

QUARTERLY PERFORMANCE REPORT

JULY – SEPTEMBER 2025



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 Eastern Kulin and pays respect to their Elders past, present and emerging.

We acknowledge and honour the unbroken spiritual, cultural and political connection the Wurundjeri, Bunurong, Dja Dja Wurrung, Taungurung and Wadawurrung peoples of the Eastern Kulin have to this unique place for more than 2000 generations.

We are committed to our reconciliation journey, because at its heart, reconciliation is about strengthening relationships between Aboriginal and non-Aboriginal peoples, for the benefit of all Victorians.

Governing for our future








We're working towards a Melbourne where everything we do builds trust, optimism and hope – where we're ready for the future and curious about global trends which could become opportunities for our city. Our community told us that transparent and accountable leadership is important, and that we need to make decisions which best prepare Melbourne for the future. They want the City of Melbourne to lead the way on important issues like First Nations self-determination, housing and climate change.

Governing for our future is the overarching strategic priority underpinning how we'll deliver all priorities in this Council Plan. We will focus on making sure everyone in our community feels empowered to participate and share their voice, that our financial decisions sustainably balance current and future needs, and that we maintain and deepen our relationships with First Nations people. We will continue to lead, advocate and partner on issues important to our community – and the future of our city.

Key Developments

As at 30 September 2025, all key activities for 2025–26 are currently in progress.

Draft Council Plan 2025-2029 key activities*	2025-26 Key Activities	Status as at 30 September 2025
Develop a leading local government First Nations Strategy	Continue to progress partnerships with Traditional Owners and First Nations	
Strengthen City of Melbourne's financial position through a sustainable revenue-base, philanthropic opportunities and reducing costs with efficient, value-driven services	Continue to explore revenue generating activities to support service delivery, infrastructure and amenity	
	Identify opportunities for efficiency in the delivery of Council services to meet evolving community needs	
	Review Council policy to strengthen financial sustainability	
Provide responsive and excellent customer service and facilitate business and community engagement that reaches Melbourne's diverse and underrepresented communities	Continue to enhance customer service through the User Experience (UX) uplift program	

*as adopted for community engagement on 19 August 2025





Healthy, safe, clean and connected communities

Melbourne will be a place where our neighbourhoods support community connection, wellbeing and belonging. Our community told us that supporting health and wellbeing should be prioritised in all its dimensions – social, physical and environmental. For our community, this means healthy air, cleaner streets and public spaces, access to water and food, promoting mental and physical wellbeing, and safety for all.






Through this strategic priority, we will focus on supporting our community to live active and socially connected lives. We will ensure people can access services to support them during times of need. We will continue to do our part to make sure people who live, work or visit our city feel safe, and that our diverse communities experience a strong sense of belonging here in Melbourne.





Key Developments

As at 30 September 2025, eight of the nine key activities for 2025–26 are currently in progress.

Risks and issues

One key activity is yet to commence but is scheduled to begin in the next quarter.

Draft Council Plan 2025-2029 key activities*	2025-26 Key Activities	Status as at 30 September 2025
Enhance accessible programs, services, events, and initiatives that promote mental and physical wellbeing across the community	Increase access to outdoor fitness spaces for small group users	
	Enable community-based free fitness classes	
	Provide 600 free swimming lessons, and \$2 pool entry at selected pools on weekdays	
	Free pet registration for cats and dogs in 2025–26	
Strengthen community safety by expanding visible safety presence and investing in safety infrastructure and cleaning	Expand the visible safety presence in the city	

Draft Council Plan 2025-2029 key activities*	2025-26 Key Activities	Status as at 30 September 2025
Strengthen community safety by expanding visible safety presence and investing in safety infrastructure and cleaning	Upgrade and expand the Safe City camera system with 100 new cameras including an additional 40 cameras to our network and 60 from partner networks	
	Investment in lighting up the city and laneways to improve safety and activate spaces	
Strengthen community resilience through initiatives and advocacy to address food insecurity, family violence and address loneliness	Investment in programs to address food insecurity	
Support intercultural, inclusive, connected communities that celebrate each other's cultures and identities	Progress the development of the new North Melbourne Community Hub	

*as adopted for community engagement on 19 August 2025



Living sustainably



Melbourne will be a green city where we prioritise the regeneration of our natural environment and protect our biodiversity. Our community values sustainability and climate action – and they want to share in the responsibility of caring for Country. They want to see thriving native ecologies, clean and healthy waterways, and decision making which positively impacts our planet.




Through this strategic priority, we will ensure that everyone in our community has access to parks, open spaces and healthy waterways close to home. We will help our community prepare for extreme weather events, including floods and heatwaves. We will partner with our community as we continue our journey to net zero, and support community ambition to regenerate our landscapes through Country-first practices.

Key Developments

As at 30 September 2025, one of the three key activities for 2025–26 are currently in progress.

Risks and issues

One key activity is yet to commence but is scheduled to begin in the next quarter.

Draft Council Plan 2025-2029 key activities*	2025-26 Key Activities	Status as at 30 September 2025
Green our city through the accelerated delivery of parks, gardens and open spaces and by protecting our natural environment, habitat and threatened and endangered native species	Fast-track the delivery of parks and gardens	
Support community and business led action to enhance city greening in streets and on private land	Develop new Greening Guidelines for nature strips, laneways and shared spaces	
Drive a city-wide shift towards efficient circular economy, renewable energy and climate resilience	Pilot a new program offering a suite of services to support apartment residents and businesses with energy costs, efficiency, renewables, electrification, resilience and net zero goals, in close collaboration with Owners Corporation committees	

*as adopted for community engagement on 19 August 2025



Completed



In progress

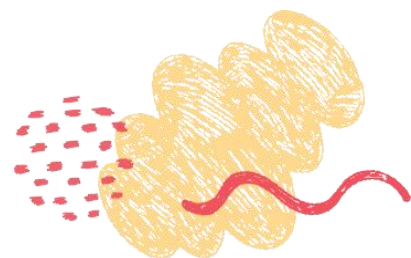


Not started



Deferred

Vibrant and creative Melbourne








Melbourne will be alive with experiences, where creativity and curiosity support connection, innovation and vibrancy. Our community has told us that they want to leverage our culture of bold imagination and see creativity that connects people across generations and cultures, where life-long learning is encouraged, and art can be made in Melbourne.

