30 June 2025

Gender	%	Headcount	FTE	Previous year %	Previous year FTE
Women	60.02%	1084	927.52	60.35%	944.51
Men	39.81%	719	662.98	39.59%	653.44
Non-binary / gender diverse	0.17%	3	1.94	0.05%	1
Total	100%	1806	1592.44	100%	1598.95

Number of staff (headcount) by employment type and gender

2023-24

Employment type	Women	Men	Non-binary / gender diverse
Permanent full-time	648	545	0
Permanent part-time	258	67	0
Maximum term (full / part-time)	116	70	1
Casual	80	41	0
Total	1102	723	1

An increase in headcount, 56 additional employees, supported delivery of key infrastructure and capital works projects, along with a focus on city revitalisation and activation. The opening of our new library facility narm ngarrgu was supported by additional employees, as well as an increase in our customer relations officer employees to meet the needs of our municipality.

2024-25

Employment type	Women	Men	Non-binary / gender diverse
Permanent full-time	661	550	0
Permanent part-time	256	68	0
Maximum term (full / part-time)	90	66	2
Casual	77	35	1
Total	1084	719	3

The City of Melbourne employed an additional 17 permanent employees over the financial year, while decreasing in maximum term employment by 29 employees. This shift suggests we are adapting our employment type profile to address the requirements of the *Secure Jobs Better Pay Act* in offering more stable employment offerings.

A decrease in headcount - a reduction of 20 employees - was supported by our organisational change this year. We identified opportunities to optimise service delivery and transform operations to effectively lead Melbourne into its next chapter.

New staff by gender and age

Age	Female	Male	Non-binary / gender diverse	Total
Under 30 years	52 (36.61 FTE)	27 (21.12 FTE)	3 (1.74 FTE)	82 (59.47 FTE)
30 to 49 years	84 (67.31 FTE)	53 (51.13 FTE)	0 (0 FTE)	137 (118.44 FTE)
Over 50 years	19 (14.33 FTE)	12 (11.00 FTE)	0 (0 FTE)	31 (25.33 FTE)
Total	155 (118.25 FTE)	92 (83.25 FTE)	3 (1.75 FTE)	250 (203.24 FTE)

Our rate of new employee hires during the reporting period was 13.84 by headcount or 11.25 FTE. Last year's rate was 18.62 by headcount or 19.55 FTE.

Workforce turnover in 2024–25 by gender and age

Age	Female	Male	Non-binary / gender diverse	Total
Under 30 years	38 (27.17 FTE)	17 (11.17 FTE)	0 (0 FTE)	55 (38.34 FTE)
30 to 49 years	90 (77.87 FTE)	46 (42.34 FTE)	0 (0 FTE)	136 (120.21 FTE)
Over 50 years	48 (41.92 FTE)	31 (28.72 FTE)	0 (0 FTE)	79 (70.64 FTE)
Total	176 (146.96 FTE)	94 (82.23 FTE)	0 (0 FTE)	270 (229.19 FTE)

City of Melbourne executive remuneration

Position	Name	Start at City of Melbourne	Current contract start	Current contract end	Remuneration band
Chief Executive Officer	Alison Leighton	30 March 2020	4 July 2023	3 July 2027	\$530,000–\$539,999
General Manager Business Economy and Activation	Ludo Campbell-Reid	1 February 2024	1 February 2024	31 January 2029	\$410,000–\$419,999
General Manager Community and City Services	Rushda Halith	19 April 2021	11 April 2023	10 April 2028	\$360,000–\$369,999
Chief Operating Officer	Mans Bassi	1 February 2024	1 February 2024	11 February 2029	\$410,000–\$419,999
General Manager Infrastructure and Amenity	Rick Kwasek	1 February 2024	1 February 2024	31 January 2029	\$340,000–\$349,999
General Manager Strategy, Planning and Climate Change	Evan Counsel	17 July 2013	14 July 2021	13 June 2025	\$360,000–\$369,999

Employee classification by gender (FTE) as of June 2025

Gender	Class 1	Class 2	Class 3	Class 4	Class 5	Class 6	Class 7 / Senior officer contract	Executive contract	Total
Women	11.04	30.11	154.79	194.75	206.21	193.94	108.86	27.82	927.52
Men	9.00	16.25	110.83	123.02	116.35	165.24	85.50	36.80	662.98
Non-binary / gender diverse	0.00	0.36	0.00	0.00	1.58	0.00	0.00	0.00	1.94
Total	20.04	46.72	265.62	317.76	324.14	359.18	194.36	64.62	1592.44

Employee classification by age group (FTE) as of June 2025

Age group	Class 1	Class 2	Class 3	Class 4	Class 5	Class 6	Class 7 / Senior officer contract	Executive contract	Total
Under 30 years	8.23	14.88	56.96	56.85	30.58	12.00	1.00		180.50
30 to 49 years	5.18	15.87	114.44	175.26	205.86	233.15	121.06	33.62	904.44
50 years plus	6.63	15.97	94.22	85.66	87.70	114.03	72.30	31.00	507.50
Total	20.04	46.72	265.62	317.76	324.14	359.18	194.36	64.62	1592.44



HEALTH, SAFETY AND WELLBEING

At City of Melbourne, fostering a safe and healthy workplace is fundamental. We remain steadfast in our commitment to the health, safety and wellbeing of our employees, contractors, volunteers, visitors and the broader community, all of whom are impacted by our work.

In 2024-25, we strengthened our approach by formally incorporating psychosocial hazards into our incident, hazard and near-miss reporting systems. This has contributed to an increase in reporting, which we view as an indicator of trust in the system and a deeper awareness of mental health and safety. Enhanced reporting supports better organisational learning, earlier interventions and helps prevent repeat incidents.

Work is underway to better support individuals affected by occupational violence incidents, ensuring staff are protected, heard and supported.

Our health and wellbeing initiatives continued to evolve, with free flu vaccinations and on-site skin checks provided in partnership with a local medical and allied health provider. These programs aim to reduce health risks and increase early detection and prevention.

We strengthened our emphasis on psychological safety this year through the ongoing Peer Support Program, providing employees with trained peer contacts to discuss personal or work-related concerns in a safe, informal and supportive setting.

Importantly, no workplace fatalities were recorded during 2024-25.

We remain committed to continuous improvement and cultivating a culture where health, safety and wellbeing are embedded in every part of the employee experience.

WorkCover claims

We received a total of 14 WorkCover claims, a significant reduction from 22 claims in 2023-24.

Of the claims lodged this year, six were physical injury claims and eight were mental health-related claims. In total, nine claims were accepted (five physical and four mental health), while five were rejected (four mental health and one physical).

Two of the accepted physical claims have since been closed following the successful return to full-time work of the affected employees.

This decline in overall claim volume reflects improved early intervention, proactive safety measures and a stronger organisational focus on injury prevention and psychological safety.

	2021-2022	2022-2023	2023-2024	2024-2025
Number of claims	25	34	22	14
Claims costs	\$3,100,554	\$2,856,514	\$2,216,887	\$3,359,952
Performance rating	0.971469	0.665973	0.536405	0.725400
Premium payable	\$2,459,833	\$1,960,963	\$2,407,811	\$3,260,896

Employee development and training

Learning and development activities have grown significantly this year, which reflects our organisation-wide commitment to capability growth, compliance, inclusion and leadership.

- Our corporate induction program continues to provide a powerful first connection to our culture. This year, 356 staff attended multiple sessions with regular contributions from the Lord Mayor and CEO providing inspiration and strategic context.
- In 2024-25, a total of 6505 learning interactions were recorded across 1608 individual learners, including in-person workshops, team sessions, and e-learning modules.
- This year, 67 Australian Institute of Management short courses were delivered to 213 individual staff, and 84 courses were offered in our organisation-wide learning program to 1368 individuals. In addition, 71 learning activities were offered through our strategic learning investment to 151 people, and 318 modules were accessed by 933 staff as part of our self-directed learning hub.
- There was high staff engagement in compliance and safety training modules such as child safety level 3, first aid and CPR and emergency lockdowns. We also recorded strong participation in respectful and inclusive practice such as disability awareness, neurodiversity at work, LGBTIQ+ inclusion and Aboriginal-led sessions including the Birrarung Wilam Walk and Wurundjeri Cultural Workshop.
- Mental health and wellbeing was a popular training area, with staff doing modules in psychological safety at work, resilience and mindfulness and mental health first aid. Another key learning area this year was communication and service delivery. Staff undertook training in customer experience, good complaint handling and communicating with empathy.
- This year, we launched our Learning Calendar, a live, interactive tool allowing staff to view upcoming development opportunities 12 months in advance, register for sessions via one-click links and align learning to development plans. Early feedback shows the calendar is helping to embed learning into everyday work.
- Over 180 staff across 10 teams participated in tailored DiSC workshops to build trust and increase self-awareness, emotional intelligence, collaboration and connection. Feedback was overwhelmingly positive, with many teams reporting improvements in engagement and alignment.
- We achieved a 96 per cent completion rate across ten mandatory training modules, including code of conduct, cyber security, safeguarding children and young people, workplace bullying and sexual harassment. This completion rate reflects a strong commitment to safe and respectful behaviour.



INCLUSION, EQUITY AND DIVERSITY

Fostering belonging, safety and visibility at work

The City of Melbourne's workforce continues to grow in diversity, bringing with it a rich mix of experiences, knowledge, perspectives, and skills. We value this diversity deeply, and this year, we strengthened our commitment to creating an inclusive, equitable, and psychologically safe workplace where every team member feels a strong sense of belonging.

Our people are driving change, embedding inclusive practices, challenging inequality, and working together to create a stronger and more connected organisation. This work directly contributes to more thoughtful, responsive, and inclusive outcomes for our community.

Throughout the year, a broad range of initiatives were delivered, informed by employee feedback, best practice, and our ongoing commitment to continuous improvement in equity and inclusion.

Melbourne Pride Network

The Melbourne Pride Network continued to be a powerful force for connection, advocacy, and visibility across the organisation.

Highlights in 2024-25

- **Pride March and Midsumma Festival:** Staff, councillors, family and friends proudly marched at the 2025 Midsumma Pride March. At Carnival, we hosted a vibrant stall featuring community resources, donated books from our library network, and a crowd-favourite photo booth.
- **Celebration of days of significance:** The International Day Against Homophobia, Biphobia, and Transphobia (IDAHOBIT) was marked with an organisation-wide treasure hunt and the inaugural Pride Book Club meeting, while the Maternal and Child Health team celebrated Pride Month by hosting a Rainbow Playgroup, affirming our support for LGBTIQ+ families.
- **The year of the pronoun:** We launched a focused campaign to raise awareness and understanding of pronoun usage, which included updates to our corporate induction presentation, increased distribution of pronoun pins and resource packs for staff members.

- **LGBTIQ+ awareness training:** We introduced the new LGBTIQ+ 101 training module, developed and delivered by Queer Town, to build foundational awareness across all City of Melbourne staff.
- **Expanded visibility:** The Pride Committee formally introduced the chief of staff as executive sponsor, strengthening senior leadership visibility and advocacy. Our pledge program was refreshed with new pop-up events and employees now hear directly from Pride Committee members during induction sessions. Staff members who take the pledge - committing to speak out against homophobia, biphobia, intersexism and transphobia - receive a rainbow lanyard.

Staff-led action driving inclusion, equity and diversity

Employee engagement in inclusion, equity and diversity continued to grow in 2024-25, with staff playing a pivotal role in shaping a more inclusive and equitable organisation. There are now five active employee-led diversity groups, each contributing to systemic change and helping embed inclusive values. These groups drive strategic initiatives, peer support networks and champion cultural transformation.

- Our gender equality staff group met regularly throughout the year and provided strategic input into internal and external gender equity work. The group helped to shape policies, strategies and processes that support gender equality in the workplace and beyond.
- This year, as part of our menopause-friendly workplace initiative, a dedicated project group and peer support network were established to reduce stigma and support people navigating menopause. We are working towards achieving formal accreditation as a Menopause Friendly Employer.
- Our City of Melbourne Allies for Equity (CAFE) Network engages employees who identify with the experience of being a man - including trans men, non-binary and gender non-conforming staff - in driving gender equality. Its purpose is to empower staff to be allies for equity and to challenge gender-based inequity. This year, the network led the City of Melbourne's presence at the 2024 Annual Walk Against Family Violence and raised \$2160 for Safe Steps Family Violence Response Centre as part of the 16 Days of Activism Against Gender-Based Violence.

- The CAFE Network also facilitated targeted workshops including LGBTIQ+ Awareness Training (with Pride in Diversity), Unpacking the Man Box (with The Men's Project) and An Afternoon with the Blocks (with Tomorrow Man).
- Our Neurospicities and neurodiversity working group is driving organisational progress toward greater neuroinclusion. Achievements this year included creating a new e-learning module, Neurodiversity at Work, delivering neurodiversity training for leaders and hosting a 'Neurodiversi-Tea' during Neurodiversity Celebration Week 2025.

Gender Equality Action Plan 2022-2025

In 2024-25, the City of Melbourne completed the final year of its first Gender Equality Action Plan, a key requirement under the *Gender Equality Act 2020* (Vic) and a major milestone in our commitment to equity in the workplace. The plan guided our sustained progress toward a safer, fairer and more inclusive organisation.

This year, a detailed analysis of the City of Melbourne's gender pay gap was conducted, identifying underlying drivers and informing targeted recommendations, and our 2023 Gender Equality Progress Report was assessed as compliant under the *Gender Equality Act 2020*.

To help inform a new Inclusion, Equity and Diversity Framework, we undertook extensive consultation with 362 employees. The 2025 People Matter Survey saw participation from 35 per cent of the workforce, providing key insights into employee experience, safety, and perceptions of equity and inclusion.

We launched the anonymous reporting platform Speaking Up at the City of Melbourne, which gives staff a safe, confidential avenue to report instances of sexual or gendered harassment. A Census Day was held to encourage employees to update their equity and diversity data. It resulted in significantly improved reporting accuracy and a stronger base for future gender equality analysis.

Inclusive pathways, partnerships and practice

We began advertising vacancies on DreamJobz, a dedicated platform connecting Aboriginal and Torres Strait Islander candidates with inclusive employers, to support cultural representation and economic opportunity.

A new partnership with AMES Australia provides internships for migrants, refugees and asylum seekers, to support meaningful employment pathways and recognise international qualifications and experience.

A bi-monthly masterclass was launched to focus on inclusive recruitment, unconscious bias, and addressing the gender pay gap in our hiring and selection processes.

We began using Textio AI-powered writing assistant tool, to help ensure that we use inclusive and gender-neutral language in our recruitment materials.

A new adviser role was also created to strengthen the delivery of our inclusion, equity and diversity program.

Volunteering at City of Melbourne

City of Melbourne values the diverse skills, experiences and passion that volunteers bring to our organisation. Volunteers are vital to our success, enhancing the reach, quality and effectiveness of our programs and services through their dedication, insights and experience.

Our volunteer opportunities include:

- Gardens for Wildlife
- International Student Program
- Library Programs
 - Digital Heritage
 - English Conversation Club
 - Toy Libraries
- Neighbourhood Volunteer Program
- Premier Events
 - Firelight Festival
 - Melbourne Fashion Week
 - Moomba
 - Now or Never
- Visitor Services.

Highlights in 2024-25

More than 800 volunteers contributed 48,566 hours to the organisation and broader community. Volunteers served in a wide range of roles – from city ambassadors and garden guides to digital heritage facilitators and event operations staff – playing a central role in enriching the city's cultural, environmental and social life.

Visitor Services operated 364 days a year. In 2024-25, 315 volunteers welcomed 767,731 visitors – a 4.8 per cent increase on the previous year. Notably, 131 volunteers have served for more than 10 years, including 24 volunteers with more than 20 years of service, and one remarkable volunteer with 35 years of continuous service.

The newly launched Neighbourhood Volunteer Program is helping build local connections and trust, with 24 volunteers – primarily under 30 and from multicultural communities – delivering four community-led projects this year.

Premier Events continue to grow in strength and impact. More than 400 volunteers contributed more than 6000 hours across Melbourne's most iconic celebrations. Volunteer feedback from events such as Melbourne Fashion Week and Moomba Festival highlighted a strong sense of inclusion, pride and community:

“After three years of volunteering for Melbourne Fashion Week, I'd say this was the best experience yet. I felt truly appreciated and supported.”

“The energy of the crowds and the passion of the team made it so rewarding. I loved helping visitors; it felt great to contribute to something that brings joy to the city.”

Volunteers in the English Conversation Club provided nearly 30 hours each to help participants from 83 countries, including Iceland, Senegal, Burkina Faso and Uzbekistan, improve their language confidence.

City of Melbourne's volunteering framework aligns with Volunteering Australia's National Standards for Volunteer Involvement. In 2024-25, we implemented a new Volunteer Reward and Recognition Policy to better support and acknowledge our volunteers. This policy reinforces our commitment to best-practice volunteer engagement and continuous improvement across all programs.

The International Student Program reached more than 3800 students, featured in 1000 social media posts and hosted 40 events engaging 85 industry stakeholders.



Image. Lord Mayor's Student Welcome 2025

INVOLVING THE COMMUNITY IN OUR DECISIONS

Our community provides vital input into all City of Melbourne activities. This year, we engaged over 15,000 people through community engagement activities across 51 city-shaping projects.

Some of the projects our community engaged with:

- Ageing Well
- Cat Management
- Clayton Reserve Dog Park
- Council Strategic Planning Program (including the M2050 Vision)
- Domestic Animal Management Plan 2026-29
- Heritage Strategy
- Neighbourhood Parking Reviews
- North Melbourne Community Centre
- Royal Park Master Plan
- Urban Forest Precinct Structure Plan.

Community satisfaction with our consultation and engagement, as measured by the 2025 Community Satisfaction Survey, improved from 2024 (58 index score) to 2025 (60 index score). Our score continues to rank above the state-wide average. The City of Melbourne will continue prioritising genuine and meaningful community engagement.

We continue to prioritise delivering inclusive, accessible engagement projects by improving internal capacity and our engagement outreach methods.

Participate Melbourne metrics

	2020-21	2021-22	2022-23	2023-24	2024-25
Website visitors	157,865	179,103	181,702	246,970	213,263
Registered members	13,419	14,889	16,775	18,178	19,446

PROCUREMENT AND CONTRACTS

City of Melbourne operates a centre-led model for managing procurement and suppliers. The model improves our focus on delivering value and commercial outcomes by:

- simplifying the procurement process
- increasing the focus on Environmental, Social and Governance (ESG) within the procurement process
- introducing automation and efficiency through tools and systems
- operating a supplier management framework to improve the overall benefit to the community, increasing value from contracts, enhancing the relationship and governance with our suppliers, and driving mutual benefits and innovation
- strengthening the contract management process
- centrally managing all tenders greater than \$250,000.

City of Melbourne has implemented a new procurement system, COMBUY, to manage procurement activities below \$250,000. It has achieved:

- efficiencies
- automation
- digitisation
- compliance management
- reporting and insights
- consistency of the supplier process.

For strategic service contracts, we determine the following:

- whether the service is still required
- the strategic approach for delivering and providing the service
- how the service aligns with Council's strategic objectives
- analysis of the supplier market
- the best procurement methodology and delivery.

A total of 37 tenders were issued in 2024-25 covering the following service categories:

- event services
- marketing and media services
- operational services
- capital and infrastructure works
- consultancy
- community services.

Procurement policy updates

In July 2024, an update to the Procurement Policy was approved by Council to provide clarity, find process efficiencies and enhance ESG within the procurement process.

City of Melbourne did not enter into any other contracts valued at \$250,000 or more for goods or services without engaging in a competitive process.

In line with the procurement policy, the following exemptions from going to tender were approved by the CEO:

- Stolen Generations Marker arts contract
- QVM building surveyor
- Culture Amp employee experience platform
- Homes Melbourne - homeless support
- Amazon web services
- Digital reporting for on-street issues.

PROPERTY HOLDINGS

As part of our commitment to provide transparency in our financial reporting, we include a list of the City of Melbourne's top 20 properties by value, and comparison over three years.

Address	2025 consolidated value \$ million	2024 consolidated value \$ million	2023 consolidated value \$ million
Royal Park, Flemington Road, Parkville, VIC, 3052	\$367.61	\$365.21	\$355.31
Kings Domain, Alexandra Avenue, Melbourne, VIC, 3004	\$219.95	\$244.29	\$241.58
Fawkner Park, 24-88 Commercial Road, South Yarra, VIC, 3141	\$188.14	\$249.23	\$255.73
Melbourne Town Hall (including Administration Building), 90-130 Swanston Street, Melbourne, VIC, 3000	\$160.84	\$148.21	\$145.12
Princes Park, 200-590 Royal Parade, Carlton North, VIC, 3054	\$147.42	\$116.24	\$119.58
Queen Victoria Market, 65-159 Victoria Street, Melbourne, VIC, 3000	\$122.05	\$147.98	\$118.83
Flagstaff Gardens, 309-311 William Street, West Melbourne, VIC, 3003	\$116.74	\$143.35	\$143.21
Munro Hub and car park, Queen and Therry streets, Melbourne, 3000	\$110.86	\$108.90	\$67.73
Fitzroy Gardens, 230-298 Wellington Parade, East Melbourne, VIC, 3002	\$85.45	\$263.04	\$255.22
Council House 2, 218-242 Little Collins Street, Melbourne, VIC, 3000	\$65.72	\$65.00	\$72.50
Treasury Gardens, Spring Street, East Melbourne, VIC, 3002	\$58.90	\$38.30	\$41.21
Council House 1, 196-212 Little Collins Street, Melbourne, VIC, 3000	\$58.02	\$61.23	\$63.00
Make Room by Unison Housing, Little Bourke Street, Melbourne, VIC, 3000	\$39.92	New entry in 2025	
North Melbourne Town Hall and Post Office, Queensberry and Errol streets, North Melbourne, VIC, 3053	\$35.69	\$32.04	\$30.22
Queen Victoria Gardens, St Kilda Road, Melbourne, VIC, 3004	\$33.99	\$34.66	\$33.25
Commonwealth Bank / City Village, 219-225 Bourke Street, Melbourne, VIC, 3000	\$33.00	\$28.24	\$27.88
Birrarung Marr, Batman Avenue, Melbourne, VIC, 3000	\$31.71	\$42.22	\$43.04
Queen Victoria Market car park, Queen and Franklin streets, Melbourne, VIC, 3000	\$29.90	\$30.05	\$17.09
Carlton Baths, Rathdowne Street, Carlton, VIC, 3053	\$29.60	\$26.52	\$24.23
North Melbourne Community Centre, Bunclre Street, North Melbourne, VIC, 3051	\$28.14	\$30.25	\$28.90

- All valuations as at 30 June of the respective year.
- The consolidated values contained within this list include both land and building asset values applicable to the specific sites.
- The land values included in the Council Asset Register relate to land holdings both owned and controlled by the Council.
- The City of Melbourne has significant crown land holdings controlled on behalf of the Crown via various structures including crown grants, committees of management and other reservations.
- Council is required to value land and building assets pursuant to the provisions of International Financial Reporting Standard (IFRS-13), previously AASB-13 and AASB116. The 'fair value' applicable to land value assessments, specifically parks and alike, are adjusted against market value to reflect legislative provisions, site control, use restrictions and other limitations directly associated with their public use. Valuations are prepared in accordance with published International Valuation Standards (IVS 2020), released 31 January 2020 which aligns to the IFRS and AASB.
- As at 30 June 2025, the above properties provide a combined land and building value of \$1,963,909,000, which represents 70.54 per cent of the total value of real estate land and buildings owned and controlled by the Council.

LOCAL GOVERNMENT PERFORMANCE REPORTING FRAMEWORK



CONTENTS

Certification of the Performance Statement	183
Victorian Auditor - General's Office Audit Report	184
Section 1. Description of municipality	186
Section 2. Service performance indicators	187
Section 3. Financial performance indicators	190
Section 4. Sustainable capacity indicators	196
Section 5. Notes to the accounts	198
5.2. Definitions	199

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.



Lincoln Tong (FCA)
Chief Financial Officer
Dated: 30/09/2025

In our opinion, the accompanying Performance Statement of the Melbourne City Council 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.

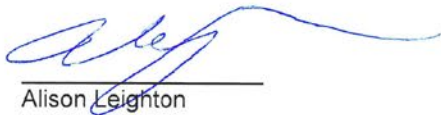
We have been authorised by the Council and by the Local Government (Planning and Reporting) Regulations 2020 to certify this Performance Statement in its final form.



Nicholas Reece
Lord Mayor
Dated: 30/09/2025



Owen Guest
Councillor
Dated: 30/09/2025



Alison Leighton
Chief Executive Officer
Dated: 30/09/2025

Independent Auditor's Report

To the Councillors of Melbourne City Council

Opinion	<p>I have audited the accompanying performance statement of Melbourne City Council (the council) which comprises the:</p> <ul style="list-style-type: none"> • 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. <p>In my opinion, the performance statement of Melbourne 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 <i>Local Government Act 2020</i> and Local Government (Planning and Reporting) Regulations 2020.</p>
Basis for Opinion	<p>I have conducted my audit in accordance with the <i>Audit Act 1994</i> which incorporates the Australian Standards on Assurance Engagements. I further describe my responsibilities under that Act and those standards in the <i>Auditor's Responsibilities for the Audit of the performance statement</i> section of my report.</p> <p>My independence is established by the <i>Constitution Act 1975</i>. My staff and I are independent of the council in accordance with the ethical requirements of the Accounting Professional and Ethical Standards Board's <i>APES 110 Code of Ethics for Professional Accountants</i> (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.</p> <p>I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.</p>
Councillors' responsibilities for the performance statement	<p>The Councillors are responsible for the preparation and fair presentation of the performance statement in accordance with the performance reporting requirements of the <i>Local Government Act 2020</i> 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.</p>

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
3 October 2025



Travis Derricott
as delegate for the Auditor-General of Victoria

PERFORMANCE STATEMENT

Section 1. Description of municipality

The Melbourne municipality is at the heart of greater Melbourne. It covers an area of 37 square kilometres and is made up of 14 inner city suburbs. Melbourne is Australia's fastest growing capital city. We have an estimated population of 189,381 people. Since the previous year, the population has grown by 6.76 per cent. Population growth across Victoria was much lower at 2.3 per cent. Our population is forecast to be more than 300,000 by 2040. We are a diverse community, with 46 per cent of our residents speaking a language other than English at home. More than 450,000 people travel to the municipality for work each week. Another 52,000 residents both live and work in the area. The main industries are professional, scientific, and technical services (22 per cent of jobs) and financial and insurance services (15.7 per cent of jobs).¹

¹ This material was compiled and presented by .id (informed decisions). <https://id.com.au>. This material is a derivative of ABS Data that can be accessed from the website of the Australian Bureau of Statistics at www.abs.gov.au, and which data can be licensed on terms published on the ABS website.

Section 2. Service performance indicators

For the year ended 30 June 2025

Service / <i>indicator</i> / measure [Formula]	Results					Comments
	2022	2023	2024	2025		
	Actual	Actual	Actual	Target as per budget	Actual	
Aquatic facilities						
Utilisation <i>Utilisation of aquatic facilities</i> [Number of visits to aquatic facilities / Municipal population]	1.69	2.20	2.19	N/A	2.37	There were 449,727 visits to aquatic facilities in 2024-25 in comparison to 387,922 from the previous year. This is an increase of 15.9 per cent is consistent year-on-year as population numbers and visitation rates both increased.
Animal management						
Health and safety <i>Animal management prosecutions</i> [Number of successful animal management prosecutions / Number of animal management prosecutions] x 100	100%	100%	100%	N/A	100%	Council successfully prosecuted four dog attacks resulting in serious injuries to another dog and two dog attacks resulting in serious injuries to a person.
Food safety						
Health and safety <i>Critical and major non-compliance outcome notifications</i> [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 109 critical non-compliance outcome notifications received a follow-up inspection. Four premises ceased trading.

	Results					Comments
	2022	2023	2024	2025		
	Actual	Actual	Actual	Target as per budget	Actual	
Governance						
<p>Consultation and engagement <i>Satisfaction with community consultation and engagement</i></p> <p>[Community satisfaction rating out of 100 with how Council has performed on community consultation and engagement]</p>	61	56	58	58	60	This year we achieved an increase of 2 percentage points, from 58 in 2024 to 60 in 2025. This score remains above the state-wide average and exceeds our target of 58.
Libraries						
<p>Participation <i>Library membership</i></p> <p>[Number of registered library members / Population] x100</p>	#N / A	#N / A	45.44%	N / A	51.54%	This is a 20 per cent increase in total number of registered members since the last reporting period. This is likely in part due to our new library branch, narm ngarrgu, located in the north of the CBD. It is also of note that the previous reporting period was affected by lower library use due to COVID-19.
Maternal and Child Health (MCH)						
<p>Participation <i>Participation in the MCH service</i></p> <p>[Number of children who attend the MCH service at least once (in the year) / Number of children enrolled in the MCH service] x100</p>	82.97%	82.95%	81.56%	N / A	81.34%	Participation rates remain stable and within the expected range.
<p>Participation <i>Participation in the MCH service by Aboriginal children</i></p> <p>[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</p>	92.00%	80.00%	79.41%	N / A	87.10%	Participation by Aboriginal children in MCH services increased by 9.68 per cent reflecting improved engagement and access.

	Results					Comments
	2022	2023	2024	2025		
	Actual	Actual	Actual	Target as per budget	Actual	
Roads						
<p>Condition <i>Sealed local roads maintained to condition standards</i></p> <p>[Number of kilometres of sealed local roads below the renewal intervention level set by Council / Kilometres of sealed local roads] x100</p>	94.12%	93.16%	91.15%	95.00%	86.06%	The percentage of sealed local roads that are below the intervention level not requiring renewal has decreased in 2024-25 compared to the previous year. This is still within the expected threshold.
Statutory planning						
<p>Service standard <i>Planning applications decided within required timeframes</i></p> <p>[(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</p>	59.65%	65.47%	72.06%	70.00%	75.62%	A total of 825 applications of 1091 or 75.62 per cent were decided within the required timeframe. This exceeds the set target of 70 per cent for 2024-25. This represents a steady year-on-year improvement over the past five years.
Waste management						
<p>Waste diversion <i>Kerbside collection waste diverted from landfill</i></p> <p>[Weight of recyclables and green organics collected from kerbside bins / Weight of garbage, recyclables and green organics collected from kerbside bins] x100</p>	28.98%	29.49%	29.05%	30.00%	28.46%	Our 2024-25 results are comparable with last financial year, showing a small decrease of 2 per cent. This reduction may also be impacted by a recent influx of Container Deposit Scheme collection points across the municipality and purchasing behaviours of our residents, opting for lighter recycling bottles and containers that may influence overall diversion from landfill percentage. We are reviewing how to more accurately measure behaviour that leads to improved diversion from landfill in 2025-26 and anticipate an increase in diversion as we roll out new programs aimed at extracting organics from more households within multi-unit dwellings.

Section 3. Financial performance indicators

For the year ended 30 June 2025

Dimension <i>indicator / Measure</i> [Formula]	Results					Forecasts					Material variations and comments							
	2022		2023		2024		2025		2026			2027		2028		2029		
	Actual		Actual		Actual		Target as per budget	Actual		Forecasts			Forecasts		Forecasts		Forecasts	
Efficiency <i>Expenditure level</i> <i>Expenses per</i> <i>property</i> <i>assessment</i> [Total expenses / Number of property assessments]	\$4,047.71		\$4,010.56		\$3,977.50		\$4,031.00	\$4,235.22		\$4,034.00		\$4,161.00		\$4,224.00		\$4,252.00		Expenses increased by 5.9 per cent in 2024-25, mainly in the areas of employee costs, materials and services, bad and doubtful debts, and other expenses which related to the write-off of non-capital project costs. Coupled with a slight drop in total assessments, the result was an increase in the expense per property assessment. The 2025-26 budget year will decrease due to expected reductions in materials and services and other expenses but then increase in the forecast years as employee expenses and depreciation increase.
Revenue level <i>Average rate</i> <i>per property</i> <i>assessment</i> [Sum of all general rates and municipal charges / Number of property assessments]	\$2,462.80		\$2,225.37		\$2,245.31		\$2,330.71	\$2,344.57		\$2,336.00		\$2,469.00		\$2,528.00		\$2,563.00		A 3.9 per cent increase in general rates and municipal charges in 2024-25, coupled with the slight decrease in total assessments for the year led to an increase in average rate per property assessment. This result will increase over the budget and forecast years as general rates and municipal charges growth will average around 3.5 per cent where assessments are expected to increase by 1.0 per cent year on year.

