

6.1 Quarterly Performance Report – Council Plan Key Activities, Finances and Capital Program - Q2 2025-26

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Executive Summary

1. This report provides an overall view of Council performance and delivery against the Council Plan 2025–29, Council Works Program and the Budget 2025–26 as at 31 December 2025.
2. Of the 31 key activities in the Budget 2025–26, thirty (97%) are on track and one (3%) has been put on hold and unlikely to be completed by 30 June 2026.
3. At the end of the second quarter, delivery of the 2025–26 Council Works Program is tracking well, with \$86.3 million delivered against a planned \$99.4 million, representing 87 per cent of planned budget.
4. Underlying surplus variance is \$0.4 million favourable, with an actual of \$4.1 million compared to a budget of \$3.7 million. This was mainly due to better-than-expected performance of \$5.1 million in parking fee income that has been offset by \$3.8 million overspend in Material and Services expense.
5. As at 31 December 2025, City of Melbourne’s total cash balance was \$146 million, comprising of \$26 million Available Cash and \$120 million in Investment Cash. Current borrowings total \$110 million. As per the Budget 2025–26, City of Melbourne’s borrowing limit is capped at \$212 million
6. The net effect of supplementary valuations for the July to December 2025 period is an increase of \$3.68 million in general rates and waste service charges.

Recommendation from management

7. That Council resolves to:
 - 7.1. Note the progress against the Council Plan key activities as included in the Budget 2025–26 and the Strategic Indicators in the Council Plan 2025–29. (Attachment 1 of the report from management).
 - 7.2. Note the 2025–26 second quarter Financial Performance Report and supplementary valuations information (Attachments 2 to 4 of the report from management).
 - 7.3. Note the 2025–26 Council Works program quarter two summary report (Attachment 5 of the report from management).
 - 7.4. Approve the program adjustments in the Council Works Program (Attachment 6 of the report from management)

Purpose

8. In accordance with the Local Government Act 2020 (Act), the purpose of this report is to:
 - 8.1. Update the community on the City of Melbourne's quarterly performance against the Council Plan 2025–29 and the Budget 2025–26 regarding:
 - 8.1.1. progress of Council's key activities and strategic indicators
 - 8.1.2. the quarterly financial performance
 - 8.1.3. the progress and financial performance of the Council Works Program, including the major projects and maintenance.
 - 8.1.4. Seek approval of the program adjustments in the Council Works Program.
9. It is a key component in the City of Melbourne's approach to be transparent and accountable for its performance, in accordance with section 97 of the Act.

Background

10. Council performance on the key activities in the Council Plan 2025–29, finances and the Council Works Program are reported publicly via a Council Meeting report at the end of each quarter.

Key considerations

11. Achievements in the delivery of the 2025–26 Key Activities for this quarter include:
 - 11.1. The endorsement of the Advocacy and Partnerships Plan 2025–29 by the Future Melbourne Committee on 2 December 2025. The Plan will guide Council advocacy and partnership actions across the four years.
 - 11.2. The Community Safety team of 11 authorised officers trained to manage complex on-street situations commenced in October 2025.
 - 11.3. Trial of community led street garden is currently underway, learnings from this trial will be used to inform community guidelines.
 - 11.4. An initial review of Melbourne's events program has been undertaken. The review identifies opportunities to optimise winter activations and enhance community experiences and will inform future programming and planning to deliver a more vibrant, inclusive and engaging city throughout the year.
 - 11.5. Shopfront vacancy rates continue to trend downward, now sitting at 9.2%, down from a peak of 31.5% in November 2021.
 12. The key activity to upgrade and replace banner poles was put on hold subject to review of the asset type and location. As a result, the project will not be completed in 2025–26.
 13. Thirteen out of the 50 Strategic Indicators in the Council Plan 2025–29 were reported in quarter 2. The other 37 indicators are reported on annually due to the frequency of data availability.
 14. Council works performance is noted as following:
 - 14.1. The 2025–26 Council works portfolio includes 147 programs and projects with a Council-approved budget of \$193.6 million including \$24.8 million of carry forward from the 2024-25 financial year. The approved program comprises of \$117.4 million for new capital projects, \$61.9 million for asset renewal, and \$14.2 million for critical assets maintenance.
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- 14.2. The City of Melbourne delivered \$86.3 million in Council works against a planned budget of \$99.4 million.
15. At the end of the second quarter, 9 projects were rated red (off track and requiring corrective action), 33 were amber (experiencing manageable issues or delays), and 99 were green (on track for delivery).
- 15.1. At the end of the second quarter, net portfolio adjustment will result in an increase of \$1.0 million, adjusting the budget to \$194.6 million.
16. Council is requested to approve program adjustments in the Council Works Program, within the overall adopted budget funding envelope, as follows (Attachment 6 of the report from management):
- 16.1. New project with no additional Council funding for:
- 16.1.1. SIGNAL Audio Visual System Control Upgrade - upgrade works valued at \$115,000 are proposed to replace the existing audio-visual control systems at SIGNAL, improving the reliability and quality of content delivery to the SIGNAL screens and sound walk. The works will be fully funded through a reallocation of existing budget from the Technology Modernisation – Renewal program, with no additional Council funding required.
- 16.2. Reduction in budget for:
- 16.2.1. Technology Modernisation – Renewal – a budget transfer of \$115,000 is proposed to fund the new SIGNAL Audio Visual System Control Upgrade project.
- 16.2.2. Pocket Parks Program – an unspent balance of \$456,000 in public open space funds has been identified through prudent financial management within the Swanston Street project. The funding remains within Council’s public open space program, with no additional Council funding required.