Through this strategic priority, we will work with partners in the creative sector to ensure that arts, culture and experiences that capture the character and identity of Melbourne continue to be nurtured here. We will ensure that Melbourne remains a world-class creative capital – where events and experiences happening in local neighbourhoods and the central city are accessible to all.

Key Developments

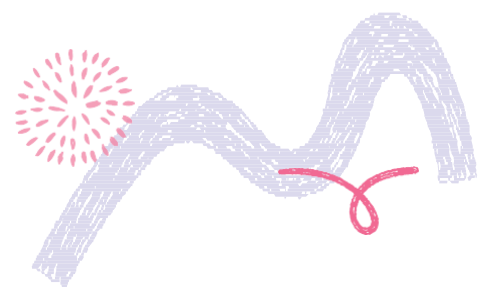
As at 30 September 2025, all key activities for 2025–26 are currently in progress.

Draft Council Plan 2025-2029 key activities*	2025-26 Key Activities	Status as at 30 September 2025
Strengthen Melbourne’s brand and civic pride	Implement mechanisms for Council to address vacant and dilapidated buildings which can include differential rates, strengthened local laws and targeted advocacy	
Melbourne's creative programs and events support city activation, ensuring seasonal opportunities (i.e. winter) are maximised	Review Melbourne's events program to optimise winter activations and enhance community experiences	
	Support the International Comedy Festival’s 40th anniversary	
Activate the city in ways that reflect and amplify Melbourne’s distinct character	Establish a precinct activation fund to explore a seafood precinct and Little India precinct, and encourage community markets and festival decorations	
	Upgrade and replace banner poles to improve safety and functionality	

*as adopted for community engagement on 19 August 2025



Leveraging our economic strengths





We back ambition and champion innovation in Melbourne, with growth that delivers for everyone. For Melbourne to thrive, our community told us they want to see new ideas, emerging industries and more global talent. Our community wants us to leverage our creativity, experiences and culture of experimentation to build the economy, and support local jobs and places.

Through this strategic priority, we will focus on how we leverage our strengths and capabilities to make Melbourne an attractive place for talent, education and investment. We will support our everyday economy through creating active and vibrant precincts, including transforming underused buildings and public spaces. We will work to reduce inequalities in our community, so every person who calls Melbourne home can thrive and prosper.

Key Developments

As at 30 September 2025, all key activities for 2025–26 are currently in progress.

Draft Council Plan 2025-2029 key activities*	2025-26 Key Activities	Status as at 30 September 2025
Engage domestically and internationally to grow the economy, drive innovation, support sustainability and strengthen communities	Continue to engage with sister cities and explore opportunities for new partnerships	
Implement the Retrofit Melbourne Plan and encourage adaptive re-use of underutilised buildings	Deliver the Retrofit Melbourne Plan including exploring repurposing of vacant office buildings	

*as adopted for community engagement on 19 August 2025



Completed



In progress

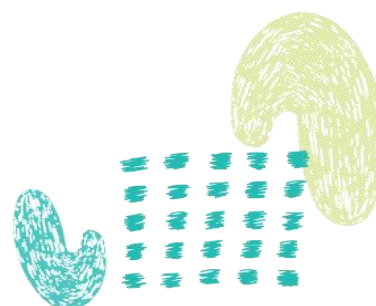


Not started



Deferred

Building a city for people










We'll make Melbourne a people-first city by delivering well-designed and connected places. Our community told us that they want a city with excellent transport and walkability – which is safe and accessible by design. As we plan for population growth, our community highlighted the importance of green and blue spaces – including parks, open spaces and waterways – alongside high-quality urban design and diverse, appropriate housing options.

Through this strategic priority, we will focus on designing, planning and building a city which enables our community to live well. We will ensure our streets, squares and community spaces are accessible places where our community can come together. We will create a liveable, affordable and inviting city that is easy to move around and is supported by people-centred, creative and sustainable urban environments.

Key Developments

As of 30 September 2025, all key activities for 2025–26 are currently in progress.

Draft Council Plan 2025-2029 key activities*	2025-26 Key Activities	Status as at 30 September 2025
Expand and improve road and active transport infrastructure	Continue the rollout of the cycle infrastructure program including retrofitting existing routes with more durable materials	
	Review Exhibition Street and Queensbridge Street to deliver safety and congestion improvements	
Plan for future growth and the delivery of urban renewal precincts, with high-quality, sustainable design outcomes and expanding community infrastructure to meet new and evolving community needs	Resolve questions of control and management of land abutting Moonee Ponds Creek and complete planning scheme amendment C417 Macaulay	
Enhance movement and transport network in Melbourne, including through advanced modelling and targeted upgrades	Continue the work commenced by a specialist consultant to develop a new central city transport model	
	Continue to deliver the City Road Master Plan, including by advocating to the Victorian Government to make City Road safe	
	Continue to deliver the Transport and Amenity Program and prepare for and respond to traffic changes in West and North Melbourne when the West Gate Tunnel opens, noting that these projects require approval from the Department of Transport and Planning	
Design a city shaped by culture, stories and heritage	Investigate contemporary approaches to management of monuments and memorials	

*as adopted for community engagement on 19 August 2025



How to contact us

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