Dimension / Indicator / Measure [Formula]	Results					Forecasts					Material variations and comments
	2022	2023	2024	2025		2026	2027	2028	2029		
	Actual	Actual	Actual	Target as per budget	Actual	Forecasts	Forecasts	Forecasts	Forecasts		
Liquidity Working capital Current assets compared to current liabilities [Current assets / Current liabilities] x100	58.67%	109.62%	65.55%	80.00%	75.11%	96.82%	63.65%	47.51%	45.35%	The ratio improved on prior year due to higher level of cash holdings as at 30 June, as current liabilities remained stable. The ratio is expected to improve in the 2025-26 budget year as cash balances improve but will then dip in the forecast years as trade creditor balances increase.	
Unrestricted cash Unrestricted cash compared to current liabilities [Unrestricted cash / Current liabilities] x100	-43.67%	-37.10%	-77.41%	17.60%	-86.48%	17.60%	16.90%	7.72%	4.95%	The public open space reserve increased during the year as we received contributions, but no major acquisitions or spending occurred. At the same time current liabilities remained fairly constant. This is likely to reduce during the budget and forecast years as we look to acquire property for public open space opportunities.	

Dimension <i>Indicator / Measure</i> [Formula]	Results					Forecasts				Material variations and comments
	2022	2023	2024	2025		2026	2027	2028	2029	
	Actual	Actual	Actual	Target as per budget	Actual	Forecasts	Forecasts	Forecasts	Forecasts	
Obligations Loans and borrowings <i>Loans and borrowings compared to rates</i> [Interest bearing loans and borrowings / Rate revenue] x100	0.00%	31.50%	29.26%	55.38%	28.18%	53.75%	18.38%	16.68%	13.74%	The loan balance remained at \$110.0 million as at 30 June, which was the same level as the previous year and well below the budget of \$216.0 million. This was due to below budget capital expenditure related to the postponement of some projects and delays on other projects. Rates revenue will increase over the budget and forecast years, while loans are expected to increase in the budget year as projects are completed, and then reduce in the forecast years as we pay down balances.
Loans and borrowings repayments <i>compared to rates</i> [Interest and principal repayments on interest bearing loans and borrowings / Rate revenue] x100	0.03%	10.17%	1.36%	1.90%	30.52%	1.70%	0.90%	0.80%	0.60%	\$115.0 million in loans were drawn and repaid during the year, which was well above prior year movement, with the rates base increasing 3.8 per cent over the prior year. There are no long-term loan repayments expected in the budget year, but we are expecting to commence paying down the loan balance in the forecast years.

Dimension indicator / Measure [Formula]	Results					Forecasts					Material variations and comments
	2022	2023	2024	2025		2026	2027	2028	2029		
	Actual	Actual	Actual	Target as per budget	Actual	Forecasts	Forecasts	Forecasts	Forecasts	Forecasts	
Indebtedness Non-current liabilities compared to own source revenue [Non-current liabilities / Own source revenue] x100	2.29%	24.58%	24.39%	39.72%	21.48%	39.90%	14.60%	14.70%	12.60%		Own source revenue increased by 14.7 per cent during the year while non-current liabilities remained closely in line with prior year. Own source revenue will reduce in the budget year, increase in the first forecast year before dropping back in the third year as a gain from disposal of property comes into play. Non-current liabilities will increase in the budget year due to expected borrowing and will reduce in the forecast years as loans are repaid.
Asset renewal and upgrade Asset renewal/ and upgrade compared to depreciation [Asset renewal and asset upgrade expense / Asset depreciation] x100	103.25%	114.40%	112.59%	133.00%	128.82%	127.00%	136.00%	96.00%	76.00%		Asset renewal and upgrade expenditure increased marginally over the prior year but was below budget by \$24.0 million for the year as result of various delays experienced across projects, while depreciation dropped from prior year. Asset renewal and upgrade expenditure is expected to increase in the budget and first forecast years, while reducing in the last two forecast years. Depreciation is expected to increase across all years.

Dimension indicator / Measure [Formula]	Results					Forecasts				Material variations and comments
	2022	2023	2024	2025		2026	2027	2028	2029	
	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	-5.79%	-1.20%	-2.42%	0.00%	5.48%	0.00%	0.00%	0.10%	0.10%	The result was a surplus which was better than budget and better than the prior year deficit. This was assisted by higher user fees, monetary contributions (developer contributions) and other income related to dividends. The ratio is expected to remain flat over the forecast years.
Stability Rates concentration Rates compared to adjusted underlying revenue [Rate revenue / Adjusted underlying revenue] x100	64.52%	65.15%	68.23%	65.00%	61.69%	68.00%	64.00%	70.00%	70.00%	Total rate revenue increased year-on-year by 3.8 per cent which was mainly due to general rates charges. However, underlying revenue increased on prior year due to increases in user fees and gains on property disposals. This is expected to reduce in the budget year as total revenue reduces, before increasing in the forecast years as a further gain on disposal of property comes through.

Dimension <i>indicator / Measure</i> [Formula]	Results					Forecasts				Material variations and comments
	2022	2023	2024	2025		2026	2027	2028	2029	
	Actual	Actual	Actual	Target as per budget	Actual	Forecasts	Forecasts	Forecasts	Forecasts	
Rates effort <i>Rates compared to property values</i> [Rate revenue / Capital improved value of rateable properties in the municipality] x100	0.23%	0.23%	0.24%	0.25%	0.25%	0.25%	0.26%	0.26%	0.27%	Total rates revenue increased 3.8 per cent year-on-year and total valuations increased 2.3 per cent which had a negligible result on the ratio over prior year and target. This is expected to stay fairly level over the budget and forecast years.

Section 4. Sustainable capacity indicators

For the year ended 30 June 2025

Indicator / Measure [Formula]	Results				Comment
	2022	2023	2024	2025	
	Actual	Actual	Actual	Actual	
Population <i>Expenses per head of municipal population</i> [Total expenses / Municipal population]	\$3,145.52	\$3,393.97	\$3,181.62	\$3,157.72	Population increased by 6.8 per cent on prior year while expenses increased 6.0 per cent thereby giving a slight reduction in the ratio for 2024-25 over prior year. Expenses will reduce in the budget year before increasing over all forecast years.
<i>Infrastructure per head of municipal population</i> [Value of infrastructure / Municipal population]	\$26,411.19	\$14,883.19	\$14,457.28	\$16,376.33	While population increased 6.8 per cent over prior year, property valuations increased substantially in 2024-25 as a result of additional cost items included in current replacement costs for infrastructure assets as a result of changes to accounting standard AASB 13, and new unit rates adopted for the valuation of footpaths and roadways. The budget and forecast years will see steady growth on current levels.
<i>Population density per length of road</i> [Municipal population / Kilometres of local roads]	696.43	655.62	728.79	777.20	The increase in ratio is a direct result of the increase in population of 6.8 per cent. The road length also increased by an additional metre in 2024-25.

<i>indicator / Measure</i> [Formula]	Results				Comment
	2022	2023	2024	2025	
	Actual	Actual	Actual	Actual	
Own-source revenue <i>Own-source revenue per head of municipal population</i> [Own-source revenue / Municipal population]	\$2,613.05	\$3,051.01	\$2,953.41	\$3,173.70	The increase in the ratio is a direct result of the increase in own source revenue which grew by 14.7 per cent during the year, which was greater than the increase in population of 6.8 per cent.
Recurrent grants <i>Recurrent grants per head of municipal population</i> [Recurrent grants / Municipal population]	\$115.50	\$128.14	\$85.41	\$111.39	The increase in recurrent grants of 15.4 per cent on prior year was the main reason for the increase in rate. Fifty per cent of the 2025-26 financial assistance grant was received in June 2025.
Disadvantage <i>Relative Socio-economic disadvantage</i> [Index of relative socio-economic disadvantage by decile]	7.00	7.00	7.00	7.00	Same result as prior year.
Workforce turnover <i>Percentage of staff turnover</i> [Number of permanent staff resignations and terminations / Average number of permanent staff for the financial year] x100	15.7%	13.0%	10.7%	10.4%	Resignations were on par with prior year, while total permanent staff increased by 16 FTE over the year.

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 2025-26 to 2028-29 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 <i>Aboriginal Heritage Act 2006</i>
adjusted underlying revenue	means total income other than: <ul style="list-style-type: none"> • 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 <i>Local Government Act 2020</i>
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 <i>Food Act 1984</i> , 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 <i>Food Act 1984</i>
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 <i>Road Management Act 2004</i>
major non-compliance outcome notification	means a notification received by a council under section 19N(3) or (4) of the <i>Food Act 1984</i> , 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 2024-25

Melbourne's economy continues to build with a thriving retail and hospitality sector and low CBD retail vacancy rates, though the office market still faces challenges with slower than expected return to office. Visitor numbers have recovered well and there is increased commuter traffic through the CBD. Vehicle volumes continue to be slightly below expectations, which resulted in below budget fines but above budget parking fees which was partly the result of the implementation of the Parking Kerbside Management Program during the year that led to an increase in compliance. Grant funding increased in 2024-25 as the state again changed tack and prepaid 50 per cent of the 2025-26 financial assistance grant in June 2025.



REPORT OF OPERATIONS

Section 2. Service performance indicators

The following statement provides the results of the prescribed service performance indicators and measures including an explanation of the results in the comments.

For the year ended 30 June 2025

Service / indicator / measure	Results				Comments
	2022	2023	2024	2025	
Aquatic facilities					
Service standard					
<i>Health inspections of aquatic facilities</i>	2.00	1.00	2.00	1.67	Council had three operational aquatic facilities during this reporting period. The operating facilities all received a minimum of one aquatic inspection and pool water quality testing.
[Number of authorised officer inspections of Council aquatic facilities / Number of Council aquatic facilities]					
Utilisation					
<i>Utilisation of aquatic facilities</i>	1.69	2.20	2.19	2.37	There were 449,727 visits to aquatic facilities in 2024-25 in comparison to 387,922 from the previous year. This is an increase of 15.9 per cent and consistent year-on-year as population numbers and visitation rates both increased.
[Number of visits to aquatic facilities / Population]					
Service cost					
<i>Cost of aquatic facilities</i>	\$8.28	\$5.31	\$4.87	\$5.15	Increases in the cost of utilities and maintenance had a negative impact on the cost per visit. The service cost of aquatic facilities increased by 5.7 per cent from the previous period.
[Direct cost of aquatic facilities less income received / Number of visits to aquatic facilities]					

Service / indicator / measure	Results				Comments
	2022	2023	2024	2025	
Animal management					
Timeliness <i>Time taken to action animal management requests</i> [Number of days between receipt and first response action for all animal management requests / Number of animal management requests]	1.50	1.53	1.58	1.85	The time taken to action animal management requests has remained consistent at less than 2 days over the last four years.
Service standard <i>Animals reclaimed</i> [Number of animals reclaimed / Number of animals collected] x100	44.62%	38.22%	20.30%	23.06%	We have worked with neighbouring councils and veterinary clinics to reduce the numbers of animals collected from outside our municipality. Every effort is made to reunite an animal with its owner.
<i>Animals rehomed</i> [Number of unclaimed collected animals rehomed / Number of unclaimed collected animals] x100	36.16%	48.20%	53.08%	56.57%	We explore all avenues to reunite animals with their owners prior to offering them up for adoption to new owners.
Service cost <i>Cost of animal management service per population</i> [Direct cost of the animal management service / Population]	\$3.93	\$5.77	\$6.20	\$6.24	Council consistently provides a cost-effective service compared with similar councils. Officers conduct proactive patrols in public places, promote responsible pet ownership and registration, investigate dog attacks and conduct audits on domestic animal businesses.
Health and safety <i>Animal management prosecutions</i> [Number of successful animal management prosecutions / Number of animal management prosecutions] x100	100.00%	100.00%	100.00%	100.00%	Council successfully prosecuted 4 dog attacks resulting in serious injuries to another dog and 2 dog attacks resulting in serious injuries to a person.

Service / indicator / measure	Results				Comments
	2022	2023	2024	2025	
Food safety					
Timeliness					
<i>Time taken to action food complaints</i>	2.40	2.33	2.34	2.97	The average time to action food complaints is 2.97 - this is a slight increase from the 2023 reporting period. There was an increase of 23 cases for investigation received from the previous year and of the total 364 cases, 14 had a response time greater than 10 days.
[Number of days between receipt and first response action for all food complaints / Number of food complaints]					
Service standard					
<i>Food safety assessments</i>	85.05%	100.26%	98.80%	100.00%	There were 62 Class 1 premises and 2804 Class 2 premises requiring inspection. All were completed.
[Number of registered Class 1 food premises and Class 2 food premises that received an annual food safety assessment in accordance with the <i>Food Act 1984</i> / Number of registered Class 1 food premises and Class 2 food premises that required an annual food safety assessment in accordance with the <i>Food Act 1984</i>] x100					
<i>Food safety samples</i>	New	New	New	111.21%	A total of 764 statutory surveillance samples were taken, exceeding the requirement of 687. Of those samples, 72 were from Class 1 food businesses and 692 were from Class 2 and 3 food businesses combined.
[Number of food samples obtained / Required number of food samples] x100					
Service cost					
<i>Cost of food safety service</i>	\$956.22	\$1,029.33	\$875.11	\$805.55	The number of food premises has increased, resulting in an 8 per cent decrease in the cost of food service as compared to 2023-24.
[Direct cost of the food safety service / Number of food premises registered or notified in accordance with the <i>Food Act 1984</i>]					
Health and safety					
<i>Critical and major non-compliance outcome notifications</i>	100.00%	100.00%	100.00%	100.00%	All 109 critical non-compliance outcome notifications received a follow-up inspection. Four premises ceased trading.
[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					

Service / indicator / measure	Results				Comments
	2022	2023	2024	2025	
Governance					
<p>Transparency <i>Council decisions made at meetings closed to the public</i></p> <p>[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</p>	20.60%	27.68%	26.30%	28.28%	<p>Council made 142 of its 198 decisions at meetings open to the public. Council made 56 confidential decisions in accordance with the requirements of Section 3(1) of the <i>Local Government Act 2020</i>. This result is a 7.6 per cent increase from the previous year. These decisions are often confidential to protect commercial or private personal information, such as decisions on grants, subsidiary trading results, and contract procurement. Where possible, Council resolves to make confidential decisions public at a time deemed appropriate.</p>
<p>Consultation and engagement <i>Satisfaction with community consultation and engagement</i></p> <p>[Community satisfaction rating out of 100 with how Council has performed on community consultation and engagement]</p>	61.00	56.00	58.00	60.00	<p>This year we achieved an increase of two percentage points, from 58 in 2024 to 60 in 2025. This score remains above the state-wide average and exceeds our target of 58.</p>
<p>Attendance <i>Councillor attendance at Council meetings</i></p> <p>[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</p>	92.31%	91.52%	89.09%	95.45%	<p>Councillor attendance at meetings is consistently high with a 7.14 per cent increase from the previous year. Where councillors have been unable to attend meetings, apologies have been provided.</p>
<p>Service cost <i>Cost of elected representation</i></p> <p>[Direct cost of the governance service / Number of councillors elected at the last Council general election]</p>	\$87,648.49	\$109,023.20	\$100,394.48	\$87,444.32	<p>This result represents a 12.9 per cent reduction in costs per councillor compared to the previous year. The deputy lord mayor position was vacant for four months following the resignation of former Lord Mayor Sally Capp on 30 June 2024. During this period, the deputy lord mayor assumed the responsibilities of the lord mayor, leaving the deputy position unfilled. This vacancy contributed to the overall reduction in costs.</p> <p>However, costs for the City of Melbourne remain significantly higher than those of other councils. This is largely due to the higher allowances set by the Victorian Government for the lord mayor, deputy lord mayor, and councillors in the capital city, compared to those in other municipalities.</p>

Service / indicator / measure	Results				Comments
	2022	2023	2024	2025	
Governance					
Satisfaction <i>Satisfaction with Council decisions</i> [Community satisfaction rating out of 100 with how Council has performed in making decisions in the interest of the community]	64.00	58.00	59.00	59.00	Satisfaction with Council decisions remains consistent with the previous year. This rate remains above average against the metropolitan and state-wide averages.
Libraries					
Resource currency <i>Recently purchased library collection</i> [Number of library collection items purchased in the last five years / Number of library collection items] x100	62.35%	64.98%	73.33%	75.18%	The overall size of the measured collection has increased due to the inclusion of e-magazine titles in this measure. There is, however, no material change in the percentage of items under 5 years from the previous reporting period.
Service cost <i>Cost of library service per population</i> [Direct cost of the library service / Population]	\$73.09	\$80.84	\$85.76	\$85.38	No material change in this measure.
Utilisation <i>Loans per head of population</i> [Number of library collection item loans / Population]	New	New	New	9.80	Library loans exceeded last year's reported figure. This is due, in part, to the inclusion of e-magazine loans.
Participation <i>Library membership</i> [Number of registered library members / Population] x100	New	New	45.44%	51.54%	This is a 20 per cent increase in the total number of registered members since the last reporting period. This is likely due, in part, to our new narm ngarrgu Library, located in the north of the CBD. It is also of note that the previous reporting period was affected by lower library use due to COVID-19.
<i>Library visits per head of population</i> [Number of library visits / Population]	New	New	New	6.17	Visitation is tracking in line with the last reporting period. There has been no material change.

Service / indicator / measure	Results				Comments
	2022	2023	2024	2025	
Maternal and Child Health (MCH)					
<p>Service standard <i>Infant enrolments in the MCH service</i></p> <p>[Number of infants enrolled in the MCH service (from birth notifications received) / Number of birth notifications received] x100</p>	100.88%	102.08%	101.58%	101.17%	Infant enrolments in the Maternal and Child Health service reached 101%, within the expected range.
<p>Service cost <i>Cost of the MCH service</i></p> <p>[Cost of the MCH service / Hours worked by MCH nurses]</p>	\$82.03	\$89.94	\$86.95	\$89.91	The cost of the MCH service per hour of service delivered is \$89.91, which is within the expected range.
<p>Participation <i>Participation in the MCH service</i></p> <p>[Number of children who attend the MCH service at least once (in the year) / Number of children enrolled in the MCH service] x100</p>	82.97%	82.95%	81.56%	81.34%	Participation rates remain stable and within the expected range.
<p>Participation <i>Participation in the MCH service by Aboriginal children</i></p> <p>[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</p>	92.00%	80.00%	79.41%	87.10%	Participation by Aboriginal children in MCH services increased by 9.68 per cent, reflecting improved engagement and access.
<p>Satisfaction <i>Participation in four-week Key Age and Stage visit</i></p> <p>[Number of four-week key age and stage visits / Number of birth notifications received] x100</p>	87.46%	88.76%	83.27%	90.08%	Attendance remains strong, supported by outreach to culturally diverse families and continuity of care through a consistent MCH service.

Service / indicator / measure	Results				Comments
	2022	2023	2024	2025	
Roads					
Satisfaction of use <i>Sealed local road requests</i> [Number of sealed local road requests / Kilometres of sealed local roads] x100	189.01	227.86	157.45	184.78	The number of sealed local road requests received during the year has increased by 17.4 per cent compared to the previous year. Due to the large volume of the requests being generated by the community, there is some inherent fluctuation depending on the amount of engagement from the community.
Condition <i>Sealed local roads maintained to condition standards</i> [Number of kilometres of sealed local roads below the renewal intervention level set by Council / Kilometres of sealed local roads] x100	94.12%	93.16%	91.15%	86.06%	The percentage of sealed local roads that are below the intervention level not requiring renewal has decreased in 2024-25 compared to the previous year. This is still within the expected threshold.
Service cost <i>Cost of sealed local road reconstruction</i> [Direct cost of sealed local road reconstruction / Square metres of sealed local roads reconstructed]	\$279.66	\$331.37	\$375.53	\$381.24	Road reconstruction costs have increased by 1.5 per cent compared to last year. This is mainly due to a rise in the schedule of rates from 1 July 2024.
Service cost <i>Cost of sealed local road resealing</i> [Direct cost of sealed local road resealing / Square metres of sealed local roads resealed]	\$49.97	\$65.50	\$76.12	\$76.96	Road resealing costs have increased by 1 per cent compared to last year. This is mainly due to a rise in the schedule of rates applicable for the new year from 1 July 2024.
Satisfaction <i>Satisfaction with sealed local roads</i> [Community satisfaction rating out of 100 with how Council has performed on the condition of sealed local roads]	68.00	66.00	64.00	66.00	Community satisfaction with the condition of sealed local roads is 3 per cent higher than last year. This measure remains significantly higher than the state-wide average of 45.

Service / indicator / measure	Results				Comments
	2022	2023	2024	2025	
Statutory planning					
<p>Timeliness Time taken to decide planning applications</p> <p>[The median number of days between receipt of a planning application and a decision on the application]</p>	103.00	106.00	89.00	88.00	A median of 88 days to decide planning applications was achieved for 2024-25. This is a slight improvement from the 89 days reported for 2023-2024. This result is a reflection of improved processes and system upgrades throughout the financial year.
<p>Service standard Planning applications decided within required timeframes</p> <p>[(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</p>	59.65%	65.47%	72.06%	75.62%	A total of 825 applications of 1091, or 75.62 per cent, were decided within the required timeframe. This exceeds the set target of 70 per cent for 2024-25. This represents a steady year-on-year improvement over the past five years.
<p>Service cost Cost of statutory planning service</p> <p>[Direct cost of the statutory planning service / Number of planning applications received]</p>	\$4,776.27	\$4,282.63	\$3,990.30	\$3,187.86	<p>The cost per application of the statutory planning service showed a 20 per cent decrease from the previous year. Improved operational efficiency and an increase in the number of planning applications are the main drivers. However, there were also salary savings due to staff movement.</p> <p>As a capital city council, we assess a substantial amount of planning applications that are referred by the Minister for Planning and Heritage Victoria. Often, these are large-scale complex projects requiring a considerable utilisation of resources. While these additional expenses incurred are reflected in the overall cost, the referred planning applications are excluded from this measure, resulting in a comparatively higher value.</p>
<p>Decision making Council planning decisions upheld at VCAT</p> <p>[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</p>	70.83%	78.57%	80.00%	93.75%	The Victorian Civil and Administrative Tribunal (VCAT) reviewed 16 appeals made against Council's planning decisions. Council's decisions were upheld in 15 appeals – a 93.75 per cent outcome.

Service / indicator / measure	Results				Comments
	2022	2023	2024	2025	
Waste management					
Service standard <i>Kerbside collection bins missed</i> [Number of kerbside garbage and recycling collection bins missed / Number of scheduled kerbside garbage and recycling collection bin lifts] x10,000	2.71	3.11	2.32	2.53	While overall missed bin collections rose slightly to 2.53 per 10,000 bins in 2024-25 (an increase of 0.21 missed bins), we consistently perform better than the state average for this indicator.
Service cost <i>Cost of kerbside garbage bin collection service</i> [Direct cost of the kerbside garbage bin collection service / Number of kerbside garbage collection bins]	\$361.52	\$426.73	\$463.60	\$475.77	Our kerbside garbage bin collection costs increased by 2.63 per cent this year. While our cost per bin appears higher than other councils, this is largely due to our unique service profile. The cost-per-bin measure doesn't account for differing bin sizes or collection frequencies. Crucially, we serve a higher proportion of apartment buildings, where shared bins receive multiple collections weekly for a lower total number of bins. This intensive service in high-density areas drives our per-bin cost up compared to councils with fewer apartments.
Service cost <i>Cost of kerbside recyclables collection service</i> [Direct cost of the kerbside recyclables bin collection service / Number of kerbside recyclables collection bins]	\$160.72	\$186.31	\$198.92	\$162.60	The cost of kerbside recyclables bin collection has reduced by over 18 per cent compared to last financial year. This may be attributed to the expansion of Container Deposit Scheme collection points across the municipality, which reduces our overall processing costs and provides a revenue credit for any eligible containers we collect. A shift in the purchasing behaviours of our residents may also be contributing as they buy fewer glass and heavier materials, opting instead for lighter plastic containers. This change reduces the overall weight and processing costs of our recyclables.

Service / indicator / measure	Results				Comments
	2022	2023	2024	2025	
Waste management					
<p>Waste diversion <i>Kerbside collection waste diverted from landfill</i></p> <p>[Weight of recyclables and green organics collected from kerbside bins / Weight of garbage, recyclables and green organics collected from kerbside bins] x100</p>	28.98%	29.49%	29.05%	28.46%	Our 2024-25 results are comparable with last financial year, showing a small decrease of 2 per cent. This reduction may also be impacted by a recent influx of Container Deposit Scheme collection points across the municipality and purchasing behaviours of our residents, as they opt for lighter recycling bottles and containers that influence the overall diversion from landfill. We are reviewing how to more accurately measure behaviour that leads to improved diversion from landfill in 2025-26 and anticipate an increase in diversion as we roll out new programs aimed at extracting organics from more households within multi-unit dwellings.



GOVERNANCE AND MANAGEMENT CHECKLIST

This checklist is prescribed under the *Local Government Act 2020*. It includes the required and recommended frameworks, policies, procedures, and practices that councils should have in place. The checklist measures whether a council has strong governance and management frameworks covering community engagement, planning, monitoring, reporting and decision making.

Governance and management list item		Assessment	
1	Community engagement policy (policy outlining Council's commitment to engaging with the community on matters of public interest)	Adopted in accordance with section 55 of the Act. Date of adoption: 23 February 2021	<input checked="" type="checkbox"/>
2	Community engagement guidelines (guidelines to assist staff to determine when and how to engage with the community)	Current guidelines in operation Date of commencement: 23 February 2021	<input checked="" type="checkbox"/>
3	Financial Plan (plan under section 91 of the Act outlining the financial and non-financial resources required for at least the next 10 financial years)	Adopted in accordance with section 91 of the Act Date of adoption: 26 October 2021	<input checked="" type="checkbox"/>
4	Asset Plan (plan that sets out the asset maintenance and renewal needs for key infrastructure asset classes for at least the next 10 years)	Adopted in accordance with section 92 of the Act Date of adoption: 26 October 2021	<input checked="" type="checkbox"/>
5	Revenue and Rating Plan (plan setting out the rating structure of Council to levy rates and charges)	Adopted in accordance with section 93 of the Act Date of adoption: 30 June 2025	<input checked="" type="checkbox"/>
6	Annual budget (plan setting out the services to be provided and initiatives to be undertaken over the next 12 months and the funding and other resources required)	Budget adopted in accordance with section 94 of the Act Date of adoption: 30 June 2025	<input checked="" type="checkbox"/>
7	Risk policy (policy outlining Council's commitment and approach to minimising the risk of fraud)	Current policy in operation Date of commencement: 12 April 2023 Last revised: May 2025	<input checked="" type="checkbox"/>
8	Fraud policy (policy outlining Council's commitment and approach to minimising the risk of fraud)	Current policy in operation Date of commencement: 8 June 2022	<input checked="" type="checkbox"/>
9	Municipal emergency management plan (Participation in meetings of the Municipal Emergency Management Planning Committee)	Municipal Emergency Management Planning Committee (MEMPC) meetings attended by one or more representatives of Council (other than the chairperson of the MEMPC) during the financial year. Dates of MEMPC meetings attended: <ul style="list-style-type: none"> • 24 September 2024 • 10 December 2024 • 11 March 2025 • 17 June 2025 	<input checked="" type="checkbox"/>

Governance and management list item		Assessment	
10	Procurement policy (policy outlining the principles, processes and procedures that will apply to all purchases of goods and services by the Council)	Adopted in accordance with section 108 of the Act. Date of commencement: 30 July 2024	<input checked="" type="checkbox"/>
11	Business continuity plan (plan setting out the actions that will be taken to ensure that key services continue to operate in the event of a disaster)	Current plan in operation Date of commencement: 30 May 2023	<input checked="" type="checkbox"/>
12	Disaster recovery plan (plan setting out the actions that will be undertaken to recover and restore business capability in the event of a disaster)	Current plan in operation Date of operation of current plan: 8 August 2023	<input checked="" type="checkbox"/>
13	Complaint Policy (policy under section 107 of the Act outlining Council's commitment and approach to managing complaints.)	Policy developed in accordance with section 107 of the Act. Date of commencement: 14 December 2021 Last revised: 25 March 2025	<input checked="" type="checkbox"/>
14	Workforce Plan Plan outlining Council's commitment and approach to planning the current and future workforce requirements of the organisation)	Plan developed in accordance with section 46 of the Act. Date of operation of current plan: 22 February 2022	<input checked="" type="checkbox"/>
15	Payment of Rates and Hardship Policy (policy outlining Council's commitment and approach to assisting ratepayers experiencing financial hardship or difficulty paying their rates)	Current policy in operation Date of approval: 26 March 2020	<input checked="" type="checkbox"/>
16	Risk management framework (framework outlining Council's approach to managing risks to the Council's operations)	Current framework in operation Date of operation of current framework: 22 February 2023	<input checked="" type="checkbox"/>
17	Audit and Risk Committee (advisory committee of Council under section 53 and 54 of the Act)	Established in accordance with section 53 of the Act. Date of commencement: 25 March 2025 Original date of establishment: 1 July 1999 Audit and Risk Committee Charter revised: 25 March 2025	<input checked="" type="checkbox"/>
18	Internal audit (independent accounting professionals engaged by the Council to provide analyses and recommendations aimed at improving Council's governance, risk and management controls)	Internal auditor engaged Date of engagement: 29 May 2024	<input checked="" type="checkbox"/>
19	Performance reporting framework (a set of indicators measuring financial and non-financial performance, including the performance indicators referred to in section 98 of the Act)	Current framework in operation Date of adoption: 1 July 2014	<input checked="" type="checkbox"/>
20	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 Date of report: 25 February 2025	<input checked="" type="checkbox"/>

Governance and management list item	Assessment
<p>21 Quarterly budget reports (quarterly reports to Council under section 97 of the Act, comparing actual and budgeted results and an explanation of any material variations)</p>	<p>Quarterly reports presented to Council in accordance with section 97(1) of the Act. <input checked="" type="checkbox"/></p> <p>Date of report:</p> <ul style="list-style-type: none"> • Quarter 4 2023-24 - 27 August 2024 • Quarter 1 2024-25 - 25 February 2025 • Quarter 2 2024-25 - 25 February 2025 • Quarter 3 2024-25 - 30 June 2025 <p>Due to council elections and caretaker period, quarter 1 reporting was presented to Council alongside quarter 2.</p>
<p>22 Risk reports (six-monthly reports of strategic risks to Council's operations, their likelihood and consequences of occurring and risk minimisation strategies)</p>	<p>Risk reports prepared and presented <input checked="" type="checkbox"/></p> <p>Dates of reports:</p> <ul style="list-style-type: none"> • 9 August 2024 • 5 December 2024 • 21 February 2025 • 2 May 2025
<p>23 Performance reports (six-monthly reports of indicators measuring the results against financial and non-financial performance, including performance indicators referred to in section 98 of the Act)</p>	<p>Performance reports prepared <input checked="" type="checkbox"/></p> <p>Dates of reports: Final report 2023-24: 22 October 2024 Interim report 2024-25: 1 April 2025</p>
<p>24 Annual report (annual report under sections 98 and 99 of the Act containing a report of operations and audited financial and performance statements)</p>	<p>Annual report presented at a meeting of Council in accordance with section 100 of the Act. <input checked="" type="checkbox"/></p> <p>Date of presentation: 22 October 2024</p>
<p>25 Councillor Code of Conduct (Code setting out the standards of conduct to be followed by Councillors and other matters)</p>	<p>From 26 October 2024, the <i>Local Government Act 2020</i> 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 <input checked="" type="checkbox"/></p>
<p>26 Delegations (documents setting out the powers, duties and functions of Council and the Chief Executive Officer that have been delegated to members of staff)</p>	<p>Delegations reviewed in accordance with section 11(7) of the Act, and a register kept in accordance with sections 11(8) and 47(7) of the Act. <input checked="" type="checkbox"/></p> <p>Date of review: 30 June 2025</p>
<p>27 Meeting procedures (Governance Rules governing the conduct of meetings of Council and delegated committees)</p>	<p>Governance Rules adopted in accordance with section 60 of the Act. <input checked="" type="checkbox"/></p> <p>Date rules adopted: 25 August 2020</p> <p>Last reviewed: 30 June 2024</p>

I certify that this information presents fairly the status of Council's governance and management arrangements.