Legal

17. Section 97(1) of the Act provides that as soon as practicable after the end of each quarter of the financial year, the Chief Executive Officer must ensure that a quarterly budget report is presented to a Council meeting which is open to the public.
18. Section 97(2) of the Act provides that the report must include:
- 18.1. a comparison of the actual and budgeted results to date
- 18.2. an explanation of any material variations
19. any other matters prescribed by regulations under the Act (none at present).
20. In addition, section 97(3) of the Act requires the second quarterly report include a statement by the Chief Executive Officer as to whether a revised budget is or may be required.

Finance

21. The second quarter portfolio adjustments will result in the following financial impacts:
- 21.1. The total capital works portfolio budget will increase by \$1.0 million, bringing the revised budget to \$194.6 million.
- 21.2. The increase primarily reflects the recognition of external grant funding totalling \$1,425,731.
22. The Chief Executive Officer has confirmed that a revised budget will not be required for the 2025–26 financial year.

Conflict of interest

23. No member of Council staff, or other person engaged under a contract, involved in advising on or preparing this report has declared a material or general conflict of interest in relation to the matter of the report.

Charter of Human Rights and Responsibilities

24. The recommendation contained in this report is compatible with the Charter of Human Rights and Responsibilities Act 2006 as it does not raise any human rights issues.

Health and Safety

25. In developing this report, no Occupational Health and Safety issues or opportunities have been identified.

Consultation

26. City of Melbourne has developed the Council Plan and Budget in accordance with its Community Engagement Policy. Projects reported on within this report have undergone relevant community consultation as required and appropriate.

Relevance to Council Plan and Council Policies

27. Information compiled in the Quarterly Performance Report directly relates to how the City of Melbourne is tracking against the Council Plan and the Budget.

Social and environmental impacts

28. Gender impact assessments and environmental impact assessments are conducted at individual program/project/service level where appropriate.

Attachment List

1. Q2 2025-26 Council Plan performance report [6.1.1 - 19 pages]
2. Financial Performance Q2 2025-26 Report [6.1.2 - 13 pages]
3. Supplementary Valuations Q2 2025-26 Report [6.1.3 - 1 page]
4. Overview of Supplementary Valuations Returns Q2 2025-26 [6.1.4 - 2 pages]
5. Council Works Program Q2 2025-26 Summary Report [6.1.5 - 6 pages]
6. Proposed Record of Program Adjustments Q2 2025-26 [6.1.6 - 1 page]

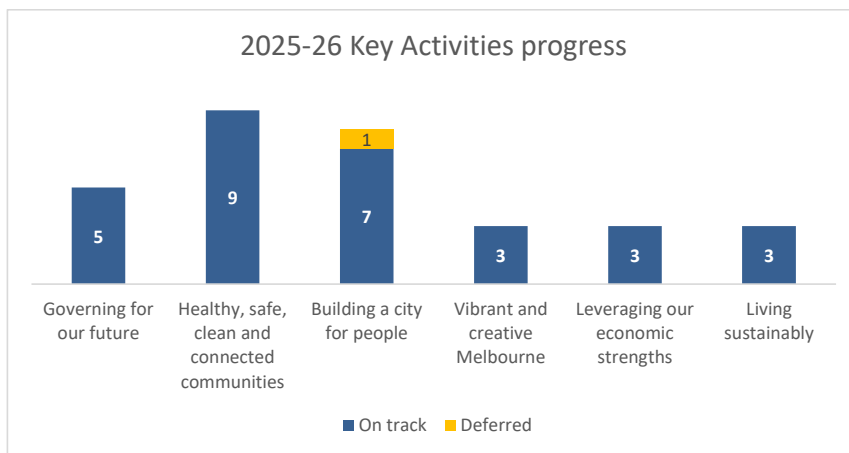
Introduction

The Quarterly Council Plan performance report provides an overview of our progress against the 2025-26 Key Activities outlined in the Council Plan 2025-29 and Budget 2025-26. It also tracks progress on our Strategic Indicators which measure the effectiveness of our implementation and ensures we stay on course.

Some of the key developments this quarter includes:

- The Commercial Waste Collector Permit was endorsed by Council on 25 November 2025. This initiative aims to enhance compliance, cost recovery and promote sustainable practices and forms the ongoing budget.
- Advocacy and Partnerships Plan 2025–29 endorsed by the Future Melbourne Committee on 2 December 2025. The Plan will guide Council advocacy and partnership actions for the Council term.
- The \$2 Swim program commenced on 1 December 2025 at Carlton Baths and North Melbourne Pool, with a total of 7,815 swims sold to date.
- The Community Safety Team of 11 authorised officers trained to manage complex on-street situations commenced at the end of October 2025.
- An initial review of Melbourne’s events program has been undertaken. The review identifies opportunities to optimise winter activations and enhance community experiences and will inform future programming and planning to deliver a more vibrant, inclusive and engaging city throughout the year.
- Shopfront vacancy rates continue to trend downward, now sitting at 9.2%, down from a peak of 31.5% in November 2021.
- Trial of community-led street garden currently underway, learnings from this trial will be used to inform community guidelines.



Progress on 2025-26 Key Activities:






- The project to upgrade and replace banner poles was put on hold subject to review of the asset type and location. As a result, the project will not be completed within 2025–26.