Alison Leighton
Chief Executive Officer
Dated: 28 October 2025



Nicholas Reece
Lord Mayor
Dated: 28 October 2025

ANNUAL FINANCIAL REPORT





CONTENTS

Financial Report	219	Note 5 Investing in and financing our operations	244
Certification of the Financial Statements	219	5.1 Financial assets	244
Victorian Auditor-General's Office Audit Report	220	5.2 Non-financial assets	245
Financial Statements	222	5.3 Payables, trust funds and deposits, and contract and other liabilities	247
Comprehensive Income Statement	222	5.4 Interest-bearing liabilities	248
Balance Sheet	223	5.5 Provisions	249
Statement of Changes in Equity	224	5.6 Financing arrangements	251
Statement of Cash Flows	225	5.7 Commitments	251
Statement of Capital Works	226	5.8 Leases	253
Notes to the Financial Statements	227	Note 6 Assets we manage	255
Note 1 Overview	227	6.1 Non-current assets classified as held for sale	255
1.1 Basis of accounting	227	6.2 Property, infrastructure, plant and equipment	256
1.2 Discontinued operation and assets held for sale	228	6.3 Investment in subsidiaries and associates	268
Note 2 Analysis of our results	229	6.4 Investment property	273
2.1 Performance against Budget	229	Note 7 People and relationships	274
2.2 Analysis of Council results by program	239	7.1 Council and key management remuneration	274
Note 3 Funding for the delivery of our services	235	7.2 Related party disclosure	278
3.1 Rates and charges	235	Note 8 Managing uncertainties	279
3.2 Statutory fees and fines	235	8.1 Contingent assets and liabilities	279
3.3 User fees	236	8.2 Change in accounting standards	280
3.4 Funding from other levels of government	236	8.3 Financial instruments	281
3.5 Contributions	239	8.4 Fair value measurement	283
3.6 Net gain / (loss) on disposal of property, infrastructure, plant and equipment	240	8.5 Events occurring after balance date	284
3.7 Other income	240	Note 9 Other matters	285
Note 4 The cost of delivering services	241	9.1 Reserves	285
4.1 Employee costs	241	9.2 Reconciliation of cash flow from operating activities to surplus / (deficit)	287
4.2 Materials and services	242	9.3 Discontinued operations	287
4.3 Allowance for impairment losses	242	Note 10 Change in accounting policy	289
4.4 Other expenses	243		
4.5 Grants and contributions	243		

Financial Report



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, Australian Accounting Standards and other mandatory professional reporting requirements.

Lincoln Tong, FCA
Chief Financial Officer
Melbourne
Dated: 30.09.2025

In our opinion the accompanying financial statements present fairly the financial transactions of the Melbourne City Council Group and the Melbourne City Council for the year ended 30 June 2025 and the financial position of the Melbourne City Council Group and Melbourne City Council as at that date.

As at the date of signing, we are not aware of any circumstance, which 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.

Nicholas Reece
Lord Mayor
Melbourne
Dated: 30.09.2025

Owen Guest
Councillor
Melbourne
Dated: 30.09.2025

Alison Leighton
Chief Executive Officer
Melbourne
Dated: 30.09.2025

Independent Auditor's Report

To the Councillors of Melbourne City Council

Opinion	<p>I have audited the consolidated financial report of Melbourne City Council (the council) and its controlled entities (together the consolidated entity), which comprises the:</p> <ul style="list-style-type: none">• consolidated entity and council balance sheet as at 30 June 2025• consolidated entity and council comprehensive income statement for the year then ended• consolidated entity and council statement of changes in equity for the year then ended• consolidated entity and council statement of cash flows for the year then ended• consolidated entity and council statement of capital works for the year then ended• notes to the financial statements, including material accounting policy information• certification of the financial statements.
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In my opinion, the financial report presents fairly, in all material respects, the financial positions of the consolidated entity and 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	<p>I have conducted my audit in accordance with the <i>Audit Act 1994</i> which incorporates the Australian Auditing Standards. I further describe my responsibilities under that Act and those standards in the <i>Auditor's Responsibilities for the Audit of the Financial Report</i> section of my report.</p> <p>My independence is established by the <i>Constitution Act 1975</i>. My staff and I are independent of the council and the consolidated entity in accordance with the ethical requirements of the Accounting Professional and Ethical Standards Board's <i>APES 110 Code of Ethics for Professional Accountants</i> (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.</p> <p>I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.</p>
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Councillors' responsibilities for the financial report	<p>The Councillors of the council are responsible for the preparation and fair presentation of the financial report in accordance with Australian Accounting Standards, the <i>Local Government Act 2020</i> and the <i>Local Government (Planning and Reporting) Regulations 2020</i>, 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.</p> <p>In preparing the financial report, the Councillors are responsible for assessing the council's and the consolidated entity'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.</p>
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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 and the consolidated entity'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 and the consolidated entity'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 and the consolidated entity 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
- obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the council and the consolidated entity to express an opinion on the financial report. I remain responsible for the direction, supervision and performance of the audit of the council and the consolidated entity. I remain solely responsible for my audit opinion.

Auditor's responsibilities for the audit of the financial report

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
3 October 2025



Travis Derricott
as delegate for the Auditor-General of Victoria

FINANCIAL STATEMENTS

Comprehensive Income Statement

For the year ended 30 June 2025

	Consolidated			Council	
	2025 \$'000	2024 \$'000	Note	2025 \$'000	2024 \$'000
Income / revenue					
Rates and charges	389,942	375,677	3.1	390,313	375,987
Statutory fees and fines	54,782	56,388	3.2	54,782	56,388
User fees	95,591	82,070	3.3	91,048	78,164
Grants – operating	18,433	15,978	3.4 a)	18,433	15,978
Grants – capital	21,667	22,666	3.4 b)	21,667	22,666
Contributions - monetary	29,177	19,807	3.5	29,153	19,807
Net gain / (loss) on disposal of property, infrastructure, plant and equipment	27,945	(2,368)	3.6	27,035	(2,990)
Fair value adjustments for investment properties	(1,941)	(2,813)	6.4	(1,941)	(2,813)
Other income	156,354	142,731	3.7	37,861	19,188
Total income / revenue	791,950	710,136		668,351	582,375
Expenses					
Employee costs	282,017	267,397	4.1	211,756	204,056
Materials and services	273,988	272,631	4.2	238,183	235,580
Depreciation	76,593	83,536	6.2	69,922	76,808
Amortisation/Impairment - intangible assets	12,326	10,742		12,309	10,628
Depreciation – right of use assets	5,666	6,118		2,991	2,886
Allowance for impairment losses	12,485	5,083	4.3	12,459	4,975
Borrowing costs	5,067	5,726		4,080	4,410
Finance costs – leases	908	874		495	486
Other expenses	29,847	7,868	4.4	27,807	9,259
Grants and contributions	16,070	13,749	4.5	16,070	14,749
Impairment loss on asset revaluation	-	570		-	570
Total expenses	714,967	674,294		596,072	564,407
Surplus / (deficit) for the year from continuing operations	76,983	35,842		72,279	17,968
Discontinued operations					
Surplus / (deficit) for the year from discontinued operations	(16,233)	(28,967)	9.3	-	-
Total surplus / (deficit) for the year	60,750	6,875		72,279	17,968
Other comprehensive income items that will not be reclassified to surplus or deficit in future periods					
Net asset revaluation gain / (loss)	527,018	(147,268)	9.1(a)	525,618	(147,268)
Gain / (loss) on defined benefits plans	333	1,019	4.1	-	-
Total other comprehensive income	527,351	(146,249)		525,618	(147,268)
Total comprehensive result	588,101	(139,374)		597,897	(129,300)

Discontinued operations refer to Citywide Service Solutions Pty Ltd.'s. The 2024 comparative figures have also been adjusted for discontinued operations – See note 9.3.

The Comprehensive Income Statement should be read in conjunction with the accompanying notes.

Balance sheet

As at 30 June 2025

	Consolidated		Note	Council	
	2025 \$'000	2024 \$'000		2025 \$'000	2024 \$'000
Assets					
Current assets					
Cash and cash equivalents	66,808	47,620	5.1 (a)	47,722	26,337
Trade and other receivables	51,524	77,401	5.1 (c)	38,317	48,134
Other financial assets	27,041	3,505	5.1 (b)	25,000	-
Inventories	1,234	1,455		-	-
Prepayments	10,567	9,926	5.2 (a)	6,033	5,337
Current assets classified as held for sale	24,513	10,521	9.3	-	-
Non-current assets classified as held for sale	41,672	54,852	6.1 9.3	3,500	28,900
Contract assets	6,685	6,254	5.1 (f)	7,498	3,875
Total current assets	230,044	211,534		128,070	112,583
Non-current assets					
Other financial assets	37,903	36,290	5.1 (b)	37,903	36,290
Investment in subsidiaries and associates	9,871	9,871	6.3	28,477	28,477
Property, infrastructure, plant and equipment	5,386,094	4,812,221	6.2	5,257,300	4,680,176
Right-of-use assets	21,669	22,648	5.8	9,767	10,819
Investment property	229,411	216,225	6.4	229,411	216,225
Intangible assets	48,306	73,221	5.2 (b)	48,302	56,695
Net assets of City of Melbourne's Defined Benefits Superannuation Fund	15,711	15,886	4.1	-	-
Total non-current assets	5,748,965	5,186,362		5,611,160	5,028,682
Total assets	5,979,009	5,397,896		5,739,230	5,141,265
Liabilities					
Current liabilities					
Trade and other payables	81,881	109,689	5.3 (a)	69,503	91,755
Trust funds and deposits	35,188	17,903	5.3 (b)	32,257	15,141
Contract and other liabilities	21,983	21,624	5.3 (c)	20,108	17,817
Provisions	56,329	60,283	5.5	46,419	44,640
Interest-bearing liabilities	26,000	-	5.4	-	-
Lease liability	4,564	5,502	5.8	2,219	2,401
Liabilities directly associated with the assets held for sale	20,928	14,419	9.3	-	-
Total current liabilities	246,873	229,420		170,506	171,754
Non-current liabilities					
Trust funds and deposits	5,803	4,190	5.3 (b)	5,803	4,190
Provisions	5,731	5,236	5.5	4,803	4,401
Interest-bearing liabilities	110,000	136,500	5.4	110,000	110,000
Lease liability	17,965	18,013	5.8	8,478	9,177
Total non-current liabilities	139,499	163,939		129,084	127,768
Total liabilities	386,372	393,359		299,590	299,522
Net assets	5,592,637	5,004,537		5,439,640	4,841,743
Equity					
Accumulated surplus	2,288,672	2,249,774		2,234,080	2,183,985
Reserves	3,303,965	2,754,763	9.1	3,205,560	2,657,758
Total equity	5,592,637	5,004,537		5,439,640	4,841,743

Statement of Changes in Equity

For the year ended 30 June 2025

Consolidated	Note	Total equity		Accumulated surplus		Revaluation reserve		Other reserves	
		2025 \$'000	2024 \$'000	2025 \$'000	2024 \$'000	2025 \$'000	2024 \$'000	2025 \$'000	2024 \$'000
Balance at beginning of the financial year		5,004,537	5,143,911	2,249,774	2,251,773	2,638,863	2,786,131	115,900	106,007
Surplus / (deficit) for the year	9.1	60,750	6,875	60,750	6,875	-	-	-	-
Net asset revaluation gain / (loss)	9.1	527,018	(147,268)	-	-	527,018	(147,268)	-	-
Investment in associates	9.1	-	-	-	-	-	-	-	-
Transfers to other reserves	9.1	-	-	(27,427)	(16,532)	-	-	27,427	16,532
Transfers from other reserves	9.1	-	-	5,242	6,639	-	-	(5,242)	(6,639)
Actuarial gain - City of Melbourne's Defined Benefits Superannuation Fund	9.3	333	1,019	333	1,019	-	-	-	-
Balance at the end of the financial year		5,592,637	5,004,537	2,288,671	2,249,774	3,165,881	2,638,863	138,085	115,900

Council	Note	Total equity		Accumulated surplus		Revaluation reserve		Other reserves	
		2025 \$'000	2024 \$'000	2025 \$'000	2024 \$'000	2025 \$'000	2024 \$'000	2025 \$'000	2024 \$'000
Balance at beginning of the financial year		4,841,743	4,971,043	2,163,986	2,175,911	2,541,858	2,689,126	115,900	106,007
Surplus / (deficit) for the year	9.1	72,279	17,968	72,279	17,968	-	-	-	-
Net asset revaluation gain / (loss)	9.1	525,618	(147,268)	-	-	525,618	(147,268)	-	-
Investment in associates	9.1	-	-	-	-	-	-	-	-
Transfers to other reserves	9.1	-	-	(27,427)	(15,567)	-	-	27,427	15,567
Transfers from other reserves	9.1	-	-	5,242	5,674	-	-	(5,242)	(5,674)
Balance at the end of the financial year		5,439,640	4,841,743	2,234,080	2,183,986	3,067,476	2,541,858	138,085	115,900

The 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

	Consolidated		Note	Council	
	2025 Inflow / Outflows \$'000	2024 Inflow / Outflows \$'000		2025 Inflow / Outflows \$'000	2024 Inflow / Outflows \$'000
Rates and charges	396,871	379,740		397,242	380,050
Statutory fees and fines	55,819	52,802		55,819	52,802
User fees	101,914	81,375		92,033	83,134
Grants - operating	18,472	14,141		18,472	14,141
Grants - capital	24,320	22,738		24,320	22,738
Contributions - monetary	29,316	19,937		29,292	10,199
Interest received	2,026	3,415		1,712	3,072
Dividends received	70	50		17,568	50
Other receipts	171,845	241,156		21,353	18,771
Net GST refund	19,324	20,908		31,271	35,927
Trust funds and deposits taken / (paid)	17,242	(3,410)		17,073	(3,729)
Employee costs	(278,525)	(314,271)		(208,717)	(201,605)
Materials and services	(368,405)	(358,973)		(307,727)	(268,427)
Short-term, low value and variable lease payments	(907)	(907)		(907)	(907)
Grants and contributions payments	(13,692)	(13,813)		(13,692)	(14,813)
Other payments	(11,009)	(10,931)		(8,765)	(9,082)
Net cash provided by / (used in) operating activities	164,682	133,957	9.2	166,349	122,320
Cash flows from investing activities					
Proceeds from sale of property, infrastructure, plant and equipment	57,464	30,340		56,011	29,448
Payments for property, infrastructure, plant and equipment and intangible assets	(166,491)	(216,618)		(168,545)	(216,650)
Proceeds from sale of / (payments for) investments	(23,536)	354		(25,000)	-
Proceeds from sale of discontinued operations, net of cash disposed	250	962		-	-
Net cash provided by / (used in) investing activities	(132,313)	(184,961)		(137,534)	(187,202)
Cash flows from financing activities					
Finance costs	(5,102)	(4,943)		(4,115)	(3,627)
Proceeds from borrowings	140,000	19,600		115,000	1,500
Repayment of borrowings	(140,500)	(18,100)		(115,000)	(1,500)
Interest paid - lease liability	(908)	(928)		(495)	(486)
Repayment of lease liability	(6,672)	(6,759)		(2,820)	(2,458)
Net cash provided by / (used in) financing activities	(13,182)	(11,130)		(7,430)	(6,571)
Net increase / (decrease) in cash and cash equivalents	19,188	(62,134)		21,385	(71,453)
Cash and cash equivalents at beginning of the financial year	47,620	109,754		26,337	97,789
Cash and cash equivalents at the end of the financial year	66,808	47,620		47,722	26,337
Financing arrangements			5.6		

The Statement of Cash Flows should be read in conjunction with the accompanying notes.

Statement of Capital Works

For the year ended 30 June 2025

	Consolidated		Council	
	2025	2024	2025	2024
	\$'000	\$'000	\$'000	\$'000
Property				
Land	4,916	-	4,916	-
Total land	4,916	-	4,916	-
Buildings				
Buildings	21,733	45,778	21,645	45,622
Leasehold improvements	(9)	979	(9)	979
Building improvements	42,341	60,987	42,158	60,876
Total buildings	64,065	107,744	63,794	107,477
Total property	68,981	107,744	68,710	107,477
Plant and equipment				
Plant, machinery and equipment	7,138	15,867	2,662	6,828
Fixtures, fittings and furniture	2,526	1,801	2,199	1,654
Computers and telecommunications	16,335	25,872	16,062	25,813
Library books	1,384	2,226	1,384	2,226
Total plant and equipment	27,382	45,766	22,307	36,521
Infrastructure				
Roads	7,070	5,710	7,070	5,710
Bridges	7,127	3,723	7,127	3,723
Footpaths and cycleways	13,558	14,159	13,558	14,159
Drainage	6,273	8,723	6,273	8,723
Recreational, leisure and community facilities	4,490	3,024	4,490	3,024
Waste management	2,263	502	2,263	502
Parks, open space and streetscapes	24,714	30,124	24,714	30,124
Other infrastructures	3,847	4,287	3,847	4,287
Total infrastructure	69,342	70,252	69,342	70,252
Total capital works expenditure	165,705	223,762	160,359	214,250
Represented by:				
New asset expenditure	74,905	132,207	70,177	123,104
Asset renewal expenditure	50,820	48,758	50,820	48,758
Asset expansion expenditure	111	4,666	111	4,666
Asset upgrade expenditure	39,869	38,131	39,251	37,722
Total capital works expenditure	165,705	223,762	160,359	214,250

The Statement of Capital Works should be read in conjunction with the accompanying notes.

NOTES TO FINANCIAL STATEMENTS

Note 1 Overview

Introduction

These financial statements are the consolidated Group accounts for Melbourne City Council (the “City of Melbourne”) and its controlled entities. Melbourne City Council is the ultimate successor at law to the Mayor Aldermen Councillors and Burgesses of the Town of Melbourne which was incorporated on 12 August 1842 by An Act to Incorporate the Inhabitants of the Town of Melbourne 6 Victoria No. 7. The name ‘Melbourne City Council’ replaced the former ‘Council of the City of Melbourne’ via the *City of Melbourne Act 1993*. The Town Hall is located at 90–120 Swanston Street, Melbourne VIC 3000.

Reporting entity

The reporting entity comprises the City of Melbourne and its wholly owned subsidiaries Citywide Service Solutions Pty Ltd, Queen Victoria Market Pty Ltd, Enterprise Melbourne Pty Ltd and Melbourne Digital Enterprise Pty Ltd (non-operating entity). The results of the operations of these entities are included in the consolidated results of the Group. Refer to Note 6.3 for details of the subsidiary entities and City of Melbourne’s consolidation principles.

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 Australian Accounting Standards, other authoritative pronouncements of the Australian Accounting Standards Board, the *Local Government Act 2020*, and the Local Government (Planning and Reporting) Regulations 2020.

The City of Melbourne is a not-for-profit entity and therefore applies the additional Australian Specific (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 to ensure the resulting financial information is relevant and reliable, and that the substance of the underlying transactions or other events is reported. Specific accounting policies applied are shown 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 relevant reporting period, 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 (see Note 5.6). 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 to reflect more accurate information or to reflect actual results are recognised in the period in which the estimates are revised and in future periods that are affected by the revision.

Judgements and assumptions made by management in the application of Australian Accounting Standards that have significant effects on the financial statements and estimates relate to:

- the analysis of City of Melbourne results by program (refer to Note 2.2)
- the determination of whether performance obligations are sufficiently specific 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 3.4 (c))
- the determination of employee and other provisions (refer to Note 5.5)
- 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 5.8)
- 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 measurement of fair values of investment property (Note 6.4)
- 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.

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.

1.2 Discontinued operation and assets held for sale

In June 2024, Citywide Services Solutions Pty Ltd, a subsidiary of the City of Melbourne, discontinued an operation under its subsidiary Citywide Utilities Pty Ltd (Ultegra Electrical Services) based in New South Wales, due to under performance, and sold part of the business, with the remaining part to be closed in the 2024-25 financial year.

Also, in June 2024, the Citywide Service Solutions Pty Ltd Board announced the divestment of its Waste business following a decision to place greater focus on the Group's key competencies. As a result, a business sale agreement was signed with settlement scheduled to take place in the 2024-25 financial year after conditions precedent is met.

In 2024-25, the Citywide Service Solutions Pty Ltd Board decided to divest the New South Wales (NSW), Australian Capital Territory (ACT) and Queensland (QLD) (NAQ) business following a strategic decision to place greater focus on the Group's key competencies. A sale process is currently underway with management's expectation that a sale is likely to be completed in the first half of 2025-26.

Also, in 2024-25 the Citywide Service Solutions Pty Ltd Board decided to divest the Gordon McKay (GMK) and Frontline Electrical (FLE) businesses following a strategic decision to place greater focus on the Group's key competencies. A sale process is underway with management's expectation that a sale is likely to be completed in the first half of 2025-26.

As a result, 2024-25 and comparative 2023-24 figures have been adjusted for "discontinued operations" in the financial statements. See Notes 8.5 and 9.3.

Note 2 Analysis of our results

2.1 Performance against budget

These notes compare City of Melbourne's Financial Plan, expressed through its annual Budget, with actual performance. The Local Government (Planning and Reporting) Regulations 2020 require explanation of any material variances.

The City of Melbourne has adopted a materiality threshold of the lower of 5 per cent and \$1 million, where further explanation is warranted. Explanations have not been provided for variations below the materiality threshold unless the variance is material because of its nature.

The Budget information provided only relates to City of Melbourne. A consolidated budget is not required and therefore not prepared.

2.1.1 Income / revenue and expenditure

Council	Budget	Actual	Variance		
	2025 \$'000	2025 \$'000	\$'000	%	Ref
Income / revenue					
Rates and charges	390,048	390,313	265	0%	
Statutory fees and fines	61,039	54,782	(6,257)	(10%)	1
User fees	84,444	91,048	6,604	8%	2
Grants - operating	15,797	18,433	2,636	17%	3
Grants - capital	27,793	21,667	(6,126)	(22%)	4
Contributions - monetary	11,630	29,153	17,523	151%	5
Net gain / (loss) on disposal of property, infrastructure, plant and equipment	31,178	27,035	(4,143)	(13%)	6
Fair value adjustments for investment properties	-	(1,941)	(1,941)	100%	7
Other income	17,218	37,861	20,643	120%	8
Total income / revenue	639,147	668,351	29,204	5%	
Expenses					
Employee costs	212,919	211,756	1,163	1%	
Materials and services	224,579	238,183	(13,604)	(6%)	9
Depreciation	70,929	69,922	1,007	1%	
Amortisation - intangible assets	15,168	12,309	2,859	19%	10
Depreciation - right of use assets	2,656	2,991	(335)	(13%)	11
Allowance for impairment losses	12,537	12,459	78	1%	
Borrowing costs	7,500	4,080	3,420	46%	12
Finance costs - leases	364	495	(131)	(36%)	
Other expenses	10,041	27,807	(17,766)	(177%)	13
Grants and contributions	15,133	16,070	(937)	(6%)	
Total expenses	571,825	596,072	(24,246)	(4%)	
Surplus for the year	67,322	72,279	4,958	7%	

Explanation of material variations

Ref.	Item	Explanation
1	<i>Statutory fees and fines</i>	Statutory fees and fines remained below budget due to: <ul style="list-style-type: none"> • \$5.0 million lower than expected parking fines due to lower than expected traffic volumes and an increased level of compliance rates in parking in general. • \$2.0 million lower than expected construction zone permit fees.
2	<i>User fees</i>	User fees were above budget due to: <ul style="list-style-type: none"> • \$5.1 million because of the successful rollout of the Parking Kerbside Management Program which introduced new meters that led to an increase in compliance. • \$1.5 million increase in fees received for tree removals, asset protection fees, bin permits and Immunisation fees.
3	<i>Grants - operating</i>	Grants - operating were \$2.6 million above budget due to the early receipt of 50% of the 2025-26 Financial Assistance Grant in late June.
4	<i>Grants - capital</i>	Grants - capital is below budget by \$6.1 million due to funding related to the Greenline project not being received in 2024-25 as previously expected.
5	<i>Contributions - monetary</i>	Contributions - monetary are \$17.5 million above budget due to higher than expected developer contributions (\$10.5 million) and public open space contributions (\$4.5 million) across various development projects.
6	<i>Net gain / (loss) on disposal of property, infrastructure, plant and equipment</i>	The gain on disposal of property, plant and equipment is \$4.1 million below budget due to the delay in settlement of Gough Alley which is currently held for sale. The major component of the \$27.0 million gain for the year was on the sale of 34-60 Little Collins St of \$25.4 million.
7	<i>Fair value adjustments for investment properties</i>	This is the unbudgeted net result of the annual valuation of investment properties (land and buildings) owned by the City of Melbourne.
8	<i>Other income</i>	Other income was \$20.6 million higher than budget and is attributed mainly to dividends received from Citywide (\$17.5 million).
9	<i>Materials and services</i>	Materials and services costs were \$13.6 million above budget and was mainly due to overspends in agency staff costs to backfill vacant positions (\$8.2 million), and general administration costs (\$2.8 million).
10	<i>Amortisation - intangible assets</i>	Amortisation - intangible assets - was below budget by \$2.8 million due to the write-off of Software as a Service (SaaS) related projects that could not be capitalised, and other projects that were postponed.
11	<i>Depreciation - right of use assets</i>	Depreciation - right of use assets was \$0.3 million above budget which relates to long term property leases and vehicle leases held by Council.
12	<i>Borrowing costs</i>	Borrowing costs are \$3.4 million below budget as interest rates dropped during the year and borrowings remained below budget levels.
13	<i>Other expenses</i>	Other expenses were \$17.8 million above budget and includes the write-off of unbudgeted non-capital Software as a Service (SaaS) cost (\$14.1 million), and the write-off of non-capital project costs related to various building works (\$4.6 million).

2.1.2 Capital works

Council	Budget	Actual	Variance	%	Ref
	2025 \$'000	2025 \$'000	\$'000		
Property					
Land	-	4,916	(4,916)	100%	1
Total land	-	4,916	(4,916)	100%	
Buildings					
Buildings	30,249	21,645	8,604	28%	2
Leasehold improvements	-	(9)	9	(100%)	
Building improvements	67,213	42,158	25,055	37%	3
Total buildings	97,462	63,794	33,668	35%	
Total property	97,462	68,710	28,752	30%	
Plant and equipment					
Plant and equipment	4,506	2,662	1,844	41%	4
Fixtures, fittings and furniture	2,271	2,199	72	3%	
Computers and telecommunications	17,592	16,062	1,530	9%	5
Library books	1,400	1,384	16	1%	
Total plant and equipment	25,769	22,307	3,462	13%	
Infrastructure					
Roads	7,349	7,070	279	4%	
Bridges	8,348	7,127	1,221	15%	6
Footpaths and cycleways	15,368	13,558	1,810	12%	7
Drainage	6,257	6,273	(16)	(0%)	
Recreational, leisure and community facilities	4,938	4,490	448	9%	
Waste management	2,071	2,263	(192)	(9%)	
Parks, open space and streetscapes	62,836	24,714	38,122	61%	8
Other structures	5,944	3,847	2,097	35%	9
Total infrastructure	113,111	69,342	43,769	39%	
Total capital works expenditure	236,342	160,359	75,983	32%	
Represented by:					
New asset expenditure	113,935	70,177	43,758	38%	
Asset renewal expenditure	54,431	50,820	3,611	7%	
Asset expansion expenditure	405	111	294	73%	
Asset upgrade expenditure	67,571	39,251	28,320	42%	
Total capital works expenditure	236,342	160,359	75,983	32%	

From the \$76.0 million variance to Budget in total capital works expenditure for 2024-25, \$24.8 million will be carried forward to 2025-26 (2024: \$29.2 million).

This leaves a balance of \$51.2 million not spent or carried forward.

The balance of budgeted funds not spent or carried forward to next financial year relates predominantly to the following major projects:

- Queen Victoria Market Precinct Renewal project
- Kensington Community Recreation Precinct Renewal project
- North and West Melbourne and Docklands Transport and Amenity Program
- Greenline project.

The under-spends on these projects for 2024-25 relate to a combination of planned deferrals and postponements, material and labour shortages in the construction industry, and other associated latent conditions. Although not carried forward, the balance of \$51.2 million will be included in future budgets.

Explanation of material variations

Ref.	Item	Explanation
1	<i>Land</i>	The land at 397-435 Dynon Road, West Melbourne was acquired during the year.
2	<i>Buildings</i>	An underspend on buildings of \$8.6 million was principally due to savings on the Kensington Community Recreation Precinct Redevelopment. The project is expected to be completed below budget with a portion of the underspend (\$2.2 million) being carried forward to facilitate works in 2025-26.
3	<i>Building improvements</i>	<p>Expenditure on building improvements was below budget by \$25.1 million due to:</p> <ul style="list-style-type: none"> continued delays on the Queen Victoria Market Precinct Renewal project due to construction sector challenges, revised procurement approaches, and external authority approvals which left an underspend of \$21.7 million. The unspent funds are budgeted in future years. an underspend of \$1.2 million on the Gas Free Operations rollout for City of Melbourne buildings, which was placed on hold for 2024-25 as the City applied for a Community Energy Upgrade Fund grant. As the grant has now been formalised, project works will take place over the next two financial years.
4	<i>Plant and equipment</i>	<p>Expenditure on plant and equipment was below budget by \$1.8 million due to:</p> <ul style="list-style-type: none"> an underspend of \$0.5 million on the Parking and Kerbside Management Plan (PKMP) due to an adjusted rollout plan an underspend of \$0.2 million on Personal Digital Assistant replacement completed during the year, replacing hand-held devices an underspend of \$0.2 million due to delays on the installation of electric vehicle charging stations.
5	<i>Computers and telecommunications</i>	Computers and telecommunications expenditure was below budget by \$1.5 million due to the reprioritisation of key mandatory projects, and unplanned delays on other projects. These projects are expected to be completed in 2025-26 with the funds being carried forward.
6	<i>Bridges</i>	An underspend on bridge assets of \$1.2 million is mainly due to delays to the Princes Bridge Bluestone Repair Works project carrying over from the prior year. This underspend will be carried forward to facilitate works in early 2025-26.
7	<i>Footpaths and cycleways</i>	<p>Expenditure on footpaths and cycleways was below budget by \$1.8 million due to:</p> <ul style="list-style-type: none"> delays on the Exhibition Street Theatre Precinct streetscape due to scope clarification and further design adjustments based on transport surveys, resulting in an underspend of \$0.5 million. The unspent funds will be carried forward to facilitate works scheduled for 2025-26 delays on the Cycle Infrastructure program due to approvals from appropriate authorities resulting in an underspend of \$0.7 million. Designs for Swanston Street, Macaulay Road and Rathdowne Street have now been approved. The unspent funds will be carried forward to facilitate works scheduled for 2025-26.

Ref.	Item	Explanation
8	<i>Parks, open space and streetscapes</i>	<p>Expenditure on parks, open space and streetscapes was below budget by \$38.1 million due mainly to:</p> <ul style="list-style-type: none"> • an underspend of \$19.6 million on the Greenline Project which experienced delays while awaiting approval from Melbourne Water. Approval has now been granted with the construction site mobilised. Birrarung Marr Site 1 is expected to be completed in 2025-26 • an underspend of \$5.4 million due to delays on the North Melbourne, West Melbourne and Docklands Transport and Amenity Program, as endorsement was being sought for the next phase from the Department of Transport and Planning (DTP). The project is co-funded with the DTP in a matched funding arrangement • an underspend of \$2.4 million on the Chelmsford Street Open Space project which experienced delays while awaiting approval for town planning permits and subsequent design changes • an underspend of \$3.5 million on the City Road Masterplan due to ongoing works for another project in the area which caused delays • an underspend of \$2.0 million on the Moonee Ponds Creek Stormwater Harvesting for Princes Park due to project complexities with high-risk underground boring under Transurban City Link, latent conditions in high-risk geotechnical and environmental testing, and additional permit requirements for Cultural Heritage Management, VicTrack, Department of Transport and CitiPower. The underspend will be carried forward to 2025-26 • an underspend of \$2.0 million on Climate Adaptation Urban Landscapes New Works (Pocket Park Program) which experienced delays in awarding tenders to both Roden Street Greening and Swanston Street Triangle. The underspend will be carried forward as both projects are expected to be completed in early 2025-26.
9	<i>Other structures</i>	<p>Expenditure on other structures was below budget by \$2.1 million and was mainly due to the Public Art Melbourne program (\$1.3 million underspend) which has experienced delays in engaging and scheduling with key artists. The funds will be carried forward to allow works to continue in 2025-26.</p>

2.2 Analysis of Council results by program

The City of Melbourne delivers its functions and activities through the following groups:

- Corporate Services
- Infrastructure and Amenity
- Strategy, Planning and Climate Change
- Community and City Services
- Business, Economy, and Activation.

For more information on our groups and their functions, refer to the Annual Report section Our functions.