Governing for our future



Council Plan 2025-2029 key activities	2025-26 Key Activities	Progress at 31 December 2025	Status
Develop a leading local government First Nations Strategy	Continuing to progress partnerships with Traditional Owners and First Nations	<p>We have been invited to participate in an inter-council group to coordinate more effectively with Wurundjeri. Wurundjeri have written to officers indicating that they are happy with the development of the relationship. The relationship is being managed through regular meetings with the Partnership and Policy Unit of Wurundjeri.</p> <p>A regular meeting schedule was established with Wurundjeri Woi-wurrung at officer level.</p> <p>Officers met with the incoming CEO to discuss the development of the partnership in December 2025. We will develop the next version of the agreement by the end of March 2026.</p>	 <p>Ontrack</p>
Strengthen City of Melbourne's financial position through a sustainable revenue base, philanthropic opportunities and reducing costs with efficient, value-driven services, in line with the Financial Plan	Continue to explore revenue generating activities to support service delivery, infrastructure and amenity	<p>Preliminary feasibility assessments were conducted on various revenue initiatives with ongoing collaboration with the Procurement branch to explore the potential of implementing the various initiatives.</p> <p>The Commercial Waste Collector Permit was endorsed by Council on 25 November 2025. This initiative aims to enhance compliance, cost recovery and promote sustainable practices and forms the ongoing budget.</p>	 <p>Ontrack</p>

Council Plan 2025-2029 key activities	2025-26 Key Activities	Progress at 31 December 2025	Status
Strengthen City of Melbourne's financial position through a sustainable revenue base, philanthropic opportunities and reducing costs with efficient, value-driven services, in line with the Financial Plan	Identify opportunities for efficiency in the delivery of Council services to meet evolving community needs	We are synthesising the Branch Business plans in preparation for the Annual Planning and Budgeting services workshop with Councillors in February. The output of this activity is to align on recommendations for service improvements.	 Ontrack
	Review Council policy to strengthen financial sustainability	Review of Council policies to strengthen financial sustainability is underway with the aim to present these to Council in May 2026.	 Ontrack
Invest in community relationship-building at both a neighbourhood and municipal level, facilitate business and community engagement that reaches underrepresented communities and deliver proactive and exemplary customer experience	Continue to enhance customer service through the User Experience (UX) uplift program	<p>In the second quarter of the year, our Customer Satisfaction score (CSAT) decreased one point from last quarter to 64%. This reflects seasonal variation that was seen at the same time last year.</p> <p>Our key focus this year is to make the website information clearer, reduce delivery timeframes, and provide more timely, comprehensive updates on progress and resolution of customer requests.</p>	 Ontrack


Strategic Indicators





Outcome: City of Melbourne is considered a good financial manager, sustainably balancing current and future needs					
Indicator	Baseline (FY25)	Target	Level of control	Q2 result	Comments
Loans and borrowings compared to rates under 70%	28.20%	Decrease	High	27.5%	As at 31 December 2025, the loan to rates ratio is below 27.5%. We have a loan of \$110 million against annualised rates of \$400 million.
Underlying surplus (or deficit)	\$0.6 million	Increase	High	\$4,100,000	As at 31 December 2025, the underlying surplus is \$4.1 million, however, this is budgeted to reduce in the second half of the financial year.





Outcome: City of Melbourne leads, partners and advocates on issues important to our community at both the municipal and neighbourhood level					
Indicator	Baseline (FY25)	Target	Level of control	Q2 result	Comments
Number of advocacy campaigns delivered under City of Melbourne's Advocacy Plan	N/A	Increase	High	0	Advocacy and Partnerships Plan 2025-29 endorsed by the Future Melbourne Committee on 2 December 2025. The implementation planning for campaigns is underway and will be presented to Council in early March.
Outcome: We empower Melbourne's diverse communities, including our young people, to participate in city democracy					
Indicator	Baseline (FY25)	Target	Level of control	Q2 result	Comments
Average customer experience satisfaction score (CSAT)	64%	Increase	High	64%	In the second quarter of the year, the organisational CSAT decreased one point from last quarter to 64%. This reflects seasonal variation that was seen at the same time last year.

Healthy, safe, clean and connected communities



Council Plan 2025-2029 key activities	2025-26 Key Activities	Progress at 31 December 2025	Status
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	The Free Fitness in the Park Program is in progress. In November and December 2025, two Fitness in the Park programs were delivered with 138 attendances. Outdoor Fitness spaces classes are scheduled to commence in February 2026.	 Ontrack

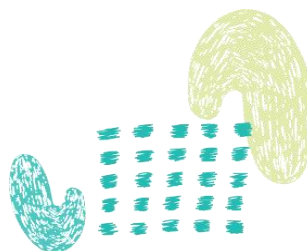
Council Plan 2025-2029 key activities	2025-26 Key Activities	Progress at 31 December 2025	Status
<p>Enhance accessible programs, services, events, and initiatives that promote mental and physical wellbeing across the community</p>	<p>Enable community-based free fitness classes</p>	<p>Two Free Fitness in the Park Sessions have been delivered. A Zumba session was held on 30 November 2025, attracting 50 participants, followed by a Tai Chi session on 14 December 2025, with 80 participants in attendance.</p>	 <p>Ontrack</p>
	<p>Provide 600 free swimming lessons, and \$2 pool entry at selected pools on weekdays</p>	<p>The \$2 Swim program commenced on 1 December 2025 at Carlton Baths and North Melbourne Pool, with a total of 7,815 swims sold to date.</p> <p>The Free Learn to Swim Programs are scheduled to commence on 5 January 2026, with 450 places are available at Melbourne City Baths, 150 at the Kensington Community Aquatic Recreation Centre. Currently, there are 590 enrolments to date.</p>	 <p>Ontrack</p>
	<p>Free pet registration for cats and dogs in 2025–26</p>	<p>All pet registration renewal notices will be issued with a \$0 fee attached. Pet owners are still required to renew the registration of their pet, however no fee will be applied. From this point, all new pet registrations will be free for the 2026-2027 pet registration year.</p>	 <p>Ontrack</p>
<p>Improve safety in the public realm by expanding visible safety presence, advocating for increased police resourcing, advocating for monitoring and continuing to progress bail and sentencing reform and investing in safety infrastructure and city cleaning</p>	<p>Expand the visible safety presence in the city</p>	<p>The Community Safety Team commenced at the end of October 2025, as endorsed by the Future Melbourne Committee. Evaluations of the program will be presented to Council every six months. Advocacy to Victoria Police and the Victorian Government has occurred and will continue to occur in order for there to be a more consistent visible presence in the city.</p>	 <p>Ontrack</p>