Summary of income / revenue, expenses, assets and capital expenses by program

2025	Income / revenue \$'000	Expenses \$'000	Surplus / (Deficit) \$'000	Grants included in Income / revenue \$'000	Total assets \$'000
Corporate Services	416,812	136,529	280,283	7,104	575,240
Infrastructure and Amenity	70,964	197,634	(126,670)	23,945	4,880,619
Strategy, Planning and Climate Change	54,358	71,526	(17,168)	1,228	226,965
Community and City Services	112,851	105,667	7,184	6,228	12,486
Business, Economy and Activation	13,366	84,716	(71,350)	1,595	43,920
Total	668,351	596,072	72,279	40,100	5,739,230

2024	Income / revenue \$'000	Expenses \$'000	Surplus / (Deficit) \$'000	Grants included in Income / revenue \$'000	Total assets \$'000
Corporate Services	377,659	111,157	266,502	439	458,292
Infrastructure and Amenity	23,087	118,531	(95,444)	15,401	4,439,491
Strategy, Planning and Climate Change	50,336	131,153	(80,817)	3,984	183,800
Community and City Services	113,900	98,257	15,643	10,454	14,817
Business, Economy and Activation	17,393	105,309	(87,916)	8,366	44,865
Total	582,375	564,407	17,968	38,644	5,141,265

Changes in the organisational structure by division during the 2024-25 year included:

- Corporate Services – for 2024-25 financial reporting the divisions of Business Excellence, Customer Experience and Communications, and the branches of the Offices of the CEO, Lord Mayor and Deputy Lord Mayor (formerly combined as the Executive Services division) will be combined as Corporate Services in the table above:
 - Business Excellence (formerly Finance and Corporate) – Customer Relations branch moved to Customer Experience and Communications. The Technology, Innovation and Data (TDI) branch changed to Enterprise Technical Services, and the Governance and Legal branches combined to form the Governance and Legal branch. A new branch, Enterprise Planning and Insights, was created.
 - Customer Experience and Communications (new division) – includes the Customer Experience branch (formerly Customer Relations under Finance and Corporate), and the Communications branch (formerly Strategic Communications under Executive Services).
 - Executive Services division has been disbanded – the Office of the CEO and the Office of the Lord Mayor and Deputy Lord Mayor will be stand-alone branches.
- Infrastructure and Amenity – includes City Safety, Security and Amenity branch (formerly under Community and City Services), and Waste and Recycling branch (formerly under Strategy Planning and Climate Change).
- Strategy Planning and Climate Change – Waste and Recycling branch moved to Infrastructure and Amenity.
- Community and City Services – City Safety, Security and Amenity branch moved to Infrastructure and Amenity.
- Business, Economy and Activation – no change.

These groups are named according to areas of assigned responsibility, not according to expense types included in the Comprehensive Income Statement. Each group contains various revenue streams as well as a full range of expense items that includes salaries and wages, materials and services, depreciation, grants etc. as applicable to the branch.

Note 3 Funding for the delivery of our services

3.1 Rates and charges

The City of Melbourne uses 'net annual value' as the basis of valuation for all properties within the municipal district. The net annual value of all property must be at least 5 per cent of the capital improved value. For commercial property this value generally reflects the annual net rental, where for residential properties it is fixed at 5 per cent of the capital improved value.

The valuation base used to calculate general rates for 2024-25 was \$7.97 billion (2023-24 \$7.8 billion).

	Consolidated		Council	
	2025	2024	2025	2024
	\$'000	\$'000	\$'000	\$'000
Residential	145,591	136,759	145,591	136,759
Non-residential	182,980	177,532	183,351	177,842
Culture and recreational	675	657	675	657
Supplementary rates and rate adjustments	2,111	4,009	2,111	4,009
Interest on rates and charges	1,559	1,297	1,559	1,297
Service rates and charges*	57,026	55,423	57,026	55,423
	389,942	375,677	390,313	375,987

* Service rates and charges include waste management charges and supplementary waste charges.

The date of the general revaluation of land for rating purposes within the municipal district was 1 January 2024 and the valuation will be first applied in the rating year commencing 1 July 2024.

Annual rates and charges are recognised as income when City of Melbourne issues annual rates notices. Supplementary rates are recognised when a valuation and assessment is completed, and a supplementary rates notice is issued.

3.2 Statutory fees and fines

	Consolidated		Council	
	2025	2024	2025	2024
	\$'000	\$'000	\$'000	\$'000
Parking fines	34,934	36,452	34,934	36,452
General fines	3,997	2,413	3,997	2,413
Town planning fees	8,944	11,271	8,944	11,271
Land Information Certificates	351	326	351	326
Permits	2,727	2,374	2,727	2,374
Food and Health Act registration	3,829	3,552	3,829	3,552
Total statutory fees and fines	54,782	56,388	54,782	56,388

Statutory fees and fines (including parking fees and fines) are recognised as income when the service has been provided, the payment is received, or when the penalty has been applied, whichever occurs first.

3.3 User fees

	Consolidated		Council	
	2025	2024	2025	2024
	\$'000	\$'000	\$'000	\$'000
Parking	63,730	52,509	59,187	48,602
Aged and health services	261	150	261	150
Leisure centre and recreation	3,260	2,741	3,260	2,742
Childcare / children's programs	1,451	1,382	1,451	1,382
Registration and other permits	1,760	1,485	1,760	1,485
Building services	18,563	16,982	18,563	16,982
Waste management services	941	862	941	862
Berthing	457	463	457	463
Other fees and charges	5,168	5,496	5,168	5,496
Total user fees	95,591	82,070	91,048	78,164

User fees are recognised as revenue at a point in time, or over time, when (or as) the performance obligation is satisfied. Recognition is based on the underlying contractual terms.

3.4 Funding from other levels of government

Grants were received in respect of the following:

	Consolidated		Council	
	2025	2024	2025	2024
	\$'000	\$'000	\$'000	\$'000
Summary of grants				
Commonwealth-funded grants	16,647	8,012	16,647	8,012
State-funded grants	23,453	30,632	23,453	30,632
Total grants received	40,100	38,644	40,100	38,644

(a) Operating grants

	Consolidated		Council	
	2025 \$'000	2024 \$'000	2025 \$'000	2024 \$'000
<i>Recurrent - Commonwealth Government</i>				
Aging and inclusion	48	1,138	48	1,138
Financial assistance grant	7,043	184	7,043	184
Arts programs	104	382	104	382
<i>Recurrent - State Government</i>				
Aged care	94	325	94	325
Libraries	1,110	1,121	1,110	1,121
Maternal and child health	1,098	1,118	1,098	1,118
Pre-school services	439	649	439	649
Support services for families	990	1,201	990	1,201
Arts programs	344	697	344	697
Event	-	125	-	125
Infrastructure projects	429	400	429	400
Other	383	284	383	284
<i>Total recurrent operating grants</i>	12,082	7,624	12,082	7,624
<i>Non-recurrent - State Government</i>				
Infrastructure	4,153	1,435	4,153	1,435
Homeless services support	105	102	105	102
Arts programs	995	510	995	510
Melbourne City Reactivation Fund	-	4,141	-	4,141
Climate change	-	457	-	457
Other	1,098	1,709	1,098	1,709
<i>Total non-recurrent operating grants</i>	6,351	8,354	6,351	8,354
Total operating grants	18,433	15,978	18,433	15,978

(b) Capital grants

	Consolidated		Council	
	2025 \$'000	2024 \$'000	2025 \$'000	2024 \$'000
Recurrent - Commonwealth Government				
Roads to recovery	577	487	577	487
Road and streets	1,437	40	1,437	40
Recurrent - State Government				
Parking levy	7,000	7,000	7,000	7,000
Total recurrent capital grants	9,014	7,527	9,014	7,527
Non-recurrent - Commonwealth Government				
Local roads and community infrastructure	988	281	988	281
Greenline	6,450	5,500	6,450	5,500
Non-recurrent - State Government				
Homeless	443	5,000	443	5,000
Parks, gardens and infrastructure	2,473	898	2,473	898
Sports pavilion	155	250	155	250
Road safety	-	374	-	374
Climate change	144	215	144	215
Public art	-	1,824	-	1,824
Gateway to GMH site (Fishermans Bend)	-	797	-	797
Make Room	2,000	-	2,000	-
Total non-recurrent capital grants	12,653	15,139	12,653	15,139
Total capital grants	21,667	22,666	21,667	22,666

(c) Recognition of grant income

Before recognising funding from government grants as revenue, the City of Melbourne assesses whether there is a contract that is enforceable, and whether it has sufficiently specific performance obligations in line with AASB 15 - Revenue from Contracts with Customers.

When both these conditions are satisfied, the City of Melbourne:

- 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 point in time or over time when services are rendered.

Where the contract is not enforceable and / or does not have sufficiently specific performance obligations, the City of Melbourne applies AASB 1058 - Income for Not-for-Profit Entities, where 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.

	Consolidated		Council	
	2025 \$'000	2024 \$'000	2025 \$'000	2024 \$'000
<i>Income recognised under AASB 1058 Income of not-for-profit entities</i>				
General purpose grants	16,566	8,309	16,566	8,309
Specific purpose grants to acquire non-financial assets	13,713	13,773	13,713	13,773
Other specific purpose grants	1,061	5,909	1,061	5,909
<i>Revenue recognised under AASB 15 Revenue from contracts with customers</i>				
Specific purpose grants	8,760	10,653	8,760	10,653
Total grants income / revenue recognised	40,100	38,644	40,100	38,644

3.5 Contributions

	Consolidated		Council	
	2025 \$'000	2024 \$'000	2025 \$'000	2024 \$'000
Public open space	12,421	5,938	12,421	5,938
Child Care Benefit	2,786	2,512	2,786	2,512
Sponsorships	1,384	969	1,360	969
Non-government capital	12,501	10,202	12,501	10,202
Other contributions	85	186	85	186
Total contributions - monetary	29,177	19,807	29,153	19,807

Monetary contributions are recognised as income at their fair value when the City of Melbourne obtains control over the contributed asset.

3.6 Net gain / (loss) on disposal of property, infrastructure, plant, and equipment

	Consolidated		Council	
	2025 \$'000	2024 \$'000	2025 \$'000	2024 \$'000
Land and buildings				
Proceeds of sales	56,011	29,584	56,011	29,442
Written down value of assets disposed	(26,284)	(28,014)	(26,305)	(27,972)
Gain / (loss) on disposal	29,727	1,570	29,706	1,470
Plant and equipment				
Proceeds of sales	910	756	-	6
Written down value of assets disposed	(2,692)	(4,694)	-	(3)
Gain / (loss) on disposal	(1,782)	(3,938)	-	3
Other assets				
Cost of asset sales*	-	-	(2,671)	(4,463)
Gain / (loss) on disposal	-	-	(2,671)	(4,463)
Proceeds of sale	56,921	30,340	56,011	29,448
Written down value of assets disposed	(28,976)	(32,708)	(28,976)	(32,438)
Total net gain / (loss) on disposal of property, infrastructure, plant and equipment	27,945	(2,368)	27,035	(2,990)

* Cost of asset sales refers to consulting and administration costs incurred by the City of Melbourne directly related to the Citywide Service Solutions Pty Ltd restructure.

The profit / (loss) on disposal of an asset is determined when control of the asset has been passed to the buyer.

3.7 Other income

	Consolidated		Council	
	2025 \$'000	2024 \$'000	2025 \$'000	2024 \$'000
Interest	2,026	3,415	1,712	3,072
Dividends	68	50	17,568	50
Investment property / market rentals*	25,641	22,023	7,366	5,513
Intercompany revenue	-	-	3,939	3,216
Sales and recoveries**	128,193	116,971	6,850	7,065
Project income	426	272	426	272
Total other income	156,354	142,731	37,861	19,188

* Consolidated income includes Queen Victoria Market Pty Ltd stall holder revenue of \$18.3 million for 2024-25 (2023-24: \$16.5 million)..

** Consolidated income includes Citywide Service Solutions Pty Ltd services of \$116.7 million for 2024-25 (2023-24: 108.2 million). Figures have been adjusted for Citywide Service Solutions Pty Ltd.'s discontinued operations in both the 2024-25 and 2023-24 comparative years. Refer Note 9.3.

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 the Group entities gain control over the rights to receive the income.

Queen Victoria Market Pty Ltd.'s stall holder revenue is recognised on a straight-line basis over the lease term in accordance with AASB 16 Leases.

For Citywide Service Solutions Pty Ltd, services relate to infrastructure, public open space, and utilities. Rendering of services refers to revenue from service contracts and is recognised over time as the services are provided. The Group determines its progress in satisfying these related performance obligations with reference to the proportion of costs incurred to date, compared to the estimated total costs of the contract. Administrative overheads are not included in the cost of the contract. Revenue from work performed other than under a service contract is recognised when the services have been provided.

Note 4 The cost of delivering services

4.1 Employee costs

	Consolidated		Council	
	2025	2024	2025	2024
	\$'000	\$'000	\$'000	\$'000
Wages and salaries	221,986	207,139	166,141	159,299
WorkCover	6,395	5,873	2,849	1,911
Superannuation contributions	27,023	24,344	21,169	20,623
Fringe benefit tax	220	358	169	263
Annual leave and long service leave	26,393	29,683	21,428	21,960
	282,017	267,397	211,756	204,056

Wages and salaries increased year-on-year due to the annual Enterprise Agreement increase of 2 per cent and the recruitment of staff into vacant positions that were open at the beginning of the year and to replace staff who left during the year. Superannuation contributions increased to 11.5 per cent for 2024-25 (2023-24: 11.0 per cent) in line with the superannuation guarantee.

Superannuation contributions

The City of Melbourne made contributions to the following funds:

	Consolidated		Council	
	2025	2024	2025	2024
	\$'000	\$'000	\$'000	\$'000
Defined benefit fund				
Employer contributions to local authorities superannuation fund (Vision Super)	115	117	115	117
Melbourne City Council superannuation sub-plan (Vision Super)	157	574	157	511
	272	691	272	628
Accumulation funds				
Employer contributions to Vision Super	9,006	9,553	7,871	7,865
Employer contributions - other funds	17,745	14,100	13,026	12,130
	26,751	23,653	20,897	19,995
Total superannuation contributions	27,023	24,344	21,169	20,623
Employer contributions payable at reporting date	687	850	-	-

Most employees in the Group are members of various accumulation funds including Vision Super, and other industry and retail funds. As of 30 June 2025, there were 48 employees (2024: 58) in the defined benefit funds, 8 in the Local Authorities Super Fund and 40 in the Melbourne City Council Superannuation Subplan - CMSSP (2024: 11 and 47 respectively).

For 30 June 2025, the Vested Benefits Index (VBI) for the defined benefits funds is 157.1 per cent and in a good financial position, and therefore it is expected that there will be no change to the Defined Benefit category's funding arrangements from prior years.

In the unlikely event that the Fund Actuary determines there is a shortfall, the Fund's participating employers (including the City of Melbourne and its subsidiaries) would be required to make an employer contribution to cover the shortfall. It is anticipated any shortfall in subsequent years would be immaterial to the Group. The last funding call for the Local Authorities Superannuation Fund was for \$1.4 million, and the CMSSP for \$8.0 million, both in 2011, which was determined based on an agreed-upon methodology at the time.

AASB 119 - Disclosures for CMSSP in the Financial Statements

Melbourne City Council Superannuation Sub Plan	2025	2024
	\$'000	\$'000
Asset / (liability) recognised in balance sheet	15,711	15,886
Total amount recognised in Comprehensive Income Statement	333	1,019

4.2 Materials and services

	Consolidated		Council	
	2025	2024	2025	2024
	\$'000	\$'000	\$'000	\$'000
Contract payments				
Strategy, Planning and Climate Change	30,259	79,423	30,259	79,423
Infrastructure and Amenity	56,885	5,853	84,688	22,575
Business, Economy and Activation	21,630	28,091	21,630	28,091
Business Excellence	9,445	9,212	9,445	9,212
Community and City Services	19,647	19,225	19,647	25,066
Other	978	1,043	978	1,043
Building maintenance	4,061	3,705	4,031	3,678
General maintenance	25,883	23,356	17,409	14,101
Utilities	11,844	11,497	9,393	9,162
Administration / supplies	55,247	53,395	13,816	16,118
Information technology	16,465	15,660	12,340	11,242
Insurance	6,037	5,058	3,157	2,272
Consultants	15,607	17,113	11,390	13,597
	273,988	272,631	238,183	235,580

Expenses are recognised as they are incurred and reported in the financial year to which they relate.

4.3 Allowance for impairment losses

	Consolidated		Council	
	2025	2024	2025	2024
	\$'000	\$'000	\$'000	\$'000
Parking fine debtors	12,218	5,066	12,218	5,066
Trade debtors	267	17	241	(91)
Total allowance for impairment losses	12,485	5,083	12,459	4,975

Movement in allowance for impairment losses - parking infringements	Consolidated		Council	
	2025	2024	2025	2024
	\$'000	\$'000	\$'000	\$'000
Balance at the beginning of the year	112,510	108,040	112,510	108,040
New allowances recognised during the year	12,218	5,066	12,218	5,066
Amounts already allowed for and written off as uncollectible	(969)	(632)	(969)	(632)
Amounts allowed for but recovered during the year	50	36	50	36
Balance at the end of the year	123,809	112,510	123,809	112,510

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.

4.4 Other expenses

	Consolidated		Council	
	2025	2024	2025	2024
	\$'000	\$'000	\$'000	\$'000
Auditors remuneration - VAGO - audit of financial statements	486	397	202	199
Audit services - external acquittal and assessment	230	215	228	215
Audit services - internal audit	791	631	567	377
Fire brigade levy	227	226	227	226
Taxes and levies	6,076	3,561	5,093	5,738
SaaS costs write off	14,069	-	14,069	-
Project costs write off	4,630	-	4,630	-
Other costs	3,338	2,838	2,791	2,504
	29,847	7,868	27,807	9,259

4.5 Grants and contributions

	Consolidated		Council	
	2025	2024	2025	2024
	\$'000	\$'000	\$'000	\$'000
Arts grants	5,232	4,573	5,232	4,573
Tourism and events	4,025	4,084	4,025	4,084
Economic development	870	2,429	1,870	3,429
Community services	3,035	2,246	3,035	2,246
Other	1,908	417	1,908	417
	15,070	13,749	16,070	14,749

Note 5 Investing in and financing our operations

5.1 Financial assets

(a) Cash and cash equivalents

	Consolidated		Council	
	2025 \$'000	2024 \$'000	2025 \$'000	2024 \$'000
Cash on hand	26	27	16	16
Cash at bank	66,782	47,593	47,706	26,321
Total cash and cash equivalents	66,808	47,620	47,722	26,337

(b) Other financial assets

	Consolidated		Council	
	2025 \$'000	2024 \$'000	2025 \$'000	2024 \$'000
Current				
Term deposits	27,041	3,505	25,000	-
Non-current				
Term deposits*	37,903	36,290	37,903	36,290
Total other financial assets	64,944	39,795	62,903	36,290
Total cash and cash equivalents and other financial assets	131,752	87,415	110,625	62,627

* Term deposits – non-current is the Acquisition Trust funds held in relation to the compulsory acquisition of City Square assets by Rail Projects Victoria. Settlement is due in the 2026-27 financial year.

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.

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 including term deposits and those with original maturity dates of three to 12 months are classified as current, while term deposits with maturity dates greater than 12 months are classified as non-current.

(c) Trade and other receivables

Current	Consolidated		Council	
	2025 \$'000	2024 \$'000	2025 \$'000	2024 \$'000
Statutory receivables				
Rate debtors	15,755	16,614	15,755	16,614
Infringement debtors	124,986	117,987	124,986	117,987
Allowance for expected credit loss - infringements	(123,809)	(112,510)	(123,809)	(112,510)
Net GST receivable	4,223	3,960	5,865	6,385
Non-statutory receivables				
Other debtors*	31,177	52,910	16,014	19,911
Allowance for expected credit loss - other debtors	(808)	(1,560)	(494)	(253)
Total current trade and other receivables	51,524	77,401	38,317	48,134

* Consolidated trade debtors includes Citywide trade receivables of \$11.8 million (2024: \$29.5 million), and Queen Victoria Market trade receivables of \$1.3 million (2024: \$0.9 million). Figures have been adjusted for Citywide Service Solutions Pty Ltd.'s discontinued operations in both the 2024-25 and 2023-24 comparative years. Refer Note 9.3.

Short-term receivables are carried at the invoice amount. An allowance for expected credit losses is recognised based on experience relating to City of Melbourne and Fines Victoria's collection performance, and in relation to impairment rates of other receivables at the City of Melbourne. Long-term receivables are carried at amortised cost using the effective interest rate method.

(d) Ageing of receivables (trade debtors)

The ageing of the Group's trade and other receivables (excluding statutory receivables) that are not impaired was:

	Consolidated		Council	
	2025	2024	2025	2024
	\$'000	\$'000	\$'000	\$'000
Current (not yet due)	18,980	42,855	8,483	19,259
Past due by up to 30 days	9,131	2,336	6,900	169
Past due between 31 and 180 days	2,426	7,429	245	375
Past due between 181 and 365 days	527	171	367	80
Past due by more than 1 year	113	119	19	28
Total trade and other receivables	31,177	52,910	16,014	19,911

(e) Ageing of individually impaired receivables

At balance date, other debtors representing financial assets with a nominal value of \$0.8 million (2024: \$1.6 million) were impaired. The amount of the allowance raised against these debtors was \$0.8 million (2024: \$0.8 million). They have individually been impaired as a result of their doubtful collection.

City of Melbourne retains and uses a debt collector for old past due amounts that are not on payment arrangements.

The ageing of trade receivables that have been individually determined as impaired at reporting date was:

	Consolidated		Council	
	2025	2024	2025	2024
	\$'000	\$'000	\$'000	\$'000
Past due by up to 30 days	6	-	-	-
Past due between 31 and 180 days	183	1,141	110	120
Past due between 181 and 365 days	471	358	330	72
Past due by more than 1 year	148	61	54	61
Total	808	1,560	494	253

(f) Contract assets

	Consolidated		Council	
	2025	2024	2025	2024
	\$'000	\$'000	\$'000	\$'000
Contract assets	6,685	6,254	7,498	3,875
Total contract assets	6,685	6,254	7,498	3,875

Contract assets are recognised when goods or services have been transferred to the customer, but where it is yet to establish an unconditional right to consideration.

5.2 Non-financial assets

(a) Prepayments

	Consolidated		Council	
	2025	2024	2025	2024
	\$'000	\$'000	\$'000	\$'000
Prepayments	10,567	9,926	6,033	5,337
Total prepayments	10,567	9,926	6,033	5,337

(b) Intangible assets

	Consolidated		Council	
	2025	2024	2025	2024
	\$'000	\$'000	\$'000	\$'000
Software	48,306	56,717	48,302	56,695
Goodwill	-	16,504	-	-
Total intangible assets	48,306	73,221	48,302	56,695

Goodwill relates to Citywide Service Solutions Pty Ltd.'s acquisition of a business and is measured at cost less impairment losses.

Consolidated	Software	Goodwill	Total
	\$'000	\$'000	\$'000
Gross carrying amount			
Balance at 30 June 2024	149,955	25,843	175,798
Additions	6,428	-	6,428
WIP	(2,254)	-	(2,254)
Reclassification to assets held for sale	-	(25,843)	(25,843)
Balance at 30 June 2025	154,129	-	154,129
Accumulated amortisation and impairment			
Balance at 30 June 2024	(93,238)	(9,339)	(102,577)
Amortisation - continuing operations	(12,585)	-	(12,585)
Impairment - discontinued operations	-	(6,127)	(6,127)
Reclassification to assets held for sale	-	15,466	15,466
Balance at 30 June 2025	(105,823)	-	(105,823)
Net book value at 30 June 2024	56,717	16,504	73,221
Net book value at 30 June 2025	48,306	-	48,306

Council	Software
	\$'000
Gross carrying amount	
Balance at 1 July 2024	148,990
Additions	6,428
WIP	(2,254)
Balance at 30 June 2025	153,164
Accumulated amortisation and impairment	
Balance at 1 July 2024	(92,295)
Amortisation expense	(12,567)
Balance at 30 June 2025	(104,862)
Net book value at 30 June 2024	56,695
Net book value at 30 June 2025	48,302

Intangible assets with finite lives are amortised as an expense on a systematic basis over the asset's useful life. Amortisation is generally calculated on a straight-line basis, at a rate that allocates the asset value, less any estimated residual value over its estimated useful life. Estimates of the remaining useful lives and amortisation method are reviewed at least annually, and adjustments made where appropriate.

5.3 Payables, trust funds and deposits, and contract and other liabilities

(a) Trade and other payables

	Consolidated		Council	
	2025	2024	2025	2024
	\$'000	\$'000	\$'000	\$'000
Current				
Trade payables	42,958	61,590	40,037	55,582
Accrued operating expenses	34,477	35,445	24,835	23,356
Accrued capital work expenses	4,446	12,654	4,631	12,817
Total current trade and other payables	81,881	109,689	69,503	91,755

(b) Trust funds and deposits

	Consolidated		Council	
	2025	2024	2025	2024
	\$'000	\$'000	\$'000	\$'000
Current				
Refundable deposits	13,118	10,749	10,259	8,087
Fire services levy	21,051	6,099	21,051	6,099
Retention amount	140	197	140	197
Other refundable deposits	879	858	807	758
Total current trust funds and deposits	35,188	17,903	32,257	15,141
Non-current				
Refundable deposits	5,803	4,190	5,803	4,190
Total non-current trust funds and deposits	5,803	4,190	5,803	4,190
Total trust funds and deposits	40,991	22,093	38,060	19,331

Trust funds and deposits

Amounts received as deposits and retention amounts controlled by the Group are recognised as trust funds until they are returned, transferred in accordance with the purpose of the receipt, or forfeited. Forfeited trust funds – resulting in the Group gaining control of the funds, will be recognised as revenue at the time of forfeit.

Purpose and nature of items

Refundable Deposits – Deposits are taken by the Group 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 – The City of Melbourne is the collection agent for the fire services levy on behalf of the Victorian Government, and remits amounts received on a quarterly basis in line with required process.

Retention amounts – The Group has a contractual right to retain certain amounts until a contractor has met specific requirements, or a related warrant or defect period has elapsed. Subject to the satisfactory completion of the contractual obligations, or the elapsing of time, these amounts will be paid to the relevant contractor in line with the Group's contractual obligations.

(c) Contract and other liabilities

	Consolidated		Council	
	2025 \$'000	2024 \$'000	2025 \$'000	2024 \$'000
Contract liabilities				
Current				
Grants received in advance - operating	2,108	2,363	2,108	2,363
Grants received in advance - capital	-	325	-	325
Other	13,744	15,236	11,869	11,429
Total contract liabilities	15,852	17,924	13,977	14,117
Other liabilities				
Current				
Deferred capital grants	6,131	3,700	6,131	3,700
Total other liabilities	6,131	3,700	6,131	3,700
Total contract and other liabilities	21,983	21,624	20,108	17,817

Contract liabilities

Contract liabilities reflect consideration received in advance from customers and in respect of grants received from the State Government in advance for operating programs, and programs that have been deferred during the year. Other current contract liabilities relate to construction zone permits, gantries, and hoarding and space occupancy rentals, food registrations, and permit fees and registrations for scheduled events. Contract liabilities are derecognised and recorded as revenue when promised goods and services are transferred to the customer. Refer to Note 3.

Other liabilities

Grant consideration was received from the Victorian State Government and Commonwealth Government to support the construction of infrastructure projects. Grant consideration is recognised as income following specific guidance under AASB 1058 as the asset is constructed. Income is recognised to the extent of costs incurred-to-date because the costs of construction most closely reflect the stage of completion of various assets. As such, the City of Melbourne has deferred recognition of a portion of the grant consideration received as a liability for outstanding obligations.

5.4 Interest - bearing liabilities

	Consolidated		Council	
	2025 \$'000	2024 \$'000	2025 \$'000	2024 \$'000
Current				
Other borrowing - secured	26,000	-	-	-
Non-current				
Borrowing - secured	110,000	136,500	110,000	110,000
Total	136,000	136,500	110,000	110,000
Maturity profile for borrowing is:				
Not later than one year	26,000	-	-	-
Later than one year and not later than five years	110,000	135,000	110,000	110,000

Borrowings as at 30 June 2025 relate to non-current loans at the City of Melbourne, and a current loan at Citywide Service Solutions Pty Ltd. Refer to Note 8.3 (d) for more details.

Borrowings are initially measured at fair value, being the cost of the interest-bearing liabilities, net of transaction costs. The measurement basis subsequent to initial recognition depends on whether the City of Melbourne has categorised its interest-bearing liabilities as financial liabilities designated at fair value through the profit and loss. Any difference between the initial recognised amount and the redemption value is recognised in net result over the period of the borrowing using the effective interest method.

The classification depends on the nature and purpose of the interest-bearing liabilities. The City of Melbourne determines the classification of its interest-bearing liabilities based on contractual repayment terms at every balance date.

5.5 Provisions

Summary of current and non-current provisions:

	Consolidated		Council	
	2025 \$'000	2024 \$'000	2024 \$'000	2023 \$'000
Current provisions				
Employee provisions	53,762	55,441	44,228	42,542
Insurance and other provisions	2,567	4,842	2,191	2,098
	56,329	60,283	46,419	44,640
Non-current provisions				
Employee provisions	5,731	5,236	4,803	4,401
	5,731	5,236	4,803	4,401
Total provisions	62,060	65,519	51,222	49,041

Summary of provisions by categories:

	Consolidated		Council	
	2025 \$'000	2024 \$'000	2024 \$'000	2023 \$'000
Employee provisions				
Balance at the beginning of year	60,677	61,112	46,943	43,782
Additional provisions	26,393	29,683	21,428	21,960
Amounts used	(27,577)	(30,118)	(19,340)	(18,799)
Balance at the end of year	59,493	60,677	49,031	46,943
Insurance claims				
Balance at the beginning of year	2,098	2,763	2,098	2,763
Additional provisions	117	-	117	-
Amounts used	(24)	(665)	(24)	(665)
Balance at the end of year	2,191	2,098	2,191	2,098
Other provisions				
Balance at the beginning of year	2,744	1,770	-	-
Additional provisions	2,869	2,744	-	-
Amounts used	(5,237)	(1,770)	-	-
Balance at the end of year	376	2,744	-	-
Total provisions	62,060	65,519	51,222	49,041

Other provisions relate to the restructuring costs and onerous contracts of Citywide Service Solutions Pty Ltd that occurred during the year.

Employee provisions

	Consolidated		Council	
	2025 \$'000	2024 \$'000	2025 \$'000	2024 \$'000
Current provisions expected to be wholly settled within 12 months				
Annual leave	19,928	22,500	15,229	14,791
Long service leave	1,275	1,589	2,018	1,977
	21,203	24,089	17,247	16,768
Current provisions expected to be wholly settled after 12 months				
Annual leave	154	154	-	-
Long service leave	32,405	31,198	26,981	25,774
	32,559	31,352	26,981	25,774
Total current employee provisions	53,762	55,441	44,228	42,542
Non-current				
Long service leave	5,731	5,236	4,803	4,401
Total non-current employee provisions	5,731	5,236	4,803	4,401
Aggregate carrying amount of employee provisions				
Current	53,762	55,441	44,228	42,542
Non-current	5,731	5,236	4,803	4,401
Total aggregate carrying amount of employee provisions	59,493	60,677	49,031	46,943

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 City of Melbourne does not have an unconditional right to defer settlement of the liability.

Liabilities for annual leave are measured at:

- nominal value if the City of Melbourne expects to wholly settle the liability within 12 months
- present value if the City of Melbourne 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. They are 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 is recognised in the provision for employee benefits. Unconditional long service leave is disclosed as a current liability, as the City of Melbourne does not have an unconditional right to defer settlement. Unconditional long service leave 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 long service leave 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.

Long service leave key assumptions:

	Consolidated		Council	
	2025	2024	2025	2024
Discount rate	3.3%-4.45%	4.1%-4.48%	3.36%-4.17%	4.45%-4.48%
Inflation rate	3.0%-4.3%	2.0%-4.45%	2.0%-4.25%	2.0%-4.45%

5.6 Financing arrangements

The Group has the following financing arrangements in place at 30 June 2025.

	Consolidated		Council	
	2025 \$'000	2024 \$'000	2025 \$'000	2024 \$'000
Bank overdraft facility	2,500	2,500	-	-
Credit card facilities	1,002	1,010	500	500
Treasury Corporation of Victoria facilities	287,120	278,735	287,120	278,735
Bank loan facility*	36,200	36,200	-	-
Other financing facilities	18,000	19,500	-	-
Total facilities	344,822	337,945	287,620	279,235
Used facilities	(150,775)	(152,917)	(110,001)	(110,006)
Unused facilities	196,547	185,028	177,619	169,229

* Includes Citywide Service Solutions Pty Ltd.'s \$36.2 million bank loan facility and \$2.5 million bank overdraft facility (expiry 27 July 2025).

The City of Melbourne operates well within its facility limits, and as such is able to meet its financial obligations for the foreseeable future as and when they fall due.

5.7 Commitments

The City of Melbourne 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. (Commitments relate to the City of Melbourne only).