Council Plan 2025-2029 key activities	2025-26 Key Activities	Progress at 31 December 2025	Status
<p>Improve safety in the public realm by expanding visible safety presence, advocating for increased police resourcing, advocating for monitoring and continuing to progress bail and sentencing reform and investing in safety infrastructure and city cleaning</p>	<p>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</p>	<p>We are awaiting Ministerial approval for the Metro Tunnel cameras.</p>	 <p>Ontrack</p>
	<p>Investment in lighting up the city and laneways to improve safety and activate spaces</p>	<p>The lighting design has been completed. Design work for Cohen Place is currently underway, and a concept design for Hosier Lane has been prepared for community consultation. Approval from building owners is required, with letters to property owners requesting approval to be issued by the end of January 2026.</p>	 <p>Ontrack</p>
<p>Strengthen community resilience through initiatives and advocacy to address food insecurity, family violence and address loneliness</p>	<p>Investment in programs to address food insecurity</p>	<p>Planning, partnership development and procurement activities are underway to implement a Food Rescue Hub at the Queen Victoria Market. The Hub will provide a secure, refrigerated space for stall holders to donate surplus food to food relief providers operating in the municipality to help address food insecurity. Work is underway to promote the use of food donation apps to food and hospitality businesses, and the information contained in our Community Food Guide has been reviewed and updated ahead of the design and print of the updated resource.</p>	 <p>Ontrack</p>
<p>Celebrate our multiculturalism and support intercultural, inclusive and connected communities that engage with each other's cultures and identities</p>	<p>Progress the development of the new North Melbourne Community Hub</p>	<p>In September 2025 Future Melbourne Committee endorsed the concept design for the new North Melbourne Community Hub. Design development is progressing.</p>	 <p>Ontrack</p>



Strategic Indicators




Outcome: People can access necessary services in times of need					
Indicator	Baseline (FY25)	Target	Level of control	Q2 result	Comments
Number of people who are sleeping rough (MPHWP)	73	Decrease	Low	74	<p>Variations in rough sleeping numbers on the By-Name List reflect the dynamic nature of homelessness.</p> <p>Numbers change as people are housed, new individuals are identified, and some people cycle in and out of rough sleeping due to housing instability, health needs or limited service availability.</p> <p>The By-Name List provides a real-time snapshot rather than a static count.</p>
Outcome: Melbourne is safe, clean and accessible to all					
Indicator	Baseline (FY25)	Target	Level of control	Q2 result	Comments
Number of reported criminal incidents in the municipality per year	35,214 incidents	Decrease	Low	34,671	There were 34,671 criminal incidents within the City of Melbourne between 1 September 2024 and 30 August 2025.


Building a city for people



Council Plan 2025-2029 key activities	2025-26 Key Activities	Progress at 31 December 2025	Status
Expand and improve road and active transport infrastructure	Continue the rollout of the cycle infrastructure program including retrofitting existing routes with more durable materials	<p>Works have progressed on the rollout of the cycle infrastructure program. These include:</p> <p>Arden Steet West - Works have commenced and are anticipated to be completed by the end of January 2026.</p> <p>Macaulay Road (Stubbs to Boundary) – Works are planned to commence in February 2026.</p> <p>Rathdowne Street Intersections – Planning for community consultation is underway with an ongoing review of concept options with the Department of Transport and Planning to monitor impacts to traffic and cyclist access.</p> <p>St Kilda Road – Detailed design will be finalised with a review underway for the design plan.</p> <p>Exhibition Street – Design currently being progressed following review from design workshops and planned to start in April 2026.</p>	 <p>Ontrack</p>
	Review of Exhibition Street and Queensbridge Street to deliver safety and congestion improvements	Design development for Exhibition Street has progressed following design workshop reviews, with a tow-away zone implemented between Flinders Street and Collins Street to manage congestion and facilitate two traffic lanes during peak hours.	 <p>Ontrack</p>

Council Plan 2025-2029 key activities	2025-26 Key Activities	Progress at 31 December 2025	Status
Expand and improve road and active transport infrastructure	Review of Exhibition Street and Queensbridge Street to deliver safety and congestion improvements (continued)	The project is subject to funding for the bridge renewal and structural design as well as approvals from the Department of Transport and Planning, Yarra Trams and Heritage Victoria.	
Plan for current and future growth and the delivery of urban renewal precincts with high-quality design outcomes, adequate community infrastructure and delivery of open space	Resolve questions of control and management of land abutting Moonee Ponds Creek and complete planning scheme amendment C417 Macaulay	<p>On 2 December 2025, the Future Melbourne Committee (FMC) requested Council to look into a separate planning scheme amendment that seeks to apply the Public Acquisition Overlay to land within the Macaulay Urban Renewal Area that is currently not owned or managed by Council and is identified as future open space.</p> <p>FMC were also presented options to obtain control of VicTrack-owned lots on the western bank of Moonee Ponds Creek between Macaulay Road and Arden Street in order to progress the Moonee Ponds Creek Linear Park.</p> <p>A response to submissions to Amendment C417 was presented to FMC. Council has resolved to refer all submissions to a planning panel.</p>	 <p>Ontrack</p>
Enhance pedestrian experience and improve road and street safety	Upgrade and replace banner poles to improve safety and functionality	The Haymarket flagpole was removed due to structural degradation beyond repair. An expression of interest for the supply and installation of the replacement banner pole was completed and a shortlist of potential tenderers developed.	 <p>Deferred</p>

Council Plan 2025-2029 key activities	2025-26 Key Activities	Progress at 31 December 2025	Status
Enhance pedestrian experience and improve road and street safety	Upgrade and replace banner poles to improve safety and functionality(continued)	In November 2025, the project was put on hold subject to review of the asset type and location options including whether some or all poles should be replaced. As a result, this project will not be completed in the current financial year.	
Enhance movement and transport network in Melbourne, including through advanced modelling and prioritising people movement	Continue the work commenced by a specialist consultant to develop a new central city transport model	The development of the Transport Model is underway. The model is designed to analyse and map the impacts of proposed projects and long-term disruptions across the transport network, as well as evaluate future policies and strategies. It can support the initiatives outlined in Transport Strategy 2030 and the goals of the Future Streets Framework. To test the model, we have carried out scenario testing, which performed as expected.	
	Continue to deliver the City Road Master Plan, including by advocating to the Victorian Government to make City Road safe	We have progressed the detailed design for the City Road Undercroft Park as part of Action 2 of the City Road Master Plan to 'Reimagine Kings Way Undercroft as a Community Space'.	
	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	We have been working with the Department of Transport and Planning (DTP) on the delivery of individual projects within the Transport and Amenity Program (TAP), as well as preparing for the West Gate Tunnel's opening in December 2025. The DTP completed Day 1 Treatment works in intersections. A TAP community event was held in November 2025 to provide an update and collate queries.	

Council Plan 2025-2029 key activities	2025-26 Key Activities	Progress at 31 December 2025	Status
<p>Enhance movement and transport network in Melbourne, including through advanced modelling and prioritising people movement</p>	<p>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 (continued)</p>	<p>Our City of Melbourne led project includes:</p> <p>Franklin Street Streetscape Upgrade: The design development has progressed and engagement with authorities is ongoing.</p> <p>Dynon Road Shared User Path Upgrade: The concept design work for the shared user path is complete, and the project will move to designed development and tendering this financial year.</p> <p>Hawke Street Linear Park: Design is progressing with construction aimed to commence in 2026 following a monitoring period post the Westgate Tunnel opening.</p> <p>Spencer Street North Master Plan: In collaboration with State Government, work on the Master Plan is ongoing. Consultation on the masterplan will commence once monitoring period finishes.</p>	
<p>Design a city shaped by culture, stories and heritage</p>	<p>Investigate a contemporary approach to the management of monuments and memorials</p>	<p>We are working to develop a streamlined and centralised management process for the care of public artworks and monuments.</p>	

Strategic Indicators


Outcome: Locals and visitors alike can move around Melbourne easily and efficiently, with a well designed, accessible and connected transport network					
Indicator	Baseline (FY25)	Target	Level of control	Q2 result	Comments
% completion of capital works road infrastructure investment	100% (36,400 m2)	Maintain	High	25%	We have completed 25% of capital works road infrastructure investment to date. We are currently in the planning and detailed design phase and anticipate that the delivery will increase in the remaining financial year.
Outcome: Melbourne's streets, squares and community spaces welcome people of all ages, identities and abilities, to meet and connect					
Indicator	Baseline (FY25)	Target	Level of control	Q2 result	Comments
Central city day and night pedestrian activity levels*	N/A	Increase	Low	2.9%	<p>Central pedestrian activity is measured by an aggregation of pedestrian sensors. This quarter, the levels were 2.9% higher than it was in the 2025 financial year. Daytime (6am-6pm) activity was up 3.1% compared to the last year, while nighttime (6pm-6am) activity was up 2.5% compared to the last year.</p> <p>From the 26 sensors located within the Central City - 17 sensors noted an increase in pedestrian movement and activity. 6 noted a decrease in pedestrian movement and activity and 3 remained consistent with no change. The average increase across central city sensors rose to 2% compared to Quarter 1.</p> <p>The Bourke Street Mall (south) sensors reported a 9% increase, and the William Street - Little Lonsdale Street (west) sensor recorded an 8% increase from Quarter 1.</p> <p>The most significant change was observed at the Building 80 RMIT sensor, which noted an 11% increase from Quarter 1 to Quarter 2.</p>



Outcome: As our population grows, Melbourne offers a wide range of homes to choose from, to suit all household types and budgets					
Indicator	Baseline (FY25)	Target	Level of control	Q2 result	Comments
Number of new affordable dwellings as a proportion of total new dwellings, including on Council land (MPHWP)	4.2%	Increase	Medium	0.20%	<p>The majority of housing approved during this period was in locations without affordable housing controls in the planning scheme.</p> <p>There are ten planning permit applications currently under assessment that include an affordable housing contribution.</p> <p>The majority of these permit applications are likely to be approved in the second half of the 2025-26 financial year.</p>

* Data note: this interim measure of activity has been developed using data aggregated from City of Melbourne’s (CoM) operational pedestrian sensors. The composition and distribution of these sensors may change in the future. Investigations are underway to include additional datasets to further support our understanding of activity within CoM. As such, this measure may continue to be refined.