(a) Commitments for expenditure

Council 2025	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
	\$'000	\$'000	\$'000	\$'000	\$'000
Operating					
Waste	21,906	1,734	3,428	-	27,069
Roads, streets and related infrastructure	43,269	43,239	43,358	-	129,865
Parks and gardens	34,063	34,063	59,727	-	127,852
Cleaning – outdoor	26,239	26,239	46,008	-	98,487
Parking	1,029	-	-	-	1,029
Facilities and maintenance	14,947	6,308	2,925	-	24,180
Community services	4,819	3,919	1,443	-	10,181
Information technology	2,334	558	-	-	2,892
Integrated security services, infrastructure and maintenance	5,640	5,623	5,031	-	16,294
Events	3,712	375	678	-	4,765
Cleaning – indoor	5,208	-	-	-	5,208
Media and advertising	5,058	51	-	-	5,109
Other categories	23,832	9,232	533	-	33,597
Total	192,054	131,343	163,130	-	486,527
Capital					
Building and equipment	15,591	8,262	10,000	-	33,853
Parks and gardens	2,117	-	-	-	2,117
Total	17,707	8,262	10,000	-	35,969

Council 2024	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
	\$'000	\$'000	\$'000	\$'000	\$'000
Operating					
Waste	26,172	19,215	93	-	45,481
Roads, streets and related infrastructure	39,876	39,876	79,861	-	159,613
Parks and gardens	8,398	8,271	22,773	-	39,441
Cleaning - outdoor	5,565	5,565	15,324	-	26,454
Parking	6,746	-	-	-	6,746
Facilities and maintenance	6,024	2,950	5,846	-	14,820
Community services	7,462	2,081	1,851	-	11,395
Information technology	2,644	1,260	150	-	4,054
Integrated security services, infrastructure and maintenance	463	307	544	-	1,314
Events	9,411	-	-	-	9,411
Cleaning - indoor	4,531	4,531	-	-	9,062
Media and advertising	3,925	17	-	-	3,942
Other categories	11,952	9,970	2,410	-	24,332
Total	133,170	94,043	128,853	-	356,066
Capital					
Building and equipment	52,449	-	-	-	52,449
Parks and gardens	8,646	-	-	-	8,646
Total	61,096	-	-	-	61,096

(b) Operating lease receivables

The Group's leasing profile comprises largely Crown land and property for the City of Melbourne, and property for Citywide, and Queen Victoria Market - including market stalls and standard enclosure rentals. Other inclusions in the portfolio include freehold or lease commitments.

The Group has leases varying from short-term to long-term. The rental amounts are either fixed term, or annual CPI or market reviews.

Future undiscounted minimum lease receivables under non-cancellable operating leases are as follows:

	Consolidated		Council	
	2025	2024	2025	2024
Not later than one year	14,065	15,235	5,049	4,584
Later than one year and not later than five years	22,081	27,694	12,459	11,437
Later than five years	50,513	19,469	46,842	15,892
	86,659	62,398	64,350	31,913

5.8 Leases

At inception of a contract, the Group 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
- the Group has the right to obtain substantially all of the economic benefits from use of the asset throughout the period of use
- the Group 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 lessees, the Group 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
- any initial direct costs incurred
- 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.

Estimated useful lives of right-of-use assets are determined in line with those of property, plant and equipment, however, the right-of-use asset is subsequently depreciated using the straight-line method from the commencement date to the end of the lease term.

The right-of-use asset is also 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, the Group used 4.35 per cent as the discount rate for new leases (2023-24: 4.35 per cent).

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
- the exercise price under a purchase option that the Group is reasonably certain to exercise, lease payments in an optional renewal period if the Group is reasonably certain to exercise an extension option, and penalties for early termination of a lease unless the Group 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.

The City of Melbourne currently has eight low-value property leases (peppercorn leases). They provide community services for parents, children, and visitors to the city. For leases where the terms are significantly below-market, the City of Melbourne does not measure right-of-use assets at initial recognition at fair value. This aligns with the rules for not-for-profit entities under AASB 16 – Leases.

Right-of-use assets

	Consolidated		Council	
	2025 \$'000	2024 \$'000	2025 \$'000	2024 \$'000
Property				
Balance at 1 July	20,913	17,446	10,098	4,436
Additions	1,522	6,199	392	6,365
Modifications	2,219	2,113	1,088	1,661
Depreciation charges	(4,331)	(4,845)	(2,474)	(2,364)
Balance at 30 June	20,323	20,913	9,104	10,098
Fleet vehicles				
Balance at 1 July	1,735	828	721	193
Additions	(133)	2,381	365	927
Modifications	1,079	706	94	123
Depreciation charges	(1,335)	(2,180)	(517)	(522)
Balance at 30 June	1,346	1,735	663	721
Total balance at 30 June	21,669	22,648	9,767	10,819

Lease liabilities

Maturity analysis – contractual undiscounted cash flows:

	Consolidated		Council	
	2025 \$'000	2024 \$'000	2025 \$'000	2024 \$'000
Less than one year	2,600	7,130	2,600	2,807
One year to five years	3,473	13,780	3,473	4,803
More than five years	8,653	10,973	8,653	7,346
Total undiscounted lease liabilities as at 30 June	14,726	31,883	14,726	14,956

Lease liability as included in the balance sheet:

	Consolidated		Council	
	2025 \$'000	2024 \$'000	2025 \$'000	2024 \$'000
Current				
Property lease	3,907	4,824	1,780	2,079
Fleet lease	657	678	439	322
	4,564	5,502	2,219	2,401
Non-current				
Property lease	17,342	17,033	8,267	8,796
Fleet lease	623	980	211	381
	17,965	18,013	8,478	9,177
Total lease liabilities	22,529	23,515	10,697	11,578

Note 6 Assets we manage

Note	Content	Page
6.1	Non-current assets classified as held for sale	255
6.2	Property, Infrastructure, Plant and Equipment	256
	a. Summary of Property, Infrastructure, Plant and Equipment	256
	b. Summary of Work in Progress	256
	c. Details of Property Category	258
	d. Details of Infrastructure Category	260
	e. Details of Plant and Equipment Category	262
	f. Recognition	264
	g. Depreciation and Amortisation	264
	h. Valuation of Land and Buildings	266
	i. Valuation of infrastructure	267
	j. Description of significant unobservable inputs into level 3 valuations	267
	k. Reconciliation of Specialised Land	268
6.3	Investment in subsidiaries and associates	268
6.4	Investment property	273

6.1 Non-current assets classified as held for sale

	Consolidated		Council	
	2025 \$'000	2024 \$'000	2025 \$'000	2024 \$'000
Carrying value as at 30 June - continuing operations	3,500	28,900	3,500	28,900
Carrying value as at 30 June - discontinued operations	38,172	25,952	-	-
Total non-current assets classified as held for sale	41,672	54,852	3,500	28,900

* 2025 Consolidated non-current asset held for sale of \$41.7 million includes \$3.5 million for the City of Melbourne land, \$18.3 million property, plant, and equipment and \$20.0 million intangible assets for the sale of discontinued businesses for Citywide Service Solutions Pty Ltd. See Note 9.3.

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. They 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 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

(a) Summary of property, infrastructure, plant and equipment

Consolidated	Carrying amount 30 June 2024	Additions	Asset Held for sale	Revaluation	Depreciation continuing operations	Depreciation discontinuing operations	Disposal	Write-offs	Transfers	Carrying amount 30 June 2025
Category	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Property	2,796,864	271	(796)	106,388	(16,061)	259	(998)	-	24,442	2,910,369
Infrastructure	1,720,953	-	-	420,629	(45,300)	-	-	-	45,656	2,141,938
Plant and equipment	58,694	4,140	(6,424)	-	(16,147)	4,430	(411)	-	8,747	53,029
Work in progress	235,710	128,183	625	-	-	-	-	(4,914)	(78,845)	280,759
Total	4,812,221	132,594	(6,595)	527,017	(77,508)	4,689	(1,409)	(4,914)	-	5,386,095

Council	Carrying amount 30 June 2024	Additions	Revaluation	Depreciation	Disposal	Write-offs	Transfers	Carrying amount 30 June 2024
Category	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Property	2,689,387	-	104,988	(15,196)	(905)	-	23,843	2,802,117
Infrastructure	1,720,953	-	420,629	(45,300)	-	-	45,656	2,141,938
Plant and equipment	35,525	-	-	(9,426)	-	-	7,760	33,859
Work in progress	234,311	127,249	-	-	-	(4,914)	(77,259)	279,387
Total	4,680,176	127,249	525,617	(69,922)	(905)	(4,914)	-	5,257,301

6.2 Property, infrastructure, plant and equipment (cont'd)

(b) Summary of work in progress

Consolidated	Balance 30 June 2024	Additions	Write-offs	Transfers	Balance 30 June 2025
Category	\$'000	\$'000	\$'000	\$'000	\$'000
Property	153,686	62,510	(2,970)	(24,442)	188,784
Infrastructure	68,328	62,627	(1,740)	(45,656)	83,559
Plant and equipment	13,695	3,046	(204)	(8,122)	8,415
Total	235,709	128,183	(4,914)	(78,220)	280,758

Council	Balance 30 June 2024	Additions	Write-offs	Transfers	Balance 30 June 2025
Category	\$'000	\$'000	\$'000	\$'000	\$'000
Property	154,254	62,510	(2,970)	(23,843)	189,951
Infrastructure	68,328	62,627	(1,740)	(45,656)	83,559
Plant and equipment	11,729	2,112	(204)	(7,760)	5,877
Total	234,311	127,249	(4,914)	(77,259)	279,387

6.2 Property, infrastructure, plant and equipment (cont'd)

(c) Details of property category

Consolidated	Land		Buildings				Work in progress \$'000	Property total \$'000
	Specialised \$'000	Non-specialised \$'000	Heritage \$'000	Specialised \$'000	Non-specialised \$'000	Leasehold improvements \$'000		
At fair value 1 July 2024	2,019,234	199,499	316,049	157,067	102,035	12,878	588,029	2,960,448
Accumulated depreciation 1 July 2024	-	-	-	-	-	(9,898)	(9,898)	(9,898)
Movements in fair value							578,131	2,950,550
Additions	-	-	-	88	-	183	271	62,781
Revaluation	42,535	(6,169)	(11,558)	78,256	3,324	-	70,022	106,388
Disposal	(905)	-	-	-	-	(350)	(350)	(1,255)
Write-off	-	-	-	-	-	-	-	(2,970)
Transfers from WIP	1,444	4,916	2,636	10,016	3,211	2,219	18,082	-
Reclassification to assets held for sale	-	-	-	(94)	-	(702)	(796)	(796)
Total	43,074	(1,253)	(8,922)	88,266	6,535	1,350	87,229	164,148
Movements in accumulated depreciation								
Depreciation and amortisation	-	-	(5,577)	(5,279)	(4,361)	(844)	(16,061)	(16,061)
Accumulated depreciation on disposals	-	-	-	-	-	257	257	257
Reclassification to assets held for sale	-	-	-	71	-	188	259	259
Total	-	-	(5,577)	(5,208)	(4,361)	(399)	(15,545)	(15,545)
At fair value 30 June 2025	2,062,308	198,246	307,127	245,333	108,570	14,228	675,258	3,124,596
Accumulated depreciation 30 June 2025	-	-	(5,577)	(5,208)	(4,361)	(10,297)	(25,443)	(25,443)
Carrying amount 30 June 2025	2,062,308	198,246	301,550	240,125	104,209	3,931	649,815	3,099,153

6.2 Property, infrastructure, plant and equipment (cont'd)

Council	Land		Buildings					Work in progress \$'000	Property total \$'000
	Specialised \$'000	Non-specialised \$'000	Total \$'000	Heritage \$'000	Specialised \$'000	Non-specialised \$'000	Leasehold improvements \$'000		
At fair value 1 July 2024	1,973,137	142,376	2,115,513	316,049	155,297	102,034	3,389	576,769	2,846,536
Accumulated depreciation 1 July 2024	-	-	-	-	-	-	(2,895)	(2,895)	(2,895)
	1,973,137	142,376	2,115,513	316,049	155,297	102,034	494	573,874	2,843,641
Movements in fair value									
Additions	-	-	-	-	-	-	-	-	62,510
Revaluation	42,535	(7,569)	34,966	(11,558)	78,256	3,324	-	70,022	104,988
Disposal	(905)	-	(905)	-	-	-	-	-	(905)
Write-off	-	-	-	-	-	-	-	-	(2,970)
Transfers from WIP	1,444	4,916	6,360	2,636	10,016	3,211	1,620	17,483	(23,843)
Total	43,074	(2,653)	40,421	(8,922)	88,272	6,535	1,620	87,505	163,623
Movements in accumulated depreciation									
Depreciation and amortisation	-	-	-	(5,577)	(5,113)	(4,361)	(145)	(15,196)	(15,196)
Total	-	-	-	(5,577)	(5,113)	(4,361)	(145)	(15,196)	(15,196)
At fair value 30 June 2025	2,016,211	139,723	2,155,934	307,127	243,569	108,569	5,009	664,274	3,010,159
Accumulated depreciation 30 June 2025	-	-	-	(5,577)	(5,113)	(4,361)	(3,040)	(18,091)	(18,091)
Carrying amount 30 June 2025	2,016,211	139,723	2,155,934	301,550	238,456	104,208	1,969	646,183	2,992,068

6.2 Property, infrastructure, plant and equipment (cont'd)

(d) Details of infrastructure category

Consolidated	Roads	Bridges	Footpaths and cycleways	Drainage	Recreational, leisure and community	Parks open spaces and streetscapes	Other	Statues, sculptures and artworks	Work In progress	Total
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
At fair value 1 July 2024	864,908	136,261	206,544	184,308	5,470	50,896	242,951	60,587	68,328	1,820,253
Accumulated depreciation 1 July 2024	-	-	-	-	-	-	(18,629)	(12,343)	-	(30,972)
	864,908	136,261	206,544	184,308	5,470	50,896	224,322	48,244	68,328	1,789,281
Movements in fair value										
Additions	-	-	-	-	-	-	-	-	62,627	62,627
Revaluation	329,881	(5,910)	15,549	32,775	821	25,139	22,374	-	-	420,629
Write-off	-	-	-	-	-	-	-	-	(1,740)	(1,740)
Transfers from WIP	8,228	7,139	13,365	5,892	-	3,049	7,983	-	(45,656)	-
Total	338,109	1,229	28,914	38,667	821	28,188	30,357	-	15,231	481,516
Movements in accumulated depreciation										
Depreciation	(16,509)	(1,969)	(8,233)	(1,970)	(389)	-	(15,550)	(680)	-	(45,300)
Total	(16,509)	(1,969)	(8,233)	(1,970)	(389)	-	(15,550)	(680)	-	(45,300)
At fair value 30 June 2025	1,203,017	137,490	235,458	222,975	6,291	79,084	254,679	60,587	83,559	2,283,140
Accumulated depreciation 30 June 2025	(16,509)	(1,969)	(8,233)	(1,970)	(389)	-	(15,550)	(13,023)	-	(57,643)
Carrying amount 30 June 2025	1,186,508	135,521	227,225	221,005	5,902	79,084	239,129	47,564	83,559	2,225,497

6.2 Property, infrastructure, plant and equipment (cont'd)

Council	Roads	Bridges	Footpaths and cycleways	Drainage	Recreational, leisure and community	Parks open spaces and streetscapes	Other	Statuses, sculptures and artworks	Work In progress	Total
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
At fair value 1 July 2024	864,908	136,261	206,544	184,308	5,470	50,896	242,951	60,587	68,328	1,820,253
Accumulated depreciation 1 July 2024	-	-	-	-	-	-	(18,629)	(12,343)	-	(30,972)
	864,908	136,261	206,544	184,308	5,470	50,896	224,322	48,244	68,328	1,789,281
Movements in fair value										
Additions	-	-	-	-	-	-	-	-	62,627	62,627
Revaluation	329,881	(5,910)	15,549	32,775	821	25,139	22,374	-	-	420,629
Write-off	-	-	-	-	-	-	-	-	(1,740)	(1,740)
Transfers from WIP	8,228	7,139	13,365	5,892	-	3,049	7,983	-	(45,656)	-
Total	338,109	1,229	28,914	38,667	821	28,188	30,357	-	15,231	481,516
Movements in accumulated depreciation										
Depreciation	(16,509)	(1,969)	(8,233)	(1,970)	(389)	-	(15,550)	(680)	-	(45,300)
Total	(16,509)	(1,969)	(8,233)	(1,970)	(389)	-	(15,550)	(680)	-	(45,300)
At fair value 30 June 2025	1,203,017	137,490	235,458	222,975	6,291	79,084	254,679	60,587	83,559	2,283,140
Accumulated depreciation 30 June 2025	(16,509)	(1,969)	(8,233)	(1,970)	(389)	-	(15,550)	(13,023)	-	(57,643)
Carrying amount 30 June 2025	1,186,508	135,521	227,225	221,005	5,902	79,084	239,129	47,564	83,559	2,225,497

6.2 Property, infrastructure, plant and equipment (cont'd)

(e) Details of plant and equipment category

Consolidated	Plant machinery and equipment	Fixtures fittings and furniture	Computers and telecomm	Library books	Work in progress	Total
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
At cost 1 July 2024	131,803	23,056	47,826	22,481	13,695	238,861
Accumulated depreciation 1 July 2024	(97,686)	(10,469)	(39,726)	(18,590)	-	(166,471)
	34,117	12,587	8,100	3,891	13,695	72,390
Movements in fair value						
Additions	3,654	213	273	-	3,046	7,186
Disposal	(4,908)	-	-	-	-	(4,908)
Write-off	-	-	-	-	(204)	(204)
Transfers from WIP	2,871	1,264	2,418	2,194	(8,747)	-
Reclassification to assets held for sale	(6,424)	-	-	-	625	(5,799)
Total	(4,807)	1,477	2,691	2,194	(5,280)	(3,725)
Movements in accumulated depreciation						
Depreciation and amortisation	(9,695)	(1,655)	(3,182)	(1,615)	-	(16,147)
Accumulated depreciation on disposals	4,497	-	-	-	-	4,497
Reclassification to assets held for sale	4,430	-	-	-	-	4,430
Total	(768)	(1,655)	(3,182)	(1,615)	-	(7,220)
At cost 30 June 2025	126,996	24,533	50,517	24,675	8,415	235,136
Accumulated depreciation 30 June 2025	(98,454)	(12,124)	(42,908)	(20,205)	-	(173,691)
Carrying amount 30 June 2025	28,542	12,409	7,609	4,470	8,415	61,445

6.2 Property, infrastructure, plant and equipment (cont'd)

Council	Plant machinery and equipment	Fixtures fittings and furniture	Computers and telecomms	Library books	Work in progress	Total
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
At cost 1 July 2024	49,422	20,600	37,115	22,481	11,729	141,347
Accumulated depreciation 1 July 2024	(37,625)	(8,137)	(29,741)	(18,590)	-	(94,093)
	11,797	12,463	7,374	3,891	11,729	47,254
Movements in fair value						
Additions	-	-	-	-	2,112	2,112
Write-off	-	-	-	-	(204)	(204)
Transfers from WIP	1,889	1,264	2,413	2,194	(7,760)	-
Total	1,889	1,264	2,413	2,194	(5,852)	1,908
Movements in accumulated depreciation						
Depreciation and amortisation	(3,308)	(1,581)	(2,922)	(1,615)	-	(9,426)
Total	(3,308)	(1,581)	(2,922)	(1,615)	-	(9,426)
At cost 30 June 2025	51,311	21,864	39,528	24,675	5,877	143,255
Accumulated depreciation 30 June 2025	(40,933)	(9,718)	(32,663)	(20,205)	-	(103,519)
Carrying amount 30 June 2025	10,378	12,146	6,865	4,470	5,877	39,736

6.2 Property, infrastructure, plant and equipment (cont'd)

(f) Recognition

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 the Group, cost includes all materials used in construction, and direct labour costs incurred during construction, and an appropriate share of directly attributable variable and fixed overheads.

Recognition thresholds

In accordance with the City of Melbourne's policy, the threshold limit for all categories of property, infrastructure, plant, and equipment assets is \$2000. Assets with a fair value or cost of \$2000 or greater are recognised in these financial statements.

Queen Victoria Market Pty Ltd has adopted the same threshold of \$2000 for individual capital expenditure. Citywide Service Solutions Pty Ltd.'s recognition threshold is \$1000.

The City of Melbourne has adopted a threshold limit for right-of-use leased assets of \$10,000. Refer to Note 5.8 Leases.

Land under roads

The City of Melbourne recognises land under roads it controls at the deemed cost.

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.

Leasehold improvements

Leasehold improvements are recognised at cost and are amortised over the unexpired period of the lease or the estimated useful life of the improvement, whichever is shorter. At balance date, leasehold improvements are amortised over a 10 to 17 year period.

(g) Depreciation and amortisation

Buildings, infrastructure, plant and equipment, and other assets having limited useful lives are systematically depreciated over their useful lives to the Group 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 by the Group.

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 by the City of Melbourne are summarised below and are consistent with the prior year unless otherwise stated. Citywide Service Solutions Pty Ltd and Queen Victoria Market Pty Ltd depreciation periods are different to City of Melbourne's, which is not considered material for the consolidated report.

6.2 Property, infrastructure, plant and equipment (cont'd)

	Depreciation Period (years) 2025	Depreciation period (years) 2024
Land and land improvement		
Land	-	-
Buildings		
Heritage buildings	100	100
Buildings	0-96	0-96
Leasehold improvements	10-17	10-17
Plant and equipment		
Plant, machinery and equipment	3-20	3-20
Fixtures, fittings and furniture	5-10	5-10
Computers and telecommunications	3-8	3-8
Library books	4-5	4-5
Infrastructure		
Roads		
Road pavements and seals	12-20	12-20
Road substructure	50-90	50-90
Road kerb, channel and minor culverts	32-60	32-50
Bridge deck	15-25	
Bridge substructure	25-142	25-130
Footpaths and cycleways	7-60	7-60
Drainage	90-160	90-160
Recreational, leisure and community facilities	12-50	12-50
Parks, open space and streetscapes	0-20	0-20
Off-street car parks	4-15	4-15
Statues, sculptures and artworks	0-100	0-100
Marina and wharves	100	100
Park and garden irrigation	30	30
Parks infrastructure	10-100	10-100
Intangible assets	1-5	1-5
Right-of-use leased assets	1-37	1-37

(h) Valuation of land and buildings

A valuation of land and buildings was undertaken by a qualified valuer (John O'Leary, Fellow of the Australian Property Institute (FAPI, Grad Dip (Prop), F.Fin), Certified Practising Valuer, member number 62206, in compliance with International Valuation Standards (IVS 2020) effective 31 January 2020. Mr O'Leary is an employee of the City of Melbourne. Date of the valuation is 30 June 2025. The valuation of land and buildings is at fair value (refer to Note 8.4), being market-value based on the City of Melbourne's current use which is deemed its highest and best use. 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 un-serviced) characteristics, access rights and private interests of other parties and entitlements of infrastructure assets and services (such as electricity, gas and water supply). Valuers will also apply adjustments to valuations to reflect the following:

- i. Changes in market conditions since the previous valuation.
- ii. The location of the assets, any encumbrances, timing of previous sales, size of holdings, zoning restrictions and prevailing market conditions.
- iii. Constraints on land use arising from existing planning provisions.

Any significant movements in the unobservable inputs for land and land under roads will have a significant impact on the fair value of these assets.

A full valuation of City of Melbourne's land and buildings as at 30 June 2025 was undertaken and is detailed in the following table. Details about the fair value hierarchy are as follows:

Council	Level 1	Level 2	Level 3	Total	DoV	Type of valuation
	\$'000	\$'000	\$'000	\$'000		
Non-specialised land	-	139,723	-	139,723	30/6/25	Full
Specialised land	-	692,576	1,323,635	2,016,211	30/6/25	Full
Total land	-	832,299	1,323,635	2,155,934		
Heritage buildings	-	-	301,550	301,550	30/6/25	Full
Buildings	-	150,574	192,090	342,664	30/6/25	Full
Total buildings	-	150,574	493,640	644,214		

No transfers between levels occurred during the year. See Note 8.4 for explanations of levels 1, 2 and 3 in the above table.

(i) Valuation of Infrastructure

Valuation of infrastructure assets has been determined in accordance with a valuation undertaken by Jian Zhao, Asset Engineer, Bachelor of Civil Engineering (1st Honours) and Claire O’Callaghan, Senior Asset Management Officer, Master of Applied Science (Geospatial Information) and Professional Certificate in Asset Management Planning, who are employed by the City of Melbourne.

A full valuation of the majority of City of Melbourne’s infrastructure assets (bridges, promenades and wharves used CPI indexation) as at 30 June 2025 was undertaken and is detailed in the following table. The valuation is at fair value (refer Note 8.4) based on current replacement cost, less accumulated depreciation at that date. The estimates of current replacement cost for infrastructure assets is based on the building and construction rates charged by the City of Melbourne’s subsidiary Citywide Service Solutions Pty Ltd under a civil infrastructure services agreement. These rates are at arm’s length and comparable to the rates charged by Citywide to other councils for similar services.

The City of Melbourne has not recently undertaken any construction projects that would provide the data required to reliably estimate the impact of the following costs on the fair value of the City of Melbourne’s infrastructure assets at 30 June 2025:

- site preparation costs relating to the demolition and removal of unwanted structures
- costs for disruption of other entities’ services.
- costs to restore other entities’ assets.

As a result, information to estimate the impact of these costs on the fair value of the City of Melbourne’s infrastructure assets is not reasonably available, and those costs are not included in the City of Melbourne’s estimate of current replacement costs for infrastructure assets.

Details of the City of Melbourne’s infrastructure and information about the fair value hierarchy as at 30 June 2025 are as follows:

Council	Level 1	Level 2	Level 3	Total	DoV	Type of valuation
	\$'000	\$'000	\$'000	\$'000		
Roads	-	-	1,186,508	1,186,508	30.6.25	Full
Bridges	-	-	135,521	135,521	30.6.25	Indexation
Footpaths and cycleways	-	-	227,225	227,225	30.6.25	Full
Drainage	-	-	221,005	221,005	30.6.25	Full
Recreational, leisure and community facilities	-	-	5,902	5,902	30.6.25	Full
Parks, open space and streetscapes	-	-	79,084	79,084	30.6.25	Full
Promenades and wharves	-	-	60,969	60,969	30.6.25	Indexation
Other infrastructure	-	-	178,160	178,160	30.6.25	Full/Indexation
Total infrastructure	-	-	2,094,374	2,094,374		

No transfers between levels occurred during the year.

(j) Description of significant unobservable inputs into level 3 valuations

Council	2025	2024
	\$'000	\$'000
Specialised land and land under roads is valued using a market-based direct comparison technique. Significant unobservable inputs include the extent and impact of restriction of use and the market cost of land per square metre. The extent and impact of restrictions on use varies and results in a reduction to surrounding land values between 5 per cent and 95 per cent. The market value of land varies significantly depending on the location of the land and the current market conditions. Currently land values range between \$27 and \$25,908 per square metre.	1,323,635	1,973,137
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 range from \$128 to \$38,600 per square metre. The remaining useful lives of buildings are determined on the basis of the current condition of buildings and vary from 0 year to 95 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.	192,090	155,297
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 0 years to 160 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.	2,094,374	1,672,209

(k) Reconciliation of specialised land

Council	2025	2024
	\$'000	\$'000
Land under roads	17,200	17,200
Parks and reserves	1,999,011	1,955,937
Total specialised land	2,016,211	1,973,137

6.3 Investment in subsidiaries and associates

Non-Current	Consolidated		Council	
	2025 \$'000	2024 \$'000	2025 \$'000	2024 \$'000
a) Subsidiaries				
Citywide Service Solutions Pty Ltd	-	-	18,406	18,406
Queen Victoria Market Pty Ltd	-	-	200	200
Enterprise Melbourne*	-	-	-	-
	-	-	18,606	18,606
b) Associates				
Regent Management Company Pty Ltd^	9,621	9,621	9,621	9,621
Procurement Australasia Ltd	250	250	250	250
	9,871	9,871	9,871	9,871
	9,871	9,871	28,477	28,477

*Investment in Enterprise Melbourne Pty Ltd is \$10.

^Investment in Regent Management Company Pty Ltd is based on 50 per cent of the net assets of the entity.

Principles of consolidation

The consolidated financial statements of the City of Melbourne incorporate all entities controlled by the City of Melbourne as at 30 June 2025, and their income and expenses for that part of the reporting period in which control existed.

Subsidiaries are all entities over which the City of Melbourne has control. The City of Melbourne controls an entity when it is exposed to, or has rights to, variable returns from its involvement with the entity and has the ability to affect those returns through its power to direct the activities of the entity.

Subsidiaries are fully consolidated from the date on which control is transferred to the City of Melbourne. They are deconsolidated from the date that control ends.

Where dissimilar accounting policies are adopted by entities and their effect is considered material, adjustments are made to ensure consistent policies are adopted in these financial statements.

Entities consolidated into the City of Melbourne include:

- Citywide Service Solutions Pty Ltd and its subsidiaries
- Queen Victoria Market Pty Ltd
- Enterprise Melbourne Pty Ltd
- Melbourne Digital Pty Ltd - non-operating entity.

In the process of preparing consolidated financial statements, all material transactions and balances between consolidated entities are eliminated. For the 2024-25 financial year, and in comparison with 2023-24, transactions between Citywide Service Solutions Pty Ltd (a subsidiary of the City of Melbourne) and the City of Melbourne in relation to Citywide's Waste business have been classified under discontinued operations. This classification follows the sale of Citywide Service Solutions Pty Ltd's Waste business and is in accordance with AASB 5, which requires all transactions related to discontinued operations to be disclosed in a single line in the Comprehensive Income Statement. Prior to elimination of transactions between parent and subsidiary, the Waste business generated \$26.2 million in revenue and incurred \$0.5 million in expenses in 2024-25 (2023-24: \$25.2 million in revenue and \$0.5 million in expenses).

(a) Subsidiaries

Citywide Service Solutions Pty Ltd (100 per cent owned subsidiary of City of Melbourne)

Citywide Service Solutions Pty Ltd has a 100 per cent equity interest in the following subsidiaries:

- Sterling Group Services Pty Ltd. - dormant
- AWD Earthmoving Pty Ltd. - dormant
- Technigro Australia Pty Ltd.
- Technigro Pty Ltd.
- Citywide Utilities Pty Ltd.

Citywide Service Solutions Pty Ltd has a 50 per cent equity interest in:

- Citywide Asphalt Group (Aus) Pty Ltd, a joint operation in partnership with Fulton Hogan Industries Pty Ltd.

The principal activities of Citywide Service Solutions Pty Ltd are to meet the contract service needs of local government, other government and private and public sector corporations and the community by providing a comprehensive range of physical services and quality asphalt products.

The City of Melbourne has 100 per cent voting rights, which clearly demonstrate power over the investee and the ability to affect the amount of the investor's returns. The City of Melbourne is exposed to variable returns in the form of dividends, and in addition, to tax equivalent payments for income and payroll tax. A controlling interest is held by the City of Melbourne.

In June 2024, Citywide Service Solutions Pty Ltd discontinued operations of the Ultegra business (Citywide Utilities Pty Ltd) and sold part of the business, with the remainder of the business to be shuttered in the 2025 financial year. This followed a strategic decision by the board in February 2024, after the underperformance of that business.

Also, in June 2024, Citywide Service Solutions Pty Ltd entered into a business sale agreement with a buyer to divest its Waste business, with settlement occurring on 1 July 2025 (See Note 8.5). The decision to sell the Waste business in June 2024 followed strategic decisions by the Citywide board to place greater emphasis on key competencies.

In the 2024-25 financial year, a decision was made by the Citywide Service Solutions Pty Ltd board to divest the NSW, ACT and Queensland (NAQ) businesses and the Gordon McKay and Frontline Electrical businesses following a strategic decision to place greater focus on the Group's key competencies. A sale process is currently underway with management's expectation for completion in the first half of 2025-26. As both businesses are immediately available for sale, they have been classified as held for sale in the 2024-25 financial statements. See note 9.3.

Citywide Service Solutions Pty Ltd	2025	2024
	\$'000	\$'000
Summarised statement of comprehensive income		
Total income	176,668	156,147
Total expenses	179,944	161,033
Surplus / (deficit) for the year from continuing operations	(3,276)	(4,886)
Income tax equivalent (benefit) / expense	(968)	(1,460)
Income / (loss) after income tax equivalents from continuing operations	(2,308)	(3,426)
Income / (loss) after income tax equivalents from discontinued operations	4,735	(4,357)
Income / (loss) after income tax equivalents	2,427	(7,783)
Gain on revaluation of property	980	-
Total comprehensive income / (loss)	3,407	(7,783)
Summarised balance sheet		
Current assets	108,274	106,697
Non-current assets	144,661	166,740
Total assets	252,935	273,437
Current liabilities	85,758	65,711
Non-current liabilities	41,903	68,359
Total liabilities	127,661	134,070
Net assets	125,274	139,367
Summarised statement of cash flows		
Net cash provided / (used in) operating activities	22,609	21,575
Net cash provided / (used in) investing activities	(1,479)	(8,665)
Net cash provided / (used in) financing activities	(23,114)	(4,649)
Net increase / (decrease) in cash and cash equivalents	(1,984)	8,261

Queen Victoria Market Pty Ltd (100 per cent owned subsidiary of the City of Melbourne)

The principal activities are to ensure that the market maintains and enhances an industry reputation as Australia's foremost leading marketplace, whilst meeting world's best practice standards.