Vibrant and creative Melbourne



Council Plan 2025-2029 key activities	2025-26 Key Activities	Progress at 31 December 2025	Status
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	The Future Melbourne Committee considered ‘Taking action on vacant, dilapidated, dangerous and unsightly premises’ on 2 December 2025. We are currently working on the Committee’s request to deliver five short-term actions to respond to the challenge: a communication program, review of the Graffiti Management Policy 2019, the creation of guidelines for temporary hoardings, and a review of the requirements and guidance for temporary activation of stalled development.	 Ontrack

Council Plan 2025-2029 key activities	2025-26 Key Activities	Progress at 31 December 2025	Status
<p>Melbourne’s creative programs and events support city activation, ensuring seasonal opportunities (i.e. winter) are maximised</p>	<p>Review Melbourne’s events program to optimise winter activations and enhance community experiences</p>	<p>An initial review of Melbourne’s events program has been undertaken to support the Vibrant and Creative Melbourne Council Plan priority. The review identifies opportunities to optimise winter activations and enhance community experiences and will inform future programming and planning to deliver a more vibrant, inclusive and engaging city throughout the year.</p>	 <p>Ontrack</p>
	<p>Support the International Comedy Festival’s 40th anniversary</p>	<p>2026 marks a huge achievement for International Comedy Festival as the biggest festival event of its type in Victoria. A funding agreement has been drafted, approved and forwarded to the Executive Director of the festival. Some outcomes include:</p> <p>The funding will target the following key objectives:</p> <ul style="list-style-type: none"> • Celebrate 40 years of the Melbourne International Comedy Festival. • Leverage existing and new Festival sites to further activate the city. • Support outdoor programming and creative opportunities. • Drive increased attendance and enhance the vibrancy and atmosphere of the city. <p>The City of Melbourne will provide support through place activation by:</p> <ul style="list-style-type: none"> • Identifying potential activation locations. • Providing guidance on relevant permits and approvals and fast tracking where available. • Providing access to infrastructure where available. • Providing guidance around place activation. 	 <p>Ontrack</p>



Strategic Indicators

Outcome: The places and partners that contribute to Melbourne’s creative identity, collaborate to ensure Melbourne remains a world-class creative capital					
Indicator	Baseline (FY25)	Target	Level of control	Q2 result	Comments
Number of strategic partnerships City of Melbourne has that contribute positively to Melbourne’s creative ecosystem per year	105	Increase	High	116	We continue to strengthen our creative ecosystem through strategic partnerships. This quarter, the number of active partnerships contributing positively to Melbourne’s creative sector remains stable. Monitoring will continue to ensure alignment with strategic objectives and identify opportunities for growth in the next reporting period.

Leveraging our economic strengths



Council Plan 2025-2029 key activities	2025-26 Key Activities	Progress at 31 December 2025	Status
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	<p>Civic meetings and sector-specific forums on green economy, health and internal education were held with strategic partners in Chengdu, Nanjing, Beijing and Tokyo.</p> <p>High-level engagements and partnership exploration with Bengaluru, Delhi, and Goa expanded opportunities in the creative economy, international education, sports, innovation and technology. Post-mission engagement is underway, including follow-up meetings and partnership proposals.</p>	 Ontrack

Council Plan 2025-2029 key activities	2025-26 Key Activities	Progress at 31 December 2025	Status
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 (continued)	The visit from the Mayor of Bandung was postponed and is now expected to take place in 2026. Work continues on the Melbourne-Bandung Memorandum of Understanding implementation plan.	
Implement the Retrofit Melbourne Plan and catalyse adaptive re-use of underutilised buildings through pilot projects, advocacy, partnerships and policy innovation	Deliver the Retrofit Melbourne Plan including exploring repurposing of vacant office buildings	Implementation of the Retrofit Melbourne Plan (2023) continues with key priorities for 2025-26 being the development of an online, zero carbon information portal and an incentives scheme to support building retrofits within the municipality.	
Explore mechanisms to deliver new Business Improvement Districts and strengthen high street and place-based activation through partnerships and broad local area engagement	Establish a precinct activation fund to explore a seafood precinct and Little India precinct, and encourage community markets and festival decorations	A scoping study will be undertaken to determine whether a consumer relevant Little India Precinct can be established and how communities can be supported via markets and place activations. In addition, planning is underway to test the appetite for a Seafood Precinct Market at Docklands.	



Strategic Indicators


Outcome: Melbourne leverages our economic strengths and capabilities to drive innovation, education and investment					
Indicator	Baseline (FY25)	Target	Level of control	Q2 result	Comments
Number of new headquarters in Melbourne (minimum of 20 employees)	N/A	Increase	Low	0	Progress is underway to secure new headquarters.