The City of Melbourne has 100 per cent voting rights. The City of Melbourne is exposed to variable returns in the form of dividends, and in addition to tax equivalent payments for income and payroll taxes. A controlling interest is held by the City of Melbourne.

Queen Victoria Market Pty Ltd	2025	2024
	\$'000	\$'000
Summarised statement of comprehensive income		
Total income	27,363	25,956
Total expenses	27,993	25,517
Surplus / (deficit) for the year	(630)	439
Income tax equivalent (benefit) / expense	25	20
Total comprehensive income / (loss)	(655)	419
Summarised balance sheet		
Current assets	7,156	6,271
Non-current assets	4,481	4,685
Total assets	11,637	10,956
Current liabilities	7,085	5,440
Non-current liabilities	3,877	4,186
Total liabilities	10,962	9,626
Net assets	675	1,330
Summarised statement of cash flows		
Net cash provided / (used in) operating activities	995	1,567
Net cash provided / (used in) investing activities	(775)	(322)
Net cash provided / (used in) financing activities	(433)	(548)
Net increase / (decrease) in cash and cash equivalents	(213)	697

No grants have been paid to Queen Victoria Market Pty Ltd for 2024-25 under the City of Melbourne's Quick Response Grants package (2024: \$1.0 million).

Enterprise Melbourne Pty Ltd (100 per cent owned subsidiary of the City of Melbourne)

Enterprise Melbourne Pty Ltd was established by the City of Melbourne to drive economic development for the city through supporting existing business growth, as well as attracting new local and international investment.

The City of Melbourne has 100 per cent voting rights which clearly demonstrate power over the investee and the ability to affect the amount of the investor's returns. The City of Melbourne is exposed financially to the investee as it funds its operations. A controlling interest is held by the City of Melbourne.

For the 2024–25 financial year, Enterprise Melbourne Pty Ltd had expenses of \$0.2 million (\$0.3 million 2023–24) and net assets of \$0.06 million (\$0.04 million 2023–24).

Enterprise Melbourne Pty Ltd's transactions are included in the City of Melbourne's financial statements.

(b) Associates

Associates are all entities over which the City of Melbourne has significant influence but not control or joint control. Investments in associates are accounted for using the cost method of accounting, as the City of Melbourne does not have significant influence or control over the associates.

Regent Management Company Pty Ltd (50 per cent owned by the City of Melbourne)

- The City of Melbourne and the Victorian Government hold an equal 50 per cent share in this entity. The City of Melbourne has 50 per cent voting rights. Both parties collectively control the entity but neither party can direct activities without the co-operation of the other. A significant interest is held, but not a controlling interest. The City of Melbourne's investment is based on 50 per cent of the net assets of the entity's signed audited financial statements.
- Regent Management Company Pty Ltd reported an operating loss of \$990,946 (unaudited) for the year ended 30 June 2025 (2024: loss of \$265,583 – unaudited).

Procurement Australasia Ltd (63 per cent owned by the City of Melbourne)

- Procurement Australasia Ltd has issued a total of 396,862 fully paid ordinary shares. The City of Melbourne holds 250,000 shares in the Company, being 63 per cent of the issued capital of the Company. The City of Melbourne has approximately 15 per cent of the voting rights (it does not have the ability to direct activities of the entity without the co-operation of the other councils). A significant interest is held, but not a controlling interest.
- Procurement Australasia Ltd share issues and movements are restricted where Directors may:
 - issue, allot, or dispose of, grant options over unissued shares, and allot preference shares at the option of the company but only to Approved Persons on terms determined by the Directors
 - require a member to dispose of shares where the member has ceased to be an Approved Person, or an insolvency or default event occurs
 - allow transfers of shares in accordance with the Constitution.
- Procurement Australasia Ltd reported an operating profit for the year ended 30 September 2024 of \$2.9 million compared to a profit of \$1.9 million for the previous year. The Company paid a dividend for the 30 September 2024 financial year of 27 cents per share. A dividend payment of \$67,500 was received in December 2024 by the City of Melbourne (2023: \$50,000). Net assets are \$16.0 million as at 30 September 2024 (2023: \$13.2 million).

6.4 Investment property

	Consolidated		Council	
	2025	2024	2025	2024
	\$'000	\$'000	\$'000	\$'000
Land				
Balance at beginning of financial year	103,426	135,957	103,426	135,957
Reclassification to property, infrastructure, plant and equipment	-	(6,271)	-	(6,271)
Disposals (moved to non-current asset held for sale)	-	(25,400)	-	(25,400)
Fair value adjustments	(15,375)	(860)	(15,375)	(860)
Balance at end of financial year	88,051	103,426	88,051	103,426
Buildings				
Balance at beginning of financial year	112,799	94,794	112,799	94,794
Additions	15,127	18,923	15,127	18,923
Reclassification from property, infrastructure, plant and equipment	-	1,035	-	1,035
Fair value adjustments	13,434	(1,953)	13,434	(1,953)
Balance at end of financial year	141,360	112,799	141,360	112,799
Total investment properties	229,411	216,225	229,411	216,225

Investment property is held to generate long-term rental yields. Investment property is measured initially at cost, including transaction costs. Costs incurred subsequent to initial acquisition are capitalised when it is probable that future economic benefit in excess of the originally assessed performance of the asset will flow to the City of Melbourne.

Subsequent to initial recognition at cost, investment property is carried at fair value. This is assessed annually by the City of Melbourne employed valuers. Changes to fair value are recorded in the comprehensive income statement in the period that they arise.

Valuation of investment property

Valuation of investment property has been determined in accordance with a valuation by John O'Leary, Fellow of the Australian Property Institute (FAPI, Grad Dip (Prop) F.Fin), Certified Practising Valuer, member number 62206, in compliance with International Valuation Standards (IVS 2020) effective 31 January 2020. Mr O'Leary is an employee of the City of Melbourne. The valuation is at fair value (refer to Note 8.4), based on the current market value for the property. Date of the valuation is 30 June 2025.

Note 7 People and relationships

7.1 Council and key management remuneration

(a) Related parties

Parent entity: Melbourne City Council 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 the City of Melbourne. The councillors, Chief Executive Officer and general managers are deemed KMP. Details of KMP at any time during the year are:

Councillors	(including dates if not full year)
Lord Mayor Nicholas Reece	2.7.2024-16.10.2024; 19.11.2024-30.6.2025 (Deputy Lord Mayor 1.7.24)
Deputy Lord Mayor Roshena Campbell	19.11.24-30.6.25 (Councillor 1.7.24-16.10.24)
Olivia Ball	1.7.2024-16.10.2024; 19.11.2024-30.6.2025
Davydd Griffiths	1.7.2024-16.10.2024; 19.11.2024-30.6.2025
Philip Le Liu	1.7.2024-16.10.2024; 19.11.2024-30.6.2025
Kevin Louey	1.7.2024-16.10.2024; 19.11.2024-30.6.2025
Rafael Camillo	19.11.24-30.6.25
Owen Guest	19.11.24-30.6.25
Gladys Liu	19.11.24-30.6.25
Andrew Rowse	19.11.24-30.6.25
Mark Scott	19.11.24-30.6.25
Lord Mayor Sally Capp	1.7.24-1.7.24
Jason Chang	1.7.24-16.10.24
Elizabeth Mary Doidge	1.7.24-16.10.24
Jamal Hakim	1.7.24-16.10.24
Rohan Leppert	1.7.24-16.10.24

Chief Executive Officer and other key management personnel

Position	Name
Chief Executive Officer	Alison Leighton
General Manager Business Excellence / Chief Operating Officer	Mans Bassi
General Manager Community and City Services	Rushda Halith
General Manager Strategy, Planning and Climate Change	Evan Counsel
General Manager Business, Economy and Activation	Ludo Campbell-Reid
General Manager Infrastructure and Amenity	Rick Kwasek
Chief Customer and Communications Officer	Rebecca Skelton (from 9.12.2024)
General Manager, Finance and Corporate (CFO)	Michael Tenance (to 2.7.2024)
Chief of Staff	Kirsty Pearce
Total number of councillors	16
Total Chief Executive Officer and other Key Management Personnel	9
Total number of key management personnel	25

(c) Remuneration of Key Management Personnel

Remuneration comprises employee benefits including all forms of consideration paid, payable or provided by the City of Melbourne, or on behalf of the City of Melbourne, 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.

Total remuneration of key management personnel: :

	2025	2024
	\$'000	\$'000
Short-term employee benefits	3,777	3,447
Other long-term benefits	64	60
Post-employment benefits	404	368
Termination benefits	-	499
Total	4,245	4,375

Key management personnel whose total remuneration from the City of Melbourne falls within the following bands:

	2025	2024
\$0-\$9,999	1	-
\$20,000-\$29,999	4	-
\$30,000-\$39,999	1	-
\$40,000-\$49,999	5	-
\$60,000-\$69,999	4	9
\$110,000-\$119,999	1	-
\$140,000-\$149,999	-	2
\$180,000-\$189,999	-	2
\$270,000-\$279,999	-	1
\$290,000-\$299,999	1	-
\$300,000-\$309,999	1	-
\$350,000-\$359,999	1	1
\$360,000-\$369,999	1	1
\$370,000-\$379,999	1	-
\$380,000-\$389,999	1	-
\$430,000-\$439,999	2	-
\$440,000-\$449,999	-	1
\$550,000-\$559,999	-	2
\$560,000-\$569,999	1	-
\$580,000-\$589,999	-	1
	25	20
	\$'000	\$'000
Total remuneration for the financial year included above	4,245	4,375

(d) Remuneration of other senior staff

Other senior staff are officers of the City of Melbourne, other than key management personnel, who:

- for the City of Melbourne, their total remuneration exceeds \$170,000 (2024: \$170,000) and they report directly to a member of the key management personnel
- for subsidiaries, are the Chief Executive Officers and executives, and officers whose total annual remuneration exceeds \$170,000 (2024: \$170,000).

Total remuneration of other senior staff was as follows:

	Consolidated		Council	
	2025 \$'000	2024 \$'000	2025 \$'000	2024 \$'000
Short-term employee benefits	13,922	13,933	7,130	7,431
Other long-term benefits	742	450	110	151
Post-employment benefits	1,122	1,508	910	854
Termination benefits	1,247	1,413	975	937
Total	17,032	17,303	9,126	9,373

The number of other senior staff is shown below in their relevant income bands:

Income range	Consolidated		Council	
	2025	2024	2025	2024
\$20,000-\$99,999	1	1	-	-
\$110,000-\$119,999	-	1	-	-
\$120,000-\$129,999	-	2	-	-
\$150,000-\$159,999	-	1	-	-
\$170,000-\$179,999	2	2	1	-
\$180,000-\$189,999	5	1	3	-
\$190,000-\$199,999	4	2	3	2
\$200,000-\$209,999	5	3	3	1
\$210,000-\$219,999	7	5	6	2
\$220,000-\$229,999	-	7	-	5
\$230,000-\$239,999	4	3	2	3
\$240,000-\$249,999	4	2	2	1
\$250,000-\$259,999	5	4	4	1
\$260,000-\$269,999	4	12	3	9
\$270,000-\$279,999	3	2	2	2
\$280,000-\$289,999	2	3	2	2
\$290,000-\$299,999	2	3	1	1
\$300,000-\$309,999	4	3	2	2
\$310,000-\$319,999	1	2	-	1
\$320,000-\$329,999	2	-	-	-
\$330,000-\$339,999	2	-	1	-
\$340,000-\$349,999	-	2	-	1
\$350,000-\$359,999	1	-	-	-
\$360,000-\$369,999	1	2	-	1
\$380,000-\$389,999	1	-	1	-
\$390,000-\$399,999	1	1	1	-
\$420,000-\$429,999	-	1	-	-
\$430,000-\$439,999	1	-	-	-
\$450,000-\$459,999	1	1	-	-
\$470,000-\$479,999	-	1	-	-
\$570,000-\$579,999	-	1	-	1
\$700,000-\$709,999	-	1	-	-
\$960,000-\$969,999	1	-	-	-
	64	69	37	35
	\$'000	\$'000	\$'000	\$'000
Total remuneration for the reporting year for senior officers included above, amounted to:	17,032	17,303	9,126	9,373

7.2 Related party disclosure

(a) Transactions with related parties

During the year, the City of Melbourne entered into related party transactions totalling \$0.5 million (2024: \$0.3 million). The nature of the transactions is related to the city's public liability insurance premium (Municipal Association of Victoria), subscriptions and memberships, training, facilitating, venue hire, event and conference costs, supplies, project design, cleaning, plans and fees, and permits.

(b) Outstanding balances with related parties (key management personnel)

There are no outstanding balances that have been made to key management personnel. There were no matters to report in the previous financial year.

(c) Loans to / from related parties (key management personnel)

There are no loans that have been made to key management personnel. There were no matters to report in the previous financial year.

(d) Commitments to / from related parties (key management personnel)

Key management personnel

There are no commitments that have been made to key management personnel. There were no matters to report in the previous financial year.

Subsidiaries

The City of Melbourne has provided the Queen Victoria Market Board with a letter of comfort confirming: That the City of Melbourne will provide the Queen Victoria Market Pty Ltd with financial support to ensure it remains solvent during the funding period and to ensure the continuation of the going concern status of the company. The Letter of Comfort reaffirms reliance on the 2017 Letter of Support confirming that the City of Melbourne will ensure Queen Victoria Market Pty Ltd remains solvent during the ongoing Market precinct Renewal Project.

In addition, for 2025-26 the City of Melbourne has approved a capital injection of \$1.2 million to be paid to Queen Victoria Market Pty Ltd.

(e) Wholly owned group

The City of Melbourne is the ultimate parent entity in the wholly owned group. Transactions with the controlled entities, Citywide Service Solutions Pty Ltd (and its subsidiaries), Queen Victoria Market Pty Ltd, and Enterprise Melbourne Pty Ltd during the financial year are shown below. Melbourne Digital Pty Ltd is a non-operating entity.

All subsidiaries are incorporated and are residents in Australia.

	Citywide Service Solutions Pty Ltd		Queen Victoria Market Pty Ltd		Enterprise Melbourne Pty Ltd	
	2025 \$'000	2024 \$'000	2025 \$'000	2024 \$'000	2025 \$'000	2024 \$'000
Revenue from subsidiaries	523	626	824	801	-	-
Income Tax and Payroll Tax Equivalent payments from subsidiaries	5,092	-	25	-	-	-
Expenditure to subsidiaries	86,198	72,202	159	763	-	-
Funding to subsidiaries	-	-	-	1,000	194	298
Dividend payments from subsidiaries	17,500	-	-	-	-	-
Owing to subsidiaries	10,004	10,295	1,067	325	-	-
Owing by subsidiaries	-	48	-	-	-	-

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.

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 City of Melbourne
- 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.
 - the amount of the obligation cannot be measured with sufficient reliability.

Legal matters

As at balance date, there are no legal matters pending other than disclosed in 'Other contingent liabilities' below.

Building cladding

As at balance date, there are no formalised estimates that exist in relation to rectification works or other matters in relation to building cladding that may have an adverse impact on the City of Melbourne.

Other contingent liabilities

The City of Melbourne has several outstanding insurance claims and associated litigation at balance date of which some may result in legal proceedings to determine liability.

At balance date, the City of Melbourne is unable to reliably measure the outcomes of these proceedings, however, exposure is limited to \$250,000 in a year.

Liability Mutual Insurance

The City of Melbourne is a participant of the Municipal Association of Victoria's Liability Mutual Insurance (LMI) Scheme. The LMI scheme provides public liability and professional indemnity insurance cover. The LMI scheme states that each participant will remain liable to make further contributions to the scheme in respect of any insurance year in which it was a participant to the extent of its participant's share of any shortfall in the provision set aside in respect of that insurance year, and such liability will continue whether the participant remains a participant in future insurance years.

8.2 Change 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.

Standard / interpretation	Summary	Applicable for annual reporting periods commencing on	Impact on Financial Statements
ASRS S1 - General Sustainability-related Disclosures	This standard requires entities to disclose information related to sustainability governance, strategy, risk management, and performance. It covers a broad range of sustainability-related issues beyond climate, including environmental, social, and governance (ESG) factors that affect an entity's operations and long-term value creation.	Public sector application issues remain under consideration	No impact on 2024-25 financial statements
ASRS S2 - Climate-related Disclosures	This standard focuses specifically on climate-related risks and opportunities. It requires entities to disclose information about how climate change affects their business, including governance structures, risk management processes, and climate-related metrics (such as emissions and energy usage).	Public sector application issues remain under consideration	No impact on 2024-25 financial statements

8.3 Financial instruments

(a) Objectives and policies

The Group's principal financial instruments comprise cash assets, term deposits, receivables (excluding statutory receivables), payables (excluding statutory payables), bank and Treasury Corporation of Victoria (TCV) borrowings.

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 Council. These policies include identification and analysis of the risk exposure to the Group and appropriate procedures, controls, and risk minimisation.

(b) Market risk

Market risk is the risk that the fair value or future cash flows of the Group financial instruments will fluctuate because of changes in market prices. The Group'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. The Group's interest rate liability risk arises primarily from long-term loans and borrowings at fixed rates which exposes the Group 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. The City of Melbourne and its subsidiaries have 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*. The Group manages interest rate risk by adopting an investment policy that ensures:

- diversification of investment product
- monitoring of return on investment
- benchmarking of returns and comparison with budget.

There has been no significant change in the Group'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 not been sufficiently significant during the year to have an impact on the Group's year end result.

The Group's interest rate liability risk for 2024–25 arises from the borrowings of the City of Melbourne and Citywide Service Solutions Pty Ltd. All borrowing and overdraft facilities have been arranged with a major Australian bank and TCV. Interest rate risk is managed by:

- an ongoing review of borrowing levels
- having a limit imposed on the maximum borrowing amount allowed by the City of Melbourne.

(c) Credit risk

Credit risk is the risk that a contracting entity will not complete its obligations under a financial instrument and cause the Group to make a financial loss. The Group has exposure to credit risk on some financial assets included in the consolidated balance sheet.

To help manage this risk:

- the Group has a policy for establishing credit limits for the entities it deals with
- the Group may require collateral, where appropriate
- the Group only invests surplus funds with financial institutions which have a recognised credit rating specified in the Group's investment policies.

Receivables consist of many customers, spread across the ratepayer, business, and government sectors. Credit risk associated with the City of Melbourne'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.

The Group may also be subject to credit risk for transactions which are not included in the balance sheet, such as when the City of Melbourne and its subsidiaries provide a guarantee for another party. Details of the City of Melbourne's contingent liabilities are disclosed in Note 8.1.

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. The City of Melbourne does not hold any collateral.

(d) Liquidity risk

Liquidity risk includes the risk that, as a result of the Group'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, the Group:

- has liquidity policies which target a minimum and average level of cash and cash equivalents to be maintained
- has readily accessible standby facilities and other funding arrangements in place
- has a liquidity portfolio structure that requires surplus funds to be invested within various bands of liquid instruments
- monitors budget to actual performance on a regular basis
- sets limits on borrowings relating to the percentage of loans to rate revenue and percentage of loan principal repayments to rate revenue.

The Group's maximum exposure to liquidity risk is the carrying amounts of financial liabilities as disclosed on the face of the balance sheet. It is deemed insignificant based on data from the prior period and current assessment of risk.

There has been no significant change in the Group'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.

With the exception of borrowings, all financial liabilities are expected to be settled within normal terms of trade. Details of the maturity profile for borrowings are disclosed at Note 5.4.

Unless otherwise stated, the carrying amounts of financial instruments reflect their fair value.

The consolidated Group's exposure to liquidity risk is deemed to be low given the City of Melbourne's and Citywide Service Solutions Pty Ltd.'s borrowing levels and our current assessment of risk.

The City of Melbourne's loan with the Treasury Corporation of Victoria is an ongoing facility that does not have an expiry date. The total loan amount available is assessed annually in line with the approved budget. The interest rate on the Treasury Corporation of Victoria facility is the Treasury Corporation of Victoria rate plus a margin of 0.265 per cent. The facilities are secured by a charge over the general rates levied by the City of Melbourne. The total loan amount drawn from Treasury Corporation of Victoria as at 30 June 2025 was \$110 million.

Citywide Service Solutions Pty Ltd banking facilities as at 30 June 2025 comprise a \$36.2 million cash advance facility (2024: \$36.2 million) and a \$2.5 million overdraft facility (2024: \$2.5 million). The facilities are secured with a 1st ranking fixed and floating charge over the net assets of the Citywide Service Solutions Pty Ltd group. There was \$26.0 million of borrowings drawn at 30 June 2025 (2024: \$26.5m). Subject to the continuance of satisfactory covenants achievement, the banking facilities may be drawn at any time. The banking facilities may be terminated by the bank if the Group defaults under the loan agreement.

The Citywide Service Solutions Pty Ltd facility expired on 27 July 2025 and has been renewed, with a new expiry of 27 July 2028 - See Note 8.5.

(e) Sensitivity disclosure analysis

Taking into account past performance, future expectations, economic forecasts and management's knowledge and experience of the financial markets, the City of Melbourne believes the movements that are 'reasonably possible' over the next 12 months are a parallel shift of +1.0 per cent and -1.0 per cent in market rates from the year-end rate of 3.85 per cent (2024: 4.35 per cent).

It is expected these movements will not have a material impact on the valuation of the Group's financial assets and liabilities, nor will they have a material impact on the results of the Group's operations.

8.4 Fair value measurement

Fair value hierarchy

The Group's financial assets and liabilities are not valued in accordance with the fair value hierarchy – the Group's financial assets and liabilities are measured at amortised cost.

The Group 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 in relation to the current replacement cost of building and infrastructure assets and has directly increased their value by approximately \$24.0 million or 3.4% and \$116.0 million or 7.2% respectively due to the inclusion of these additional costs. The additional increase in Notes 6.2 c) and d) in buildings and infrastructure assets relates to general market movements in valuations.

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: 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.
- 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, the Group 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.

The Group 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 Group reviewed the carrying value of the individual classes of assets measured at fair value to ensure that each asset materially approximates their fair value. Where the carrying value materially differed from the fair value at balance date, the class of asset was revalued.

Fair value valuations are determined in accordance with a valuation hierarchy. Changes to the valuation hierarchy can 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. The Group undertakes a formal valuation of all land, buildings, and infrastructure assets every year. The valuations are performed either by experienced City of Melbourne officers or independent experts engaged by the City of Melbourne and its subsidiaries.

Where the assets are revalued, the revaluation increases are credited directly to the asset revaluation reserve, except to the extent that an increase reverses a prior year decrease for that class of asset that had been recognised as an expense – in which case the increase is recognised as revenue up to the amount of the expense. Revaluation decreases are recognised as an expense, except where prior increases are included in the asset revaluation reserve for that class of asset – in which case the decrease is taken to the reserve to the extent of the remaining increases. Within the same class of assets, revaluation increases and decreases within the year are offset.

Impairment of assets

At each reporting date, the Group reviews the carrying value of its assets (other than property and infrastructure assets measured at fair value) 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

On 1 July 2025, the divestment of Citywide Service Solutions Pty Ltd.'s Waste business was settled with Cleanaway Ltd for \$110.0 million – See Note 9.3.

Citywide Service Solutions Pty Ltd.'s banking facility was renewed on 27 July 2025 and comprises a multi option facility, including cash advance, and an overdraft facility. The renewed facilities expire on 27 July 2028.

In July 2025, Citywide Service Solutions Pty Ltd has repaid in full the outstanding borrowings held at 30 June 2025.

Citywide Service Solutions Pty Ltd declared and paid an interim dividend of \$58.5 million for the 2026 reporting year, to be recognised in that year's financial statements.

Note 9 Other matters

9.1 Reserves

	Consolidated		Council	
	2025 \$'000	2024 \$'000	2025 \$'000	2024 \$'000
Asset revaluation – property and infrastructure	3,165,880	2,638,863	3,067,475	2,541,858
Other reserves				
Restricted				
Public open space reserve	100,415	91,503	100,415	91,503
Non-restricted				
Developer contribution plan reserve	23,711	12,868	23,711	12,868
Investments revaluation reserve	6,846	6,846	6,846	6,846
Tree compensation reserve	7,113	4,683	7,113	4,683
	3,303,965	2,754,763	3,205,560	2,657,758

(a) Asset revaluation reserve

Consolidated	Balance at beginning of 1 July 2023	Increment (Decrement)	Balance at end of 30 June 2024	Increment (Decrement)	Balance at end of 30 June 2025
	\$'000	\$'000	\$'000	\$'000	\$'000
Property					
Land	1,855,799	(243,033)	1,612,766	36,366	1,649,132
Buildings	207,535	7,238	214,773	70,023	284,796
Infrastructure					
Roads and laneways	495,526	49,791	545,317	329,881	875,198
Bridges	34,720	13,312	48,032	(5,910)	42,122
Footpaths and cycleways	92,637	27,457	120,094	15,549	135,643
Drainage	35,802	(13)	35,789	32,775	68,564
Parks, open space and streetscapes	866	(866)	-	25,139	25,139
Other infrastructure	57,842	(1,154)	56,688	23,195	79,883
Artworks	5,404	-	5,404	-	5,404
	2,786,131	(147,268)	2,638,863	527,018	3,165,881

Council	Balance at beginning of 1 July 2023	Increment (Decrement)	Balance at end of 30 June 2024	Increment (Decrement)	Balance at end of 30 June 2025
	\$'000	\$'000	\$'000	\$'000	\$'000
Property					
Land	1,758,795	(243,033)	1,515,762	34,966	1,550,728
Buildings	207,534	7,238	214,772	70,023	284,795
Infrastructure					
Roads and laneways	495,526	49,791	545,317	329,881	875,198
Bridges	34,720	13,312	48,032	(5,910)	42,122
Footpaths and cycleways	92,637	27,457	120,094	15,549	135,643
Drainage	35,802	(13)	35,789	32,775	68,564
Parks, open space and streetscapes	866	(866)	-	25,139	25,139
Other infrastructure	57,842	(1,154)	56,688	23,195	79,883
Artworks	5,404	-	5,404	-	5,404
	2,689,126	(147,268)	2,541,858	525,618	3,067,476

The asset valuation reserve records changes in the net value resulting from revaluations of the Group's assets held for the delivery of services. Refer Note 6.2.

(b) Other reserves – summary

	Consolidated		Council	
	2025 \$'000	2024 \$'000	2025 \$'000	2024 \$'000
Balance at the beginning of the year	115,900	106,007	115,900	106,007
Transfers from accumulated surplus	27,427	16,532	27,427	15,567
Transfers to accumulated surplus	(5,242)	(6,639)	(5,242)	(5,674)
Balance at the end of the financial year	138,085	115,900	138,085	115,900

Other reserves – reserve for public open space

	Consolidated		Council	
	2025 \$'000	2024 \$'000	2025 \$'000	2024 \$'000
Balance at the beginning of the year	91,503	91,239	91,503	91,239
Transfers from accumulated surplus	13,904	5,938	13,904	5,938
Transfers to accumulated surplus	(4,992)	(5,674)	(4,992)	(5,674)
Balance at the end of the financial year	100,415	91,503	100,415	91,503

The reserve for public open space is used to transfer contributions from developers to provide for open space within the municipality pursuant to Section 18A of the *Subdivision Act 1988*.

Other reserves – reserve for Developer Contribution Plan

	Consolidated		Council	
	2025 \$'000	2024 \$'000	2025 \$'000	2024 \$'000
Balance at the beginning of the year	12,868	3,033	12,868	3,033
Transfers from accumulated surplus	10,843	9,835	10,843	9,835
Transfers to accumulated surplus	-	-	-	-
Balance at the end of the financial year	23,711	12,868	23,711	12,868

Other reserves – investments revaluation reserve – Regent Management Pty Ltd

	Consolidated		Council	
	2025 \$'000	2024 \$'000	2025 \$'000	2024 \$'000
Balance at the beginning of the year	6,846	6,846	6,846	6,846
Transfers from investment non-current asset	-	-	-	-
Transfers to investment non-current asset	-	-	-	-
Balance at the end of the financial year	6,846	6,846	6,846	6,846

This revaluation reserve is used to record the increased (or decreased) value of the City of Melbourne's share of Regent Management Pty Ltd assets over time.

Other reserves – tree compensation reserve

	Consolidated		Council	
	2025 \$'000	2024 \$'000	2025 \$'000	2024 \$'000
Balance at the beginning of the year	4,683	4,889	4,683	4,889
Transfers from accumulated surplus	2,680	759	2,680	759
Transfers to accumulated surplus	(250)	(965)	(250)	(965)
Balance at the end of the financial year	7,113	4,683	7,113	4,683

The tree compensation reserve is used to fund future tree planting following compensation from developers who remove mature trees within the municipality.

9.2 Reconciliation of cash flow from operating activities to surplus / (deficit)

	Consolidated		Council	
	2025 \$'000	2024 \$'000	2025 \$'000	2024 \$'000
Surplus / (deficit) for the year	60,750	6,875	72,279	17,968
<i>Non-cash adjustments:</i>				
Depreciation / amortisation	94,585	102,314	85,222	90,322
(Profit) / Loss on disposal of property, plant and equipment	(30,616)	2,368	(29,706)	(1,473)
Impairment losses	-	570	-	570
Fair value adjustments for investment property	1,941	2,813	1,941	2,813
Work in progress write off	18,983	4,609	18,983	4,609
Other	13,948	(251)	12,796	3,486
Changes in assets and liabilities in relation to operating activities:				
(Increase) / decrease in trade and other receivables	14,920	(16,166)	9,893	(16,332)
(Increase) / decrease in prepayment	(641)	9,209	(696)	10,473
(Increase) / decrease in contract assets	(1,884)	2,655	(3,623)	(1,623)
(Decrease) / increase in trade and other payables	(19,062)	7,619	(22,252)	10,281
(Decrease) / increase in contract and other liabilities	(5,720)	189	2,291	2,498
(Increase) / decrease in Inventories	9	612	-	-
(Decrease) / increase in provisions	(2,275)	309	93	(665)
(Decrease) / increase in employee benefits	2,536	(737)	2,088	3,161
(Decrease) / increase in trust funds and deposits	17,209	(3,449)	17,040	(3,768)
Net cash provided by operating activities	164,682	133,957	166,349	122,320

9.3 Discontinued operations

A discontinued operation is a component of the Group's business, the operations, and cash flows of which can be clearly distinguished from the rest of the Group and which:

- represents a separate major line of business or geographic area of operations
- is part of a single co-ordinated plan to dispose of a separate major line of business or geographic area of operation.

Classification as a discontinued operation occurs at the earlier of disposal or when the operation meets the criteria to be classified as held-for-sale.

Citywide Service Solutions Pty Ltd management committed to a plan to shutter the Ultegra business in February 2024, following a strategic decision resulting from financial underperformance of this business. In June 2024, the Group sold part of the Ultegra business, and the remaining part was shuttered in 2024-25.

In June 2024, a decision was made by the Citywide Board to divest the Waste business following a strategic decision to place greater focus on the Group's key competencies. In June 2024, a Business Sale Agreement has been signed by Citywide and Cleanaway, with settlement schedule to take place in 2024-25 after conditions precedent is met. Management believe that conditions precedent is highly probable to be met in 2024-25. As the Waste business is immediately available for sale, has a plan for sale and has shareholder approval, the Waste business has been classified as held for sale.

In 2024-25, a decision was made by the Citywide Service Solutions Pty Ltd Board to divest the NSW, ACT and Queensland (NAQ) business following a strategic decision to place greater focus on the Group's key competencies. A sale process is currently underway with management's expectation that a sale is likely to be completed in the first half of 2025-26. As the NAQ business is immediately available for sale, the NAQ business has been classified as held for sale in the 2024-25 financial statements.

In 2024-25, a decision was made by the Citywide Service Solutions Pty Ltd Board to divest the Gordon McKay (GMK) and Frontline Electrical (FLE) business following a strategic decision to place greater focus on the Group's key competencies. A sale process is currently underway with management's expectation that a sale is likely to be completed in the first half of 2025-26. As the business is immediately available for sale, the GMK and FLE business has been classified as held for sale in the 2024-25 financial statements.

For the 2024-25 financial year, and comparative 2023-24 data in the Comprehensive Income Statement, transactions between Citywide Service Solutions Pty Ltd.'s Waste business and the City of Melbourne are part of the discontinued operations (\$26.2 million revenue and \$0.5 million expense in 2024-25, and \$25.2 million revenue and \$0.5 million expense in 2023-24).