Outcome: Melbourne's economy enables everyone to participate and benefit from our shared prosperity					
Indicator	Baseline (FY25)	Target	Level of control	Q2 result	Comments
Unemployment rate	4.4% (December 2024)	Decrease	Low	4.5%	As at 30 June 2025, the unemployment rate for the City of Melbourne (CoM) was 4.5%. The unemployment for Victoria was 4.4%. The rate for unemployment for CoM is within 0.5% of the Victorian rate.
Outcome: Melbourne's underutilised spaces are transformed to create a city alive with energy					
Indicator	Baseline (FY25)	Target	Level of control	Q2 result	Comments
% of ground floor shopfronts that are vacant across the municipality	9.1%	Decrease	Medium	9.2%	Shopfront vacancy rates continue to trend downward, now sitting at 9.2%, down from a peak of 31.5% in November 2021. Melbourne's Central Business District (CBD) mirrors this positive shift, with a vacancy rate of 7.8% in November 2025 - down from a high of 30.7% in November 2021. The City's CBD retail core continues to be the top-performing area, across Melbourne and compared to capital cities across the country, with the shopfront vacancy rate falling to just 5.6%. The municipal-wide shopfront occupancy rate reached a high of 84.9% in November 2025, having improved consistently since the low of 68% in November 2021. Ten out of 15 neighbourhoods saw their occupancy rate rise since the last audit. Along with reduced vacancy, over the last year the number of shopfronts under construction has declined for the first time since this figure was recorded in July 2022. Under

					construction shopfronts is now 5.9 per cent, reflecting increased commercial activation and more stores open across the city.
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Living sustainably

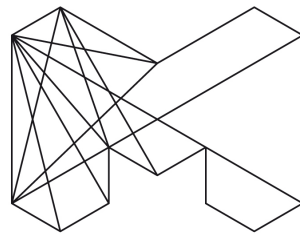
Council Plan 2025-2029 key activities	2025-26 Key Activities	Progress at 31 December 2025	Status
Green our city through the accelerated delivery of parks, gardens and open spaces. Protect and enhance our natural environment and habitat, supporting the recovery of threatened and locally extinct native species	Fast track the delivery of parks and gardens	Community engagement is underway for Normanby Road Reserve expansion and Hawke Street Greening projects. Concept design has been initiated for Southbank Promenade Stage 2 and Southbank Boulevard Stage 6 projects. Detailed design is progressing for Chapman Street Reserve expansion, Chelmsford Street Open Space, and Clayton Reserve Dog Park upgrade projects. ACCA Forecourt is anticipated to commence construction in early 2026. Swanston Street Triangle upgrade is under construction.	 Ontrack
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	Preliminary background investigations have started with soil management plan produced. Trial of community led street garden currently underway, learnings from this trial will be used to inform community guidelines.	 Ontrack

Council Plan 2025-2029 key activities	2025-26 Key Activities	Progress at 31 December 2025	Status
<p>Drive a city-wide shift towards efficient circular economy, renewable energy and climate resilience</p>	<p>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 owner's corporation committees</p>	<p>Program development is underway. The scope of this new service being explored includes:</p> <ul style="list-style-type: none"> • point of contact for advice and navigation • outreach and engagement through digital channels and events • tangible service offerings such as energy bill reviews, solar / energy / electric vehicle charging / electrification assessments. Early engagement has commenced to identify participants for a pilot. <p>Grant funding has been received from the Department of Energy, Environment and Climate Action to support the roll-out of apartment building electrification assessments and the National Australian Built Environment Rating Scheme energy ratings.</p>	

Strategic Indicators

There are no indicators to report on for this quarter.

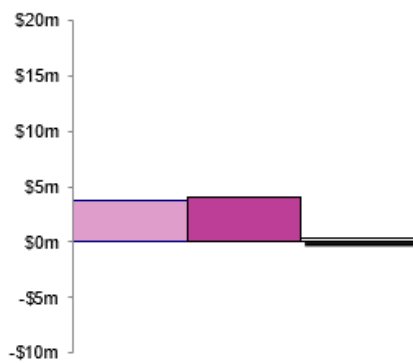
Attachment 5
 Agenda item x.x
 Council
 Xx xxxx xx



CITY OF MELBOURNE

FINANCIAL PERFORMANCE REPORT DECEMBER 2025

Underlying Surplus/(Deficit)



YTD Budget	\$3.7m
YTD Actual	\$4.1m
YTD Variance	\$0.4m

Council Works Program (Excl Maintenance)



YTD Budget	\$92.3m
YTD Actual	\$79.8m
YTD Variance	\$12.5m

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Executive Summary

Underlying Operating Results:

2024-25 Actual (\$m)	2025-26 Budget (\$m)	Underlying Operating Results (\$m)	FY 2025-26		
			Actual (\$m)	Budget (\$m)	Var (\$m)
670.2	619.7	Revenue	327.1	315.7	11.3
596.1	578.3	Operating Expenditure	292.9	288.3	(4.7)
74.2	41.3	Results from Ordinary Activities	34.2	27.5	6.7
(6.0)	0.0	Fair value adjustments for investments	0.0	0.0	0.0
68.1	41.3	Operating Surplus / (Deficit)	34.2	27.5	6.7
(46.6)	(41.2)	Less External Contributions to Capital	(33.7)	(23.8)	(9.9)
6.0	0.0	Less Gain on Investment Revaluation	0.0	0.0	0.0
(27.0)	0.0	Less Gain on disposal of asset	3.6	0.0	3.6
0.6	0.1	Underlying Surplus/(Deficit)	4.1	3.7	0.4

Key Financial Variances:

Underlying surplus variance is \$0.4 million favourable [Actual \$4.1 million vs Budget \$3.7 million]. Some of the larger movements include a better-than-expected performance of \$5.1 million parking fee income that has been by \$3.8 million overspend in Material and Services expense.

Council Works Program

Council Works (excluding Maintenance) is underspent by \$12.5m [Actual \$79.8 million vs Budget \$92.3 million]. Total budget for 2025-26 is \$154.6 million.

Borrowings & Liquidity position

As at 31 Dec 2025, City of Melbourne's total cash balance was \$146 million, comprising \$26 million Available Cash and \$120 million Investment Cash. Current borrowings total \$110 million. As per the Council endorsed FY26 Budget, City of Melbourne's borrowing limit is capped at \$212 million.