The results of the discontinued operations representing the Waste, Ultegra, NSW, ACT and Queensland, and Gordon McKay and Frontline businesses are as follows:

Citywide Service Solutions Pty Ltd					
Discontinued operations 2025	\$'000 Ultegra	\$'000 Waste	\$'000 NAQ	\$'000 GMK / FLE	\$'000 Total
Summarised statement of comprehensive income					
Total income	5,951	53,513	16,956	58,802	135,222
Total expenses	4,412	67,199	22,619	57,230	151,460
Surplus / (deficit) before income tax	1,539	(13,686)	(5,663)	1,572	(16,238)
Income tax equivalent (benefit) / expense	462	3,602	186	471	4,721
Surplus / (deficit) after income tax	1,077	(17,288)	(5,849)	1,101	(20,959)
Current assets held for sale	-	10,196	2,592	11,725	24,513
Non-current assets held for sale	-	25,936	4,722	7,514	38,172
Liabilities directly associated with assets held for sale	-	12,313	2,236	6,379	20,928
Net assets	-	23,819	5,078	12,860	41,757
Net cash provided / (used in) operating activities	1,668	12,270	2,300	1,588	17,826
Net cash provided / (used in) investing activities	250	(756)	(217)	(231)	(954)
Net cash provided / (used in) financing activities	(3,526)	-	-	(550)	(4,076)
Net increase / (decrease) in cash and cash equivalents	(1,608)	11,514	2,083	807	12,796

Citywide Service Solutions Pty Ltd					
Discontinued operations 2024	\$'000 Ultegra	\$'000 Waste	\$'000 NAQ	\$'000 GMK / FLE	\$'000 Total
Summarised statement of comprehensive income					
Total income	48,309	54,381	17,427	59,928	180,045
Total expenses	62,102	71,854	16,362	58,694	209,012
Surplus / (deficit) before income tax	(13,793)	(17,473)	1,065	1,234	(28,967)
Income tax equivalent (benefit) / expense	(2,801)	2,155	320	371	45
Surplus / (deficit) after income tax	(10,992)	(19,628)	745	863	(29,012)
Current assets held for sale	-	10,520	-	-	10,520
Non-current assets held for sale	125	25,826	-	-	25,951
Liabilities directly associated with assets held for sale	-	14,419	-	-	14,419
Net assets	125	21,927	-	-	22,052
Net cash provided / (used in) operating activities	(4,587)	11,694	2,512	1,579	11,198
Net cash provided / (used in) investing activities	1,197	(7,332)	(245)	(38)	(6,418)
Net cash provided / (used in) financing activities	4,528	(145)	-	(3,450)	933
Net increase / (decrease) in cash and cash equivalents	1,138	4,217	2,267	(1,909)	5,713

The tables reflect adjustments made in Citywide Service Solutions Pty Ltd financial statements and in their Note 9.4.

Note 10 Change in accounting policy

Changes to accounting standard AASB 13 Fair Value Measurement have affected the way valuations have been prepared at the City of Melbourne for the financial year 2024-25. Substantial increases across infrastructure assets (see Note 8.4) are the result of the inclusion of additional costs for disruption, site preparation and restoration of other assets required when assessing assets using current replacement cost as a base for fair value.

APPENDIX A: NEIGHBOURHOOD STATEMENT SUMMARY REPORT





INTRODUCTION

To recognise each local area's unique strengths, needs and outlooks, the City of Melbourne has adopted a Neighbourhood Model. This model captures and connects with our local communities' specific aspirations and priorities. While we are all Melburnians at heart, the support and services required differ, and each neighbourhood has different demographics, opportunities and challenges.

To support the continuous cycle of listening and responding to the community set out in our Neighbourhood Planning Framework, we have developed Neighbourhood Statements. The statements articulate the progress and outcomes achieved in the 2024-25 financial year for the diverse communities that live, work, study and visit each of our neighbourhoods.

Our neighbourhoods and renewal precincts are:

- Carlton
- Central Business District (CBD) – Hoddle Grid
- Docklands
- East Melbourne
- Fishermans Bend
- Kensington
- North Melbourne
- Parkville
- Southbank
- South Yarra
- West Melbourne.

Neighbourhood Portals can be accessed at participate.melbourne.vic.gov.au/neighbourhoods

How we invest in our neighbourhoods

Investment type	Definitions	Status reporting
Capital works	Investments in new assets and existing assets' maintenance, renewal and upkeep.	Status is reported as delayed, on track, or completed. Where works are part of a broader program, an estimate has been made on the proportion of expenditure in that neighbourhood.
Key activities	Investments in programs and services delivered to people who work and live in the City of Melbourne.	Investments in programs and services delivered to people who work and live in the City of Melbourne. If the activity is continuing work, it is reported as ongoing. If it is a project, it is reported as not commenced, delayed, in progress, or completed.
Strategic initiatives	Investments in multifaceted, holistic plans to achieve long-term benefits for the whole neighbourhood.	In the digital version of this Neighbourhood Statement section, an embedded link is provided to documents relevant to each strategic initiative. If you are reading the print version, please go to melbourne.vic.gov.au/annualreport to find these links.

Summary report 2024-25

Each City of Melbourne Neighbourhood Statement provides an overview of the neighbourhood, outlining some of its unique characteristics, the services provided by City of Melbourne and key activities and investments we are currently implementing.


This summary report provides a status for each item listed in the Neighbourhood Statements in the Council Plan or Council Budget 2024-25.

City of Melbourne invests in each neighbourhood to ensure they continue to be great places to live, work, study and visit.

Neighbourhood map



Key

 Neighbourhood boundary

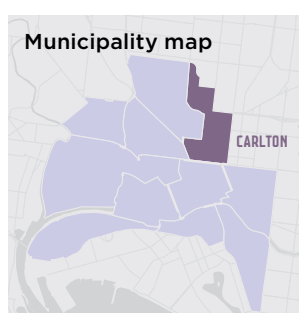
 City of Melbourne municipality

0 1 2 3 Kilometres



CARLTON

Carlton is a diverse suburb, well known for the Italian cafes and restaurants on Lygon Street, its Victorian heritage streets and buildings, and its parks and gardens. Carlton is home to the second largest population of our municipality, with a significant proportion of residents born overseas, mainly in India, East and South-East Asia. Many of Carlton's residents are local and international students who attend the nearby University of Melbourne and RMIT University. As well as entertainment, cultural and leisure activities, Carlton has educational, business, retail and residential facilities.



Residential population¹
23,954



Number of businesses²
1031



Number of local jobs³
21,628



Residents born overseas⁴
55%

Our investment in Carlton – capital works

CAPITAL WORKS INVESTMENT IN 2024-25	MAJOR INITIATIVE	BUDGET 2024-25 \$MILLION	ACTUAL 2024-25 \$MILLION	STATUS 2024-25
Carlton Gardens Master Plan Implementation	N / A	0.44	0.36	Delayed
University Square stage two redevelopment	N / A	0.55	0.66	On track
Asset renewal				
Carlton Gardens fig tree and meeting place landscape works	N / A	0.25	0.35	Delayed
Parks and city greening	N / A	0.84	0.85	On track
Infrastructure	N / A	1.70	1.73	On track
Buildings and properties	N / A	0.65	0.73	On track
Plant, equipment, fixtures and furniture	N / A	0.29	0.46	On track
All other asset renewal	N / A	0.014	0.01	Delayed
Maintenance works				
All maintenance works	N / A	0.96	1.29	On track

¹ .id (informed decisions) (2024) profile.id.com.au/melbourne

² City of Melbourne 2023 Census of land use and employment.

³ City of Melbourne 2023 Census of land use and employment.

⁴ Australian Bureau of Statistics (2021) Census.

Our investment in Carlton – key activities

KEY ACTIVITIES IN 2024-25	MAJOR INITIATIVE	STATUS 2024-25
Review the effectiveness of the newly installed Safe City Cameras. We will also improve the perception of safety by partnering with Victoria Police to deliver programs and activities to prevent or deter crime	MI 50	Completed
Conduct targeted Crime Prevention Through Environment Design reviews or audits in areas with recurring challenges	MI 50	Completed
Consult the community regarding parking changes and implement additional upgrades in line with the Parking and Kerbside Management Plan	MI 45	Completed
Provide diverse and inclusive community recreation programs at Carlton Baths, including the annual Pride Party and women's only programs	MI 36	Completed
Provide food safety education, and public health and wellbeing assessments, to support safe community events	MI 40	Completed
Deliver and manage the Business Precinct Program	MI 01	Completed
Sponsor local events through the Event Partnership Program	MI 18	Completed
Deliver a program of Christmas decorations and activations in the area as part of the City of Melbourne's Christmas Festival	MI 18	Completed
Progress the Melbourne Innovation District City North Planning Scheme Amendment	MI 17	Completed
Progress delivery of new or enhanced funding mechanisms that support city growth and future needs of our municipality, including community infrastructure	MI 10	Completed
Implement outcomes of signage policy review	MI 20	Completed
Review and update urban design policies as needed	MI 20	Completed
Work with the Victorian Government and key stakeholders to identify, scope and progress strategic opportunities in the Parkville National Employment and Innovation Cluster and Melbourne Innovation District City North	MI 17	Completed
Progress the planning scheme amendment to ensure future development is designed to mitigate and adapt to the effects of climate change	MI 20	Completed
Progress the planning scheme amendment to implement the new Municipal Planning Strategy and finalise the City Spatial Plan	MI 20	Completed

Our investment in Carlton – strategic initiatives

STRATEGIC INITIATIVES IN 2024-25	LINK TO MORE INFORMATION
City North Structure Plan ⁵	Link
Melbourne Innovation Districts City North Opportunities Plan ⁶	Link (PDF, 6 MB)
University Square Master Plan ⁷	Link
Carlton Urban Forest Precinct Plan ⁸	Link
Neighbourhood Planning Framework ⁹	Link (PDF, 1 MB)
Disaster preparedness and resilience planning ¹⁰	Link
Future Libraries Framework ¹¹	Link
Public Art Framework ¹²	Link
Creative Strategy ¹³	Link
Heat Safe City ¹⁴	Link
Parking and Kerbside Management Plan ¹⁵	Link (PDF, 4.5 MB)

⁵ melbourne.vic.gov.au/city-north-structure-plan

⁶ https://hdp-au-prod-app-com-participate-files.s3.ap-southeast-2.amazonaws.com/2215/7404/5966/MID_CITY_NORTH_OPPORTUNITIES_PLAN.PDF

⁷ participate.melbourne.vic.gov.au/universitysquare

⁸ melbourne.vic.gov.au/urban-forest-precinct-plans

⁹ https://hdp-au-prod-app-com-participate-files.s3.ap-southeast-2.amazonaws.com/6316/6915/3913/Neighbourhood_Planning_Framework_June_2022.pdf

¹⁰ participate.melbourne.vic.gov.au/community-resilience

¹¹ melbourne.vic.gov.au/future-libraries-framework

¹² melbourne.vic.gov.au/public-art-framework

¹³ melbourne.vic.gov.au/creative-strategy-2018-28

¹⁴ participate.melbourne.vic.gov.au/heat-safe-city

¹⁵ mvga-prod-files.s3.ap-southeast-4.amazonaws.com/public/2024-05/parking-kerbside-management-plan.pdf



SANDWICHES

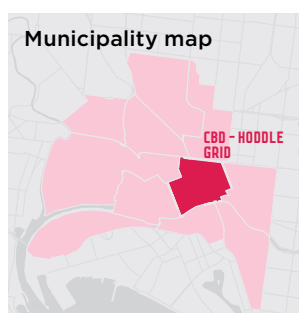
NASI
LEMAK
HOUSE

MALAYSIAN CUISINE

BREAKFAST 10:00 AM - 11:00 AM
SANDWICHES

CENTRAL BUSINESS DISTRICT – HODDLE GRID

The Central Business District (CBD) – Hoddle Grid is the centre of Melbourne and Victoria’s economic and cultural capital. Laid out in 1837, it encompasses the area from the Yarra River – Birrarung in the south to Victoria Street in the north, and Spencer Street in the west to Spring Street in the east. It has the highest density of jobs and activity in Victoria. The CBD – Hoddle Grid is home to Melbourne’s famed laneways, arcades and cafe culture, a distinct blend of contemporary and Victorian architecture, diverse events, shopping, dining and nightlife.



Residential population¹⁶

58,804



Number of businesses¹⁷

7644



Number of Local jobs¹⁸

227,360



Residents born overseas¹⁹

69%

Our investment in the CBD – Hoddle Grid – capital works

CAPITAL WORKS INVESTMENT IN 2024-25	MAJOR INITIATIVE	BUDGET 2024-25 \$MILLION	ACTUAL 2024-25 \$MILLION	STATUS 2024-25
Queen Victoria Market Precinct Renewal Program	MI 13	51.9	13.9	Delayed
Major streetscape improvements	N / A	5.0	5.07	On track
Cycle infrastructure	MI 45	4.0	4.0	On track
Waste and Resource Recovery Hub Expansion Program	N / A	2.07	2.26	On track
Improve pedestrian safety	MI 45	1.50	0.79	Delayed
Climate adaptation urban landscapes works	N / A	2.70	0.23	On track
Implementation of Parking and Kerbside Management Plan	MI 45	1.40	0.93	Completed
The Greenline Project across three neighbourhoods (Central Business District – Hoddle Grid, Docklands and East Melbourne)	MI 12	24.50	9.70	Delayed
Road safety initiatives	MI 50	1.20	1.30	On track
Queens Corner Building	MI 13	1.00	0.62	On track
Power Melbourne program	MI 34	0.70	0.77	On track

¹⁶ .id (informed decisions) (2024) profile.id.com.au/melbourne

¹⁷ City of Melbourne 2023 Census of land use and employment.

¹⁸ City of Melbourne 2023 Census of land use and employment.

¹⁹ Australian Bureau of Statistics (2021) Census.

CAPITAL WORKS INVESTMENT IN 2024-25	MAJOR INITIATIVE	BUDGET 2024-25 \$MILLION	ACTUAL 2024-25 \$MILLION	STATUS 2024-25
Melbourne City Baths redevelopment	N / A	.35	0.14	On track
New drainage infrastructure	N / A	.34	0.24	On track
Elizabeth Street	N / A	.25	0.01	On track
Asset renewal				
Parks and city greening	N / A	2.00	2.04	On track
Infrastructure	N / A	4.10	3.70	On track
Buildings and properties	N / A	7.20	1.86	On track
Plant, equipment, fixtures and furniture	N / A	1.30	1.04	On track
All other asset renewal	N / A	0.03	0.06	On track
Maintenance works				
Make Room refurbishment	MI 44	2.00	2.00	On track
Queen Victoria Market Precinct Renewal Program maintenance	MI 13	2.00	0.28	On track
ArtPlay theatre equipment and furniture maintenance	N / A	0.02	0.02	On track
Signal theatre equipment and furniture maintenance	N / A	0.02	0.02	On track
Maintenance works, including at our community facilities and other properties, for urban forest health, pedestrian infrastructure, wayfinding signage and smoke-free areas	N / A	2.30	3.11	On track

Our investment in the CBD - Hoddle Grid - key activities

KEY ACTIVITIES IN 2024-25	MAJOR INITIATIVE	STATUS 2024-25
Sponsor local events through the Event Partnership Program	MI 18	Completed
Deliver marketing support for retail and hospitality sectors	MI 01	Completed
Enhance the visitor services model to grow visitation, facilitate visitor dispersal and increase spend	MI 05	Completed
Continue to deliver City of Melbourne owned events such as Moomba, Melbourne Fashion Week, Christmas Festival, New Year's Eve and Now or Never Festival	MI 18	Completed
Progress the planning scheme amendment to ensure future development is designed to mitigate and adapt to the effects of climate change	MI 30	Completed
Deliver and manage the Business Precinct Program	MI 01	Completed
Complete construction of the Greenline Project Birrarung Marr Precinct Site 1 and establish the on-site Greenline Project Hub, working with partners to progress planning, design and approvals for precincts and prioritised projects. We will also implement the Greenline Partnership and Funding Strategy	MI 12	Continuing as part of the capital works program
Progress Queen Victoria Market renewal works, including partnering with a development partner to deliver new open space at Market Square, the Queen's Corner Building (including market storage, visitors centre and visitor amenities), and refurbish the Franklin Street stores	MI 13	Continuing as part of the capital works program
Upgrade southbound bike lanes on Exhibition Street, and William Street between Dudley and Latrobe streets	MI 45	Completed
Consult the community regarding parking changes and implement additional upgrades in line with the Parking and Kerbside Management Plan	MI 45	Completed
Progress the design and installation of a Stolen Generations Marker	MI 15	Continuing as part of the capital works program
Deliver National Reconciliation Week activities including National Reconciliation Week oration	MI 23	Completed
Deliver NAIDOC Week activities including NAIDOC in the City concert	MI 23	Completed
Deliver an Aboriginal business expo	N / A	Completed
Deliver actions in the Homelessness Strategy in partnership with key stakeholders. This includes supporting businesses and the broader community to access the support they need, to help maintain a safe and welcoming public realm for all	MI 50	Completed
Initiate assertive action and preventative measures directed at graffiti and tagging, in partnership with Victoria Police. This includes communication, education and enforcement programs to reduce the prevalence of graffiti and tagging	MI 50	Completed
Complete construction of the Swanston Street 'triangle' pocket park in collaboration with Yarra Trams, and progress design of the MacKenzie Street pocket park	MI 16	Continuing as part of the capital works program
Provide food safety education, and public health and wellbeing assessments, to support safe community events	MI 40	Completed

KEY ACTIVITIES IN 2024-25	MAJOR INITIATIVE	STATUS 2024-25
Deliver arts grants outcomes	N / A	Completed
Build a list of public and private arts spaces for hire	N / A	Completed
Progress the planning scheme amendment to implement the new Municipal Planning Strategy and finalise the City Spatial Plan	MI 20	Completed
Progress delivery of new or enhanced funding mechanisms that support city growth and the future needs of our municipality, including community infrastructure	MI 20	Deferred

Our investment in the CBD - Hoddle Grid - strategic initiatives

STRATEGIC INITIATIVES IN 2024-25	LINK TO MORE INFORMATION
Central City Urban Forest Precinct Plan ²⁰	Link
Neighbourhood planning ²¹	Link (PDF, 1 MB)
Disaster preparedness and resilience planning ²²	Link
Draft Future Streets Framework ²³	Link
Public Art Framework ²⁴	Link
Arts Infrastructure Framework ²⁵	Link
Creative Strategy ²⁶	Link
Future Libraries Framework ²⁷	Link
Heat Safe City ²⁸	Link
Draft Heritage Strategy ²⁹	Link
The Greenline Project Master Plan ³⁰	Link (PDF, 13 MB)
Parking and Kerbside Management Plan ³¹	Link (PDF, 4.5 MB)

²⁰ melbourne.vic.gov.au/urban-forest-precinct-plans

²¹ https://hdp-au-prod-app-com-participate-files.s3.ap-southeast-2.amazonaws.com/6316/6915/3913/Neighbourhood_Planning_Framework_June_2022.pdf

²² participate.melbourne.vic.gov.au/community-resilience

²³ melbourne.vic.gov.au/draft-future-streets-framework-2030-and-beyond

²⁴ melbourne.vic.gov.au/public-art-framework

²⁵ melbourne.vic.gov.au/arts-infrastructure-framework

²⁶ melbourne.vic.gov.au/creative-strategy-2018-28

²⁷ melbourne.vic.gov.au/future-libraries-framework

²⁸ participate.melbourne.vic.gov.au/heat-safe-city

²⁹ participate.melbourne.vic.gov.au/heritage-strategy

³⁰ hdp-au-prod-app-com-participate-files.s3.ap-southeast-2.amazonaws.com/5917/0175/5235/Greenline-Project-Master-Plan.pdf

³¹ mvga-prod-files.s3.ap-southeast-4.amazonaws.com/public/2024-05/parking-kerbside-management-plan.pdf

DOCKLANDS

Docklands is a high-density residential, commercial and entertainment-focused waterfront neighbourhood found west of the city centre around the historic Victoria Harbour and Yarra River – Birrarung. Docklands was once a shipping and light industrial area, but since urban renewal began in the 1990s, it has become home to more than 16,000 residents and 72,000 workers. More than 60 per cent of residents were born overseas. In 2021, a new primary school opened to cater to the growing number of families with school-aged children.



Residential population³²
18,567



Number of businesses³³
1059



Number of Local jobs³⁴
84,233



Residents born overseas³⁵
62%

Our investment in Docklands – capital works

CAPITAL WORKS INVESTMENT IN 2024-25	MAJOR INITIATIVE	BUDGET 2024-25 \$MILLION	ACTUAL 2024-25 \$MILLION	STATUS 2024-25
Asset renewal				
Yanonung Quay Wharf	N / A	0.78	0.04	Delayed
Parks and city greening	N / A	0.68	1.03	On track
Road infrastructure	N / A	1.40	1.03	On track
Buildings and properties	N / A	0.5.2	1.03	On track
Plant, equipment, fixtures and furniture	N / A	0.23	1.03	On track
Waterways renewal program	N / A	0.15	1.03	On track
Other assets	N / A	0.11	1.03	On track
Maintenance works				
Wharf and marina maintenance and renewal	N / A	0.18	0.04	Delayed
All other asset renewal	N / A	0.77	1.03	On track

³² .id (informed decisions) (2024) profile.id.com.au/melbourne

³³ City of Melbourne 2023 Census of land use and employment.

³⁴ City of Melbourne 2023 Census of land use and employment.

³⁵ Australian Bureau of Statistics (2021) Census.

Our investment in Docklands - key activities

KEY ACTIVITIES IN 2024-25	MAJOR INITIATIVE	STATUS 2024-25
Consult the community about renewal of the Docklands Urban Forest Precinct Plan	MI 31	Completed
Advocate for the implementation of the Moonee Ponds Creek Strategic Opportunities Plan, including exploration of creek improvements in the southern reaches, and reinstatement of the Docklands section of the Moonee Ponds Creek Trail	MI 19	Completed
Progress actions identified in the Docklands Summit Action Plan	MI 07	Completed
Develop a concept plan and feasibility of establishing a waterways operations depot at Bolte West Precinct	MI 07	
Deliver and manage the Business Precinct Program - invest up to \$120,000 in annual funding for business support and activation initiatives	MI 01	Completed
Aim to sponsor local events through the Event Partnership Program	MI 18	Completed
Encourage relevant arts grants recipients to locate their arts outcomes at Library at the Dock	N / A	Completed
Deliver City of Melbourne owned events, including Firelight Festival and programming components of New Year's Eve and Christmas festivals	MI 18	Completed
Implement outcomes of signage policy review	MI 20	Completed
Review and update urban design policies as needed	MI 20	Completed
Deliver and manage the Business Precinct Program	MI 01	Completed
Provide food safety education, and public health and wellbeing assessments, to support safe community events	MI 40	Completed
Progress delivery of new or enhanced funding mechanisms that support city growth and the future needs of our municipality, including community infrastructure	MI 10	Completed
Progress the planning scheme amendment to implement the new Municipal Planning Strategy and draft City Spatial Plan	MI 20	Completed
Progress the planning scheme amendment to ensure future development is designed to mitigate and adapt to the effects of climate change	MI 20	Completed

Our investment in Docklands – strategic initiatives

STRATEGIC INITIATIVES IN 2024-25	LINK TO MORE INFORMATION
Moonee Ponds Creek Strategic Opportunities Plan ³⁶	Link
Docklands Urban Forest Precinct Plan ³⁷	Link
Neighbourhood Planning Framework ³⁸	Link (PDF, 4 MB)
Preparation of site for Power Melbourne neighbourhood battery at Library at the Dock ³⁹	Link
Future Libraries Framework ⁴⁰	Link
Creative Strategy ⁴¹	Link
Public Art Framework ⁴²	Link
Heat Safe City ⁴³	Link
Draft Heritage Strategy ⁴⁴	Link
Greenline Project Master Plan ⁴⁵	Link (PDF, 13 MB)
Parking and Kerbside Management Plan ⁴⁶	Link (PDF, 4.5 MB)

³⁶ melbourne.vic.gov.au/moonee-ponds-creek-strategic-opportunities-plan

³⁷ melbourne.vic.gov.au/urban-forest-precinct-plans

³⁸ https://hdp-au-prod-app-com-participate-files.s3.ap-southeast-2.amazonaws.com/6316/6915/3913/Neighbourhood_Planning_Framework_June_2022.pdf

³⁹ melbourne.vic.gov.au/power-melbourne-community-battery-project

⁴⁰ melbourne.vic.gov.au/future-libraries-framework

⁴¹ melbourne.vic.gov.au/creative-strategy-2018-28

⁴² melbourne.vic.gov.au/public-art-framework

⁴³ participate.melbourne.vic.gov.au/heat-safe-city

⁴⁴ participate.melbourne.vic.gov.au/heritage-strategy

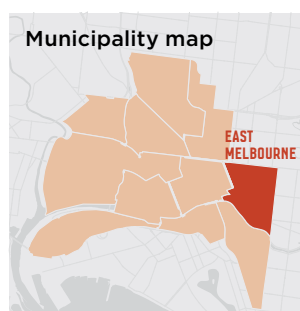
⁴⁵ <https://hdp-au-prod-app-com-participate-files.s3.ap-southeast-2.amazonaws.com/5917/0175/5235/Greenline-Project-Master-Plan.pdf>

⁴⁶ mvga-prod-files.s3.ap-southeast-4.amazonaws.com/public/2024-05/parking-kerbside-management-plan.pdf



EAST MELBOURNE

East Melbourne is an established area to the east of the central city, home to many 19th century homes, iconic landmarks and the heritage-listed Fitzroy, Treasury and Parliament gardens. Terraced housing is common in East Melbourne, alongside remnant mansions, some of which are listed on the Victorian Heritage Register, and a growing number of residential apartment developments.



Residential population⁴⁷
5222



Number of businesses⁴⁸
490



Number of Local jobs⁴⁹
21,964



Residents born overseas⁵⁰
27%

Our investment in East Melbourne – capital works

CAPITAL WORKS INVESTMENT IN 2024-25	MAJOR INITIATIVE	BUDGET 2024-25 \$MILLION	ACTUAL 2024-25 \$MILLION	STATUS 2024-25
Asset renewal				
Parks and city greening	N / A	0.21	0.21	On track
Infrastructure	N / A	0.44	0.41	On track
Buildings and properties	N / A	0.17	0.18	On track
Plant, equipment, fixtures and furniture	N / A	0.07	0.12	On track
All other asset renewal	N / A	0.004	0.003	Delayed
Maintenance				
All maintenance works	N / A	0.24	0.33	On track

⁴⁷.id (informed decisions) (2024) profile.id.com.au/melbourne

⁴⁸ City of Melbourne 2023 Census of land use and employment.

⁴⁹ City of Melbourne 2023 Census of land use and employment.

⁵⁰ Australian Bureau of Statistics (2021) Census.

Our investment in East Melbourne - key activities

KEY ACTIVITIES IN 2024-25	MAJOR INITIATIVE	STATUS 2024-25
Implement outcomes of signage policy review	MI 20	Completed
Progress the East Melbourne / Jolimont heritage review	MI 21	Completed
Review and update urban design policies as needed	MI 20	Completed
Renew the Urban Forest Precinct Plan for East Melbourne	MI 31	Completed
Deliver visitor services in Fitzroy Gardens	N / A	Ongoing
Complete construction of the Greenline Project Birrarung Marr Precinct Site 1 with new planting, promenades and upgraded pathways, and establish the on-site Greenline Project Hub	MI 12	Continuing as part of the capital works program
Provide food safety education, and public health and wellbeing assessments, to support safe community events	MI 40	Completed
Progress delivery of new or enhanced funding mechanisms that support city growth and the future needs of our municipality, including community infrastructure	MI 10	Completed
Progress the planning scheme amendment to implement the new Municipal Planning Strategy and draft City Spatial Plan	MI 20	Completed
Progress the planning scheme amendment to ensure future development is designed to mitigate and adapt to the effects of climate change	MI 20	Completed

Our investment in East Melbourne - strategic initiatives

STRATEGIC INITIATIVES IN 2024-25	LINK TO MORE INFORMATION
East Melbourne Urban Forest Precinct Plan ⁵¹	Link
Neighbourhood Planning Framework ⁵²	Link (PDF, 1 MB)
Future Libraries Framework ⁵³	Link
Disaster preparedness and resilience planning ⁵⁴	Link
The Greenline Project Master Plan ⁵⁵	Link (PDF, 13 MB)
Heat Safe City ⁵⁶	Link
Parking and Kerbside Management Plan ⁵⁷	Link (PDF, 4.5 MB)

⁵¹ melbourne.vic.gov.au/urban-forest-precinct-plans

⁵² https://hdp-au-prod-app-com-participate-files.s3.ap-southeast-2.amazonaws.com/6316/6915/3913/Neighbourhood_Planning_Framework_June_2022.pdf

⁵³ melbourne.vic.gov.au/future-libraries-framework

⁵⁴ participate.melbourne.vic.gov.au/community-resilience

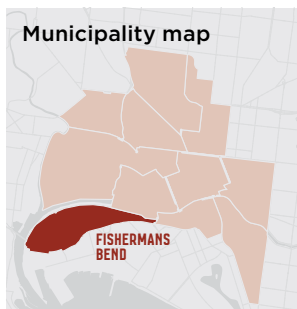
⁵⁵ <https://hdp-au-prod-app-com-participate-files.s3.ap-southeast-2.amazonaws.com/5917/0175/5235/Greenline-Project-Master-Plan.pdf>

⁵⁶ participate.melbourne.vic.gov.au/heat-safe-city

⁵⁷ mvga-prod-files.s3.ap-southeast-4.amazonaws.com/public/2024-05/parking-kerbside-management-plan.pdf

FISHERMANS BEND

Fishermans Bend is a 480 hectare urban renewal area consisting of five precincts across the City of Melbourne and the City of Port Phillip. The two precincts to the north of the Westgate Freeway are in the City of Melbourne - the Employment Precinct to the west of the Bolte Bridge, and the Lorimer Precinct to the east. The Employment Precinct is already recognised for innovation and manufacturing and is home to Boeing, the Department of Defence and Bega Foods.



Residential population⁵⁸
N / A



Number of businesses⁵⁹
502



Number of Local jobs⁶⁰
12,854



Residents born overseas
N / A

Our investment in Fishermans Bend - capital works

CAPITAL WORKS INVESTMENT IN 2024-25	MAJOR INITIATIVE	BUDGET 2024-25 \$MILLION	ACTUAL 2024-25 \$MILLION	STATUS 2024-25
Maintenance works at municipality facilities	N / A	0.15	0.09	On track

⁵⁸.id (informed decisions) (2024) profile.id.com.au/melbourne

⁵⁹ City of Melbourne 2022 Census of land use and employment.

⁶⁰ City of Melbourne 2022 Census of land use and employment.

Our investment in Fishermans Bend – key activities

KEY ACTIVITIES IN 2024-25	MAJOR INITIATIVE	STATUS 2024-25
Work with the Victorian Government to progress planning in Fishermans Bend	MI 17	Completed
Progress the Fishermans Bend Place Naming Framework	MI 17	Completed
Pursue heritage protection for West Gate Service Station's shade sails structures	N / A	Completed
Work with Development Victoria and other stakeholders for master planning and implementation of a new Fishermans Bend Innovation Precinct at the former GMH site	MI 04	Completed
Work with the Victorian Government and City of Port Phillip on developing proposals for new governance and funding arrangements across Fishermans Bend, including Development Contributions Plans	MI 17	Completed
Implement outcomes of signage policy review	MI 20	Completed
Continue advocacy to the Victorian Government for commitment to public transport investment in Fishermans Bend, including the tram and new train stations	MI 04	Completed
Seek opportunities to deliver new public open space for urban renewal areas	MI 16	Continuing as part of the capital works program
Review and update urban design policies as needed	MI 20	Completed
Provide food safety education, and public health and wellbeing assessments, to support safe community events	MI 40	Completed
Progress delivery of new or enhanced funding mechanisms that support city growth and the future needs of our municipality, including community infrastructure	MI 10	Completed
Progress the planning scheme amendment to implement the new Municipal Planning Strategy and draft City Spatial Plan	MI 20	Completed
Progress the planning scheme amendment to ensure future development is designed to mitigate and adapt to the effects of climate change	MI 20	Completed

Our investment in Fishermans Bend – strategic initiatives

STRATEGIC INITIATIVES IN 2024-25	LINK TO MORE INFORMATION
Arts Infrastructure Framework ⁶¹	Link
Parking and Kerbside Management Plan ⁶²	Link (PDF, 4.5 MB)
A master plan for Westgate Park	

⁶¹ melbourne.vic.gov.au/arts-infrastructure-framework

⁶² mvga-prod-files.s3.ap-southeast-4.amazonaws.com/public/2024-05/parking-kerbside-management-plan.pdf

KENSINGTON

Kensington is a mostly residential area in the west of the municipality. It has a distinct heritage character, an active local community, and a village-like shopping hub around Kensington Station. Housing includes small heritage cottages, public housing and newer townhouses in Kensington Banks. There are some industrial and commercial uses in the south-east. The renewal precinct of Macaulay, to the east of Kensington, is expected to undergo significant change over the coming decades.



Residential population⁶³
11,699



Number of businesses⁶⁴
429



Number of local jobs⁶⁵
7559



Residents born overseas⁶⁶
31%

Our investment in Kensington – capital works

CAPITAL WORKS INVESTMENT IN 2024-25	MAJOR INITIATIVE	BUDGET 2024-25 \$MILLION	ACTUAL 2024-25 \$MILLION	STATUS 2024-25
Kensington Community Recreation Precinct Redevelopment	MI 36	23.2	16.30	On track
Asset renewal				
Parks and city greening	N / A	0.46	0.46	On track
Infrastructure	N / A	0.04	0.88	On track
Buildings and properties	N / A	0.35	0.39	On track
Plant, equipment, fixtures and furniture	N / A	0.16	0.25	On track
All other asset renewal	N / A	0.01	0.01	On track
Maintenance				
All maintenance works	N / A	0.52	0.70	On track

⁶³ .id (informed decisions) (2024) profile.id.com.au/melbourne

⁶⁴ City of Melbourne 2023 Census of land use and employment.

⁶⁵ City of Melbourne 2023 Census of land use and employment.

⁶⁶ Australian Bureau of Statistics (2021) Census.

Our investment in Kensington - key activities

KEY ACTIVITIES IN 2024-25	MAJOR INITIATIVE	STATUS 2024-25
Progress construction of Kensington Community Aquatic and Recreation Centre	MI 36	Completed
Progress implementation of the Macaulay Structure Plan 2021, including planning scheme amendment C417	MI 17	Completed
Deliver and manage the Business Precinct Program	MI 01	Completed
Install pedestrian safety infrastructure as recommended through the pedestrian improvement study	MI 50	Completed
Continue to advocate for the implementation of the Moonee Ponds Creek Strategic Opportunities Plan	MI 19	Completed
Complete the concept design for Chelmsford Street new open space	MI 16	Continuing as part of the capital works program
Deliver a program of Christmas decorations and activations in the area as part of the City of Melbourne's Christmas Festival	MI 05	Completed
Encourage relevant arts grants recipients to use Kensington Town Hall	N / A	Completed
Continue to seek opportunities to deliver new public open space for urban renewal areas, including Macaulay	MI 16	Continuing as part of the capital works program
Deliver the Circular Economy Business Precinct Pilot Program, which will showcase circular economy practices and assist businesses to minimise waste	MI 30	Completed
Renew the Kensington Urban Forest Precinct Plan	MI 31	Completed
Work with City of Moonee Valley and Department of Transport and Planning to improve amenity and transport in Racecourse Road	MI 45	Completed
Provide food safety education, and public health and wellbeing assessments, to support safe community events	MI 40	Completed
Progress delivery of new or enhanced funding mechanisms that support city growth and the future needs of our municipality, including community infrastructure	MI 10	Completed
Progress the planning scheme amendment to implement the new Municipal Planning Strategy and draft City Spatial Plan	MI 20	Completed
Progress the planning scheme amendment to ensure future development is designed to mitigate and adapt to the effects of climate change	MI 20	Completed
Implement outcomes of signage policy review	MI 20	Completed
Review and update urban design policies as needed	MI 20	Completed
Deliver changes to kerbside parking based on community consultation in line with the Parking and Kerbside Management Plan	MI 45	Completed

Our investment in Kensington – strategic initiatives

STRATEGIC INITIATIVES IN 2024-25	LINK TO MORE INFORMATION
Maribyrnong Waterfront: A Way Forward ⁶⁷	Link
Kensington Urban Forest Plan ⁶⁸	Link
Macaulay Structure Plan ⁶⁹	Link
Neighbourhood Planning Framework ⁷⁰	Link (PDF, 1 MB)
Heat Safe City ⁷¹	Link
Moonee Ponds Creek Strategic Opportunities Plan ⁷²	Link
Disaster preparedness and resilience planning ⁷³	Link
Parking and Kerbside Management Plan ⁷⁴	Link (PDF, 4.5 MB)

⁶⁷ melbourne.vic.gov.au/maribyrnong-waterfront-way-forward

⁶⁸ melbourne.vic.gov.au/urban-forest-precinct-plans

⁶⁹ participate.melbourne.vic.gov.au/macaulay-refresh

⁷⁰ https://hdp-au-prod-app-com-participate-files.s3.ap-southeast-2.amazonaws.com/6316/6915/3913/Neighbourhood_Planning_Framework_June_2022.pdf

⁷¹ participate.melbourne.vic.gov.au/heat-safe-city

⁷² melbourne.vic.gov.au/moonee-ponds-creek-strategic-opportunities-plan

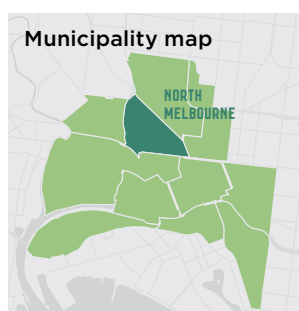
⁷³ participate.melbourne.vic.gov.au/community-resilience

⁷⁴ mvga-prod-files.s3.ap-southeast-4.amazonaws.com/public/2024-05/parking-kerbside-management-plan.pdf



NORTH MELBOURNE

North Melbourne is a well-established area with a mix of residential and commercial uses and a strong heritage character. The area features an eclectic range of housing, from Victorian-era terrace homes to converted warehouses, modern apartments and public housing. The renewal precincts of Arden and Macaulay to the west of North Melbourne are expected to undergo significant change over the coming decades.



Residential population⁷⁵
19,221



Number of businesses⁷⁶
864



Number of local jobs⁷⁷
10,597



Residents born overseas⁷⁸
42%

Our investment in North Melbourne – capital works

CAPITAL WORKS INVESTMENT IN 2024-25	MAJOR INITIATIVE	BUDGET 2024-25 \$MILLION	ACTUAL 2024-25 \$MILLION	STATUS 2024-25
North Melbourne Community Centre Redevelopment	MI 42	1.70	1.05	Delayed
Bedford Street Pocket Park	MI 16	3.80	2.40	Delayed
Chapman Street Reserve pocket park	MI 16	0.45	0.28	Delayed
Asset renewal				
Parks and city greening	N / A	0.74	0.73	On track
Infrastructure	N / A	1.50	1.41	On track
Buildings and properties	N / A	0.57	0.63	On track
Plant, equipment, fixtures and furniture	N / A	0.25	0.40	On track
All other asset renewal	N / A	0.01	0.01	On track
Maintenance				
Meat Market – maintenance of technical equipment	N / A	0.12	0.02	Completed
Arts House – annual maintenance of theatrical equipment	N / A	0.04	0.04	Completed
All maintenance works	N / A	0.68	0.70	On track

⁷⁵ .id (informed decisions) (2024) profile.id.com.au/melbourne

⁷⁶ City of Melbourne 2023 Census of land use and employment.

⁷⁷ City of Melbourne 2023 Census of land use and employment.

⁷⁸ Australian Bureau of Statistics (2021) Census.

Our investment in North Melbourne – key activities

KEY ACTIVITIES IN 2024–25	MAJOR INITIATIVE	STATUS 2024–25
Increase the amount of affordable creative workspace in proximity to the developing arts precinct (Arts House, Meat Market and QVM)	N / A	Ongoing
Deliver and manage the Business Precinct Program	MI 01	Completed
Deepen audience engagement with creative programming at Arts House, attracting young people, multicultural communities, people with disability, and First Nations people through presentations (FRAME, Okkoota, YIRRAMBOI, Melbourne Fringe, The Nap Ministry, Warehouse Residency)	N / A	Ongoing
Run more community consultation around concept designs for a new community centre development in Melrose Street, North Melbourne	MI 42	Continuing as part of the capital works program
Develop a concept plan and complete community engagement for open space expansion in the North Melbourne civic precinct	MI 42	Continuing as part of the capital works program
Complete construction of the Bedford Street Pocket Park	MI 16	Continuing as part of the capital works program
Progress the Chapman Street Reserve Pocket Park project to construction tender award stage	MI 16	Continuing as part of the capital works program
Install pedestrian safety infrastructure as recommended through the pedestrian improvement study	MI 50	Completed
Deliver a program of Christmas decorations and activations in the area as part of the City of Melbourne's Christmas Festival	N / A	Ongoing
Seek opportunities to deliver new public open space for urban renewal areas, including the Arden and Macaulay precincts	MI 16	Continuing as part of the capital works program
Renew the Urban Forest Precinct Plan for North and West Melbourne	MI 31	Completed
Provide food safety education, and public health and wellbeing assessments, to support safe community events	MI 40	Completed
Progress delivery of new or enhanced funding mechanisms that support city growth and the future needs of our municipality, including community infrastructure	MI 10	Completed
Progress the planning scheme amendment to implement the new Municipal Planning Strategy and draft City Spatial Plan	MI 20	Completed
Progress the planning scheme amendment to ensure future development is designed to mitigate and adapt to the effects of climate change	MI 20	Completed
Implement outcomes of signage policy review	MI 20	Completed
Review and update urban design policies as needed	MI 20	Completed

Our investment in North Melbourne – strategic initiatives

STRATEGIC INITIATIVES IN 2024–25	LINK TO MORE INFORMATION
City North Structure Plan ⁷⁹	Link
Moonee Ponds Creek Strategic Opportunities Plan ⁸⁰	Link (PDF, 4 MB)
North and West Melbourne Urban Forest Precinct Plan ⁸¹	Link
Macaulay Structure Plan 2021 ⁸²	Link (PDF, 1 MB)
Arden Structure Plan ⁸³	Link
Neighbourhood Planning Framework ⁸⁴	Link (PDF, 1 MB)
Disaster preparedness and resilience planning ⁸⁵	Link
Future Libraries Framework ⁸⁶	Link
Creative Strategy ⁸⁷	Link
Public Art Framework ⁸⁸	Link
Creative Programming Framework ⁸⁹	Link
Heat Safe City ⁹⁰	Link
Arts Infrastructure Framework ⁹¹	Link
Parking and Kerbside Management Plan ⁹²	Link (PDF, 4.5 MB)

⁷⁹ melbourne.vic.gov.au/city-north-structure-plan

⁸⁰ melbourne.vic.gov.au/moonee-ponds-creek-strategic-opportunities-plan

⁸¹ melbourne.vic.gov.au/urban-forest-precinct-plans

⁸² participate.melbourne.vic.gov.au/macaulay-refresh

⁸³ participate.melbourne.vic.gov.au/arden

⁸⁴ https://hdp-au-prod-app-com-participate-files.s3.ap-southeast-2.amazonaws.com/6316/6915/3913/Neighbourhood_Planning_Framework_June_2022.pdf

⁸⁵ participate.melbourne.vic.gov.au/community-resilience

⁸⁶ melbourne.vic.gov.au/future-libraries-framework

⁸⁷ melbourne.vic.gov.au/creative-strategy-2018-28

⁸⁸ melbourne.vic.gov.au/public-art-framework

⁸⁹ melbourne.vic.gov.au/creative-programming-framework

⁹⁰ participate.melbourne.vic.gov.au/heat-safe-city

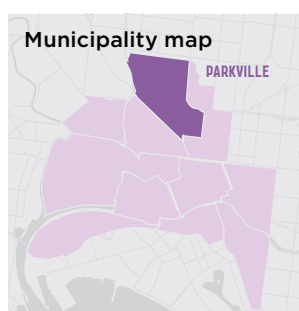
⁹¹ melbourne.vic.gov.au/arts-infrastructure-framework

⁹² mvga-prod-files.s3.ap-southeast-4.amazonaws.com/public/2024-05/parking-kerbside-management-plan.pdf



PARKVILLE

Parkville is a large neighbourhood in the north-west of the municipality. It is known for its leafy streets, heritage houses, vast parklands and significant public institutions, including the University of Melbourne's main bustling campus and residential colleges. Parkville forms part of the 'City North' innovation precinct, home to the Royal Melbourne Women's and Children's hospitals, and global biomedical research and institutional facilities.



Residential population⁹³
8293



Number of businesses⁹⁴
352



Number of local jobs⁹⁵
39,501



Residents born overseas⁹⁶
37%

Our investment in Parkville – capital works

CAPITAL WORKS INVESTMENT IN 2024-25	MAJOR INITIATIVE	BUDGET 2024-25 \$MILLION	ACTUAL 2024-25 \$MILLION	STATUS 2024-25
Community sports pavilion upgrades (Ryder Pavilion)	MI 36	4.20	4.26	On track
City North Urban Realm Improvements	N / A	0.25	0.46	On track
Moonee Ponds Creek stormwater harvesting for Princes Park	N / A	0.50	0.21	On track
Asset renewal				
Parks and city greening	N / A	0.34	0.34	On track
Infrastructure	N / A	0.68	0.64	On track
Buildings and properties	N / A	0.27	0.29	On track
Plant, equipment, fixtures and furniture	N / A	0.12	0.18	On track
All other asset renewal	N / A	0.01	0.01	On track
All other asset renewal	N / A	0.01	0.01	On track
Maintenance				
All maintenance works	N / A	0.38	0.51	On track

⁹³ .id (informed decisions) (2024) profile.id.com.au/melbourne

⁹⁴ City of Melbourne 2023 Census of land use and employment.

⁹⁵ City of Melbourne 2023 Census of land use and employment.

⁹⁶ Australian Bureau of Statistics (2021) Census.

Our investment in Parkville – key activities

KEY ACTIVITIES IN 2024-25	MAJOR INITIATIVE	STATUS 2024-25
Install 40 km / h speed limits in Parkville and Princes Hill	MI 50	Completed
Conduct pedestrian road safety studies in Parkville and Parkville Gardens	MI 50	Completed
Construct the new Ryder Pavilion in line with the Fair Access Policy	MI 36	Completed
Advocate for improvements to Royal Park and Parkville to be delivered as part of the Brunswick Level Crossing Removal project	N / A	In progress
Work with the Victorian Government to progress the Royal Parade bike lanes	MI 04	Completed
Work with the Victorian Government and key stakeholders to identify, scope and progress strategic opportunities in the Parkville National Employment and Innovation Cluster, and Melbourne Innovation Districts – City North	MI 17	Completed
Progress the planning scheme amendment to implement the Parkville Heritage Review	MI 21	Completed
Consult the community regarding parking changes and implement additional upgrades in line with the Parking and Kerbside Management Plan	MI 45	Completed
Deliver a new master plan for Royal Park	MI 16	Continuing as part of the capital works program
Progress delivery of new or enhanced funding mechanisms that support city growth and the future needs of our municipality, including community infrastructure	MI 10	Completed
Progress the planning scheme amendment to implement the new Municipal Planning Strategy and draft City Spatial Plan	MI 20	Completed
Progress the planning scheme amendment to ensure future development is designed to mitigate and adapt to the effects of climate change	MI 20	Completed
Implement outcomes of signage policy review	MI 20	Completed
Review and update urban design policies as needed	MI 20	Completed

Our investment in Parkville – strategic initiatives

STRATEGIC INITIATIVES IN 2024-25	LINK TO MORE INFORMATION
Parkville Urban Forest Precinct Plan ⁹⁷	Link
Melbourne Innovation Districts City North Opportunities Plan ⁹⁸	Link (PDF, 6 MB)
Neighbourhood Planning Framework ⁹⁹	Link (PDF, 1 MB)
City North Structure Plan ¹⁰⁰	Link
A Master Plan for Royal Park ¹⁰¹	Link
Parking and Kerbside Management Plan ¹⁰²	Link (PDF, 4.5 MB)

⁹⁷ www.melbourne.vic.gov.au/urban-forest-precinct-plans

⁹⁸ https://hdp-au-prod-app-com-participate-files.s3.ap-southeast-2.amazonaws.com/2215/7404/5966/MID_CITY_NORTH_OPPORTUNITIES_PLAN.PDF

⁹⁹ https://hdp-au-prod-app-com-participate-files.s3.ap-southeast-2.amazonaws.com/6316/6915/3913/Neighbourhood_Planning_Framework_June_2022.pdf

¹⁰⁰ melbourne.vic.gov.au/city-north-structure-plan

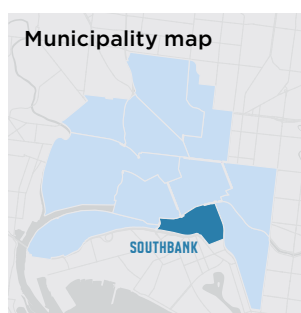
¹⁰¹ participate.melbourne.vic.gov.au/royal-park-master-plan-review/draft-master-plan

¹⁰² mvga-prod-files.s3.ap-southeast-4.amazonaws.com/public/2024-05/parking-kerbside-management-plan.pdf



SOUTHBANK

Southbank is a high-density residential and commercial neighbourhood south of the Yarra River – Birrarung and bounded by St Kilda Road and the West Gate Freeway. It is home to entertainment, arts and tourism destinations. It has experienced rapid growth since the 1990s, transforming from an industrial area into a dense, high-rise neighbourhood. Southbank Promenade is one of Melbourne’s major entertainment precincts, with many restaurants and hotels. In addition, Southbank is home to the Melbourne Arts Precinct, one of the highest concentrations of arts and cultural organisations in the world.



Our investment in Southbank – capital works

CAPITAL WORKS INVESTMENT IN 2024-25	MAJOR INITIATIVE	BUDGET 2024-25 \$MILLION	ACTUAL 2024-25 \$MILLION	STATUS 2024-25
City Road Master Plan	N / A	3.50	0.10	Delayed
Normanby Road Reserve expansion	N / A	0.55	0.15	Delayed
Southbank Boulevard	N / A	0.25	0.02	Delayed
Southbank Promenade	N / A	0.25	0.03	Delayed
Queensbridge Square	N / A	0.50	0.03	Delayed
Miles and Dodds Street Reserve	N / A	0.35	0.03	Delayed
Boyd fit-out and refurbishment	N / A	0.12	0.04	Delayed
Asset renewal				
Princes Bridge bluestone repair works	N / A	5.10	3.33	On track
Parks and city greening	N / A	1.00	1.00	On track
Infrastructure	N / A	2.00	1.92	On track
Buildings and properties	N / A	0.77	0.86	On track
Plant, equipment, fixtures and furniture	N / A	0.35	0.55	On track
All other asset renewal	N / A	0.02	0.02	On track

CAPITAL WORKS INVESTMENT IN 2024-25	MAJOR INITIATIVE	BUDGET 2024-25 \$MILLION	ACTUAL 2024-25 \$MILLION	STATUS 2024-25
Maintenance				
Other maintenance works	N / A	1.10	1.53	On track

¹⁰³ .id (informed decisions) (2024) profile.id.com.au/melbourne

¹⁰⁴ City of Melbourne 2023 Census of land use and employment.

¹⁰⁵ City of Melbourne 2023 Census of land use and employment.

¹⁰⁶ Australian Bureau of Statistics (2021) Census.

Our investment in Southbank – key activities

KEY ACTIVITIES IN 2024-25	MAJOR INITIATIVE	STATUS 2024-25
Deliver and manage the Business Precinct Program	MI 01	Completed
Deliver a program of Christmas decorations and activations in the area as part of the City of Melbourne's Christmas Festival	N / A	Completed
Prepare the final concept plan for the Normanby Road Reserve expansion project	MI 16	Continuing as part of the capital works program
Continue to seek opportunities to deliver new open space for Southbank	MI 16	Continuing as part of the capital works program
Move to the design stage for the Miles and Dodds Street Reserve expansion, including further community engagement	MI 16	Continuing as part of the capital works program
Progress the planning scheme amendment to implement the new Municipal Planning Strategy and draft City Spatial Plan	MI 20	Completed
Progress the planning scheme amendment to ensure future development is designed to mitigate and adapt to the effects of climate change	MI 20	Completed
Implement outcomes of signage policy review	MI 20	Completed
Provide food safety education, and public health and wellbeing assessments, to support safe community events	MI 40	Completed
Consult the community regarding parking changes and implement additional upgrades in line with the Parking and Kerbside Management Plan	MI 45	Completed
Progress delivery of new or enhanced funding mechanisms that support city growth and the future needs of our municipality, including community infrastructure	MI 10	Completed
Progress delivery of new community space as part of the Boyd redevelopment project	N / A	Ongoing

Our investment in Southbank – strategic initiatives

STRATEGIC INITIATIVES IN 2024-25	LINK TO MORE INFORMATION
Southbank Structure Plan ¹⁰⁷	Link (PDF, 11 MB)
City Road Master Plan ¹⁰⁸	Link
Neighbourhood Planning Framework ¹⁰⁹	Link (PDF, 1 MB)
Preparation of site for Power Melbourne neighbourhood battery at Boyd Community Hub ¹¹⁰	Link
Future Libraries Framework ¹¹¹	Link
Creative Strategy ¹¹²	Link
Public Art Framework ¹¹³	Link
Heat Safe City ¹¹⁴	Link
Disaster preparedness and resilience planning ¹¹⁵	Link
Parking and Kerbside Management Plan ¹¹⁶	Link (PDF, 4.5 MB)

¹⁰⁷ mvga-prod-files.s3.ap-southeast-4.amazonaws.com/public/2024-06/southbank-structure-plan-2010.pdf

¹⁰⁸ melbourne.vic.gov.au/city-road-master-plan

¹⁰⁹ https://hdp-au-prod-app-com-participate-files.s3.ap-southeast-2.amazonaws.com/6316/6915/3913/Neighbourhood_Planning_Framework_June_2022.pdf

¹¹⁰ melbourne.vic.gov.au/power-melbourne-community-battery-project

¹¹¹ melbourne.vic.gov.au/future-libraries-framework

¹¹² melbourne.vic.gov.au/creative-strategy-2018-28

¹¹³ melbourne.vic.gov.au/public-art-framework

¹¹⁴ participate.melbourne.vic.gov.au/heat-safe-city

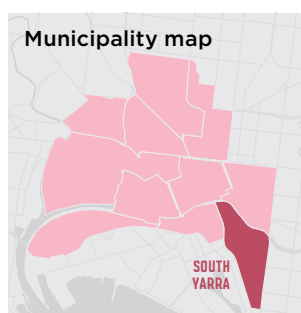
¹¹⁵ participate.melbourne.vic.gov.au/community-resilience

¹¹⁶ mvga-prod-files.s3.ap-southeast-4.amazonaws.com/public/2024-05/parking-kerbside-management-plan.pdf



SOUTH YARRA

South Yarra is located south of the Yarra River – Birrarung and east of St Kilda Road. The part of South Yarra to the west of Punt Road is within the City of Melbourne and includes significant open spaces, heritage buildings, residential streets and The Alfred Hospital. Fawkner Park is the primary open space in South Yarra. It has tennis courts, grassed areas, pavilions and barbecues, providing a variety of sporting and recreation opportunities for visitors and residents. The Domain Parklands are within the neighbourhood and comprise nearly 123 hectares of beautiful parks and gardens.



Our investment in South Yarra – capital works

CAPITAL WORKS INVESTMENT IN 2024-25	MAJOR INITIATIVE	BUDGET 2024-25 \$MILLION	ACTUAL 2024-25 \$MILLION	STATUS 2024-25
Shrine drainage upgrade	N / A	0.40	0.13	On track
Domain Parklands Master Plan implementation projects at Alexandra Gardens and Edmund Herring Oval	N / A	0.27	0.13	On track
Asset renewal				
Parks and city greening	N / A	0.28	0.28	On track
Infrastructure	N / A	0.57	0.54	On track
Buildings and properties	N / A	0.22	0.24	On track
Plant, equipment, fixtures and furniture	N / A	0.10	0.15	On track
All other asset renewal	N / A	0.01	0.00	On track
Maintenance				
Shrine Reserve hostile vehicle maintenance	N / A	2.40	0.43	On track
All maintenance works	N / A	0.32	0.43	On track

¹¹⁷ .id (informed decisions) (2024) profile.id.com.au/melbourne

¹¹⁸ City of Melbourne 2023 Census of land use and employment.

¹¹⁹ City of Melbourne 2023 Census of land use and employment.

¹²⁰ Australian Bureau of Statistics (2021) Census.

Our investment in South Yarra – key activities

KEY ACTIVITIES IN 2024-25	MAJOR INITIATIVE	STATUS 2024-25
Upgrade the signalised intersection at Domain Road and Park Street	MI 50	Completed
Install 40 km / h area wide speed limit	MI 50	Completed
Progress delivery of new or enhanced funding mechanisms that support city growth and the future needs of our municipality, including community infrastructure	MI 10	Completed
Progress the planning scheme amendment to ensure future development is designed to mitigate and adapt to the effects of climate change	MI 20	Completed
Implement outcomes of signage policy review	MI 20	Completed
Review and update urban design policies as needed	MI 20	Completed
Consult the community regarding parking changes and implement additional upgrades in line with the Parking and Kerbside Management Plan	MI 45	Completed

Our investment in South Yarra – strategic initiatives

STRATEGIC INITIATIVES IN 2024-25	LINK TO MORE INFORMATION
South Yarra Urban Forest Precinct Plan ¹²¹	Link
Neighbourhood Planning Framework ¹²²	Link (PDF, 1 MB)
Disaster preparedness and resilience planning ¹²³	Link
Future Libraries Framework ¹²⁴	Link
Parking and Kerbside Management Plan ¹²⁵	Link
Heat Safe City ¹²⁶	Link

¹²¹ mvga-prod-files.s3.ap-southeast-4.amazonaws.com/public/2024-05/ufpp_south_yarra_precinct.pdf

¹²² melbourne.vic.gov.au/urban-forest-precinct-plans

¹²³ participate.melbourne.vic.gov.au/community-resilience

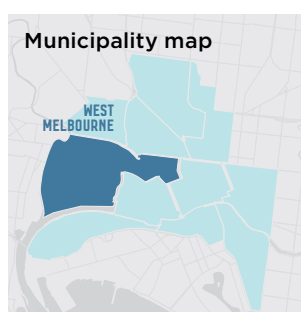
¹²⁴ melbourne.vic.gov.au/future-libraries-framework

¹²⁵ mvga-prod-files.s3.ap-southeast-4.amazonaws.com/public/2024-05/parking-kerbside-management-plan.pdf

¹²⁶ participate.melbourne.vic.gov.au/heat-safe-city

WEST MELBOURNE

West Melbourne is a long-established area with a strong community, a diverse mix of housing, warehouses and businesses, and a rich cultural and architectural heritage. It has evolved into a distinct inner-urban neighbourhood and a counterpoint to the central city. Its mix of building types and uses gives it its distinctive character, including heritage cottages, mid-rise factories and warehouses, and larger-scale, high-rise apartment buildings in the south.



Residential population¹²⁷
9301



Number of businesses¹²⁸
536



Number of local jobs¹²⁹
10,891



Residents born overseas¹³⁰
54%

Our investment in West Melbourne – capital works

CAPITAL WORKS INVESTMENT IN 2024-25	MAJOR INITIATIVE	BUDGET 2024-25 \$MILLION	ACTUAL 2024-25 \$MILLION	STATUS 2024-25
North and West Melbourne and Docklands Transport and Amenity Program	MI 46	6.00	0.66	Delayed
Asset renewal				
Parks and city greening	N / A	0.30	0.30	On track
Infrastructure	N / A	0.62	0.58	On track
Buildings and properties	N / A	0.23	0.26	On track
Plant, equipment, fixtures and furniture	N / A	0.11	0.17	On track
All other asset renewal	N / A	0.01	0.00	Delayed
Maintenance				
All maintenance works	N / A	0.35	0.46	On track

¹²⁷ .id (informed decisions) (2024) profile.id.com.au/melbourne

¹²⁸ City of Melbourne 2023 Census of land use and employment.

¹²⁹ City of Melbourne 2023 Census of land use and employment.

¹³⁰ Australian Bureau of Statistics (2021) Censu.

Our investment in West Melbourne - key activities

KEY ACTIVITIES IN 2024-25	MAJOR INITIATIVE	STATUS 2024-25
Investigate opportunities for neighbourhood pedestrian improvements	MI 45	Completed
Refresh the Urban Forest Precinct Plan for North and West Melbourne in consultation with our community	MI 31	Completed
Progress the Hawke Street and Roden Street greening projects	MI 46	Continuing as part of the capital works program
Progress the Spencer Street Master Plan and deliver a range of projects between La Trobe Street and Dynon Road	MI 46	Continuing as part of the capital works program
Deliver and manage the Business Precinct Program	MI 01	Completed
Progress delivery of new or enhanced funding mechanisms that support city growth and the future needs of our municipality, including community infrastructure	MI 10	Completed
Progress the planning scheme amendment to ensure future development is designed to mitigate and adapt to the effects of climate change	MI 20	Completed
Implement outcomes of signage policy review	MI 20	Completed
Review and update urban design policies as needed	MI 20	Completed
Consult the community regarding parking changes and implement additional upgrades in line with the Parking and Kerbside Management Plan	MI 45	Completed

Our investment in West Melbourne – strategic initiatives

STRATEGIC INITIATIVES IN 2024–25	LINK TO MORE INFORMATION
Moonee Ponds Creek Strategic Opportunities Plan ¹³¹	Link
Maribyrnong Waterfront: A Way Forward ¹³²	Link
West Melbourne Structure Plan ¹³³	Link (PDF, 1 MB)
North and West Melbourne Urban Forest Precinct Plan ¹³⁴	Link
Neighbourhood Planning Framework ¹³⁵	Link (PDF 1 MB)
Disaster preparedness and resilience planning ¹³⁶	Link
Heat Safe City ¹³⁷	Link
Parking and Kerbside Management Plan ¹³⁸	Link (PDF, 4.5 MB)

¹³¹ melbourne.vic.gov.au/moonee-ponds-creek-strategic-opportunities-plan

¹³² melbourne.vic.gov.au/maribyrnong-waterfront-way-forward

¹³³ melbourne.vic.gov.au/west-melbourne-structure-plan

¹³⁴ melbourne.vic.gov.au/urban-forest-precinct-plans

¹³⁵ https://hdp-au-prod-app-com-participate-files.s3.ap-southeast-2.amazonaws.com/6316/6915/3913/Neighbourhood_Planning_Framework_June_2022.pdf

¹³⁶ participate.melbourne.vic.gov.au/community-resilience

¹³⁷ participate.melbourne.vic.gov.au/heat-safe-city

¹³⁸ mvg-prod-files.s3.ap-southeast-4.amazonaws.com/public/2024-05/parking-kerbside-management-plan.pdf



APPENDIX B: HEALTH AND WELLBEING MAJOR INITIATIVES AND OTHER ACTIONS

Below is a summary index of the major initiatives under the six health and wellbeing focus areas. More detailed information on these activities is provided in this report's 'Our performance' section.

HEALTH AND WELLBEING FOCUS AREA	MAJOR INITIATIVE (MI) AND BRANCH BUSINESS PLAN (BBP)	COUNCIL PLAN STRATEGIC OBJECTIVE
Public health and safety	Transport Strategy 2030 (MI 45)	Safety and wellbeing
	Equality and inclusion programs (MI 49)	Safety and wellbeing
	Street safety initiatives (MI 50)	Safety and wellbeing
	Rapid Response Clean Team (MI 51)	Safety and wellbeing
	Community disaster resilience (MI 52)	Safety and wellbeing
Mental wellbeing and inclusion	Melbourne's economic recovery (MI 01)	Economy of the future
	Munro library and community hub (MI 14)	Melbourne's unique identity and place
	Public Art Program (MI 15)	Melbourne's unique identity and place
	Unique Melbourne events (MI 18)	Melbourne's unique identity and place
	Truth-telling (MI 23)	Aboriginal Melbourne
	Govern with sovereign First Nations (MI 25)	Aboriginal Melbourne
	First Nations Cultural Precinct (MI 26)	Aboriginal Melbourne
	Neighbourhood Model (MI 37)	Access and affordability
	Libraries (MI 38)	Access and affordability
	Disability Action and Inclusion Plan (MI 39)	Access and affordability
	Accessible and affordable services (MI 41)	Access and affordability
	Digital literacy and inclusion programs (MI 43)	Access and affordability
	Inclusive Melbourne Strategy (MI 48)	Safety and wellbeing

HEALTH AND WELLBEING FOCUS AREA	MAJOR INITIATIVE (MI) AND BRANCH BUSINESS PLAN (BBP)	COUNCIL PLAN STRATEGIC OBJECTIVE
Healthy and sustainable lifestyle	Public transport and urban renewal areas (MI 04)	Economy of the future
	The Greenline Project (MI 12)	Melbourne's unique identity and place
	Public open space (MI 16)	Melbourne's unique identity and place
	Inclusive sports facilities for women (MI 36)	Access and affordability
Housing and homelessness	Affordable housing for key workers (MI 06)	Economy of the future
	Homes Melbourne (MI 44)	Access and affordability
Food security	Queen Victoria Market Precinct Renewal (MI 13)	Melbourne's unique identity and place
	Food Relief Plan (MI 40)	Access and affordability
Health impacts of climate change	Environmental performance of buildings (MI 30)	Climate and Biodiversity Emergency
	Urban Forest Strategy (MI 31)	Climate and Biodiversity Emergency
	Food Organics, Garden Organics - FOGO (MI 32)	Climate and Biodiversity Emergency
	Circular economy (MI 33)	Climate and Biodiversity Emergency
	Implement the Climate and Biodiversity Emergency action plan (MI 35)	Climate and Biodiversity Emergency



Eliana Lu

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