Balance Sheet

2024-25 Actual (\$m)	Balance Sheet (\$m)	YTD 2025-26 Actual (\$m)	Movement (\$m)	Ref
	Assets			
	Current Assets			
47.7	Cash and cash equivalents	26.7	(21.1)	1
41.9	Trade and other receivables	323.6	281.7	2
25.0	Other financial assets	132.0	107.0	1
10.7	Other assets	8.9	(1.8)	3
125.3	Total Current Asset	491.2	365.9	
	Non Current Assets			
37.9	Other financial assets	38.6	0.7	
28.5	Investment in subsidiaries and trust	29.7	1.2	
5,257.3	Property, plant and infrastructure	5,283.7	26.4	
229.4	Investment property	230.0	0.6	
48.3	Intangible assets	42.6	(5.7)	
9.8	Right of use asset	8.5	(1.3)	
5,611.2	Total Non Current Assets	5,633.2	22.0	4
5,736.5	TOTAL ASSETS	6,124.4	387.9	
	Liabilities			
	Current Liabilities			
(86.8)	Trade and other payables	(257.0)	(170.2)	5
(32.3)	Trust funds and deposits	(126.6)	(94.2)	6
(46.4)	Provisions	(136.1)	(89.7)	7
(2.2)	Lease Liability	(1.6)	0.6	
0.0	Interest-bearing loans and borrowing	0.0	0.0	
(167.8)	Total Current Liabilities	(521.3)	(353.5)	
	Non- current Liabilities			
(4.8)	Provisions	(4.8)	(0.0)	
(110.0)	Interest-bearing loans and borrowings	(110.0)	0.0	
(5.8)	Trust funds and deposits	(6.5)	(0.7)	
(8.5)	Lease Liability	(7.9)	0.6	
(129.1)	Total Non-Current Liabilities	(129.3)	(0.1)	
(296.9)	TOTAL LIABILITIES	(650.5)	(353.7)	
5,439.6	NET ASSETS	5,473.8	34.2	
	Equity			
(2,234.1)	Accumulated Surplus	(2,257.1)	(23.0)	
(3,205.6)	Reserves	(3,216.7)	(11.1)	
(5,439.6)	TOTAL EQUITY	(5,473.8)	(34.2)	

Balance Sheet

Comparison to June 2025 Actual

1. The increase in cash and cash equivalents and other financial assets to \$146.7 million (\$26.7 million + \$120.0 million) is due to rates and other debtor's collections and a new term deposit set up for investment purposes.
2. The increase in Trade and Other Receivables over 2024–25 levels is the result of the rates debtors (\$235.7 million) taken up for the year which is offset by the current liability of income in advance. This will reduce during the year as rates revenue is recognised. Other debtors have reduced to \$5.4 million for the first quarter.
3. Other assets decreased by a further \$1.09 million in the second quarter as prepayments held at 30 June 2025 were expensed.
4. The net increase of \$32.0 million for the half year in Property, Plant and Equipment, Infrastructure, Investment Property, Intangibles and Right of Use Assets is predominantly through \$54.7 million of Works in Progress and offset by depreciation charged.
5. Total Trade and other Payables increased mainly as a result of rates being held as Income in Advance in the first half, offset by the rates debtor above in Item 2. The Trade Creditor balance has reduced by \$31.2 million to \$8.8 million while accruals totalled \$36.9 million at the end of December, which is an increase of \$10.3 million from 30 June.
6. Trust funds and deposits are \$94.3 million higher than 30 June due to the new Emergency Services and Volunteers Fund levy that council collect through rates. This will continue to reduce across the year.
7. The increase in current provisions relates to the transfer of the settlement amount of \$87.0 million to Provision Other related to the sale of the Citywide waste business. All other provisions remained relatively constant.

Cash Flow Statement

2024-25 Actual (\$m)	Statement of Cash Flows	YTD 2025-26 Actual (\$m)
	Cashflows from Operating Activities	
	Receipts	
397.2	Rates and charges	173.2
147.9	User Fees, Statutory fees and fines	94.6
18.5	Grants - operating	7.3
24.3	Grants - capital	27.7
17.1	Trust funds and deposits taken	106.8
101.2	Other receipts	13.0
706.2	Total Receipts	422.6
	Payments	
(208.7)	Employee Costs	(109.8)
(307.7)	Materials & Services	(141.7)
(23.4)	Other Payments	(19.2)
(539.8)	Total Payments	(270.7)
166.3	Net Cash Inflow / (Outflow) from Operating Activities	151.9
	Cashflows from Investing Activities	
(168.5)	Payments for property, infrastructure, plant & equipment	(75.7)
56.0	Proceeds from sale of property, infrastructure, plant & equipment	0.2
(25.0)	Purchases/ Proceeds from Term Deposits	(95.0)
(137.5)	Net Cash Inflow / (Outflow) from Investing Activities	(170.5)
	Cashflows from Financing Activities	
(115.0)	Repayment of borrowings	(20.0)
115.0	Proceeds from borrowings	20.0
(4.1)	Finance Costs	(1.3)
(2.8)	Repayment of Lease Liability	(1.2)
(7.4)	Net Cash Inflow / (Outflow) from Financing Activities	(2.5)
21.4	Net Cash Inflow / (Outflow) from all Activities	(21.1)
26.3	Cash at beginning of the financial period	47.7
47.7	Cash at the end of financial period	26.7
21.4	Movement in cash equivalents	(21.1)

For the period ended 31 December, Council has a total cash outflow of \$21.1 million which is primarily comprised of:

- A net cash inflow from operating activities of \$151.9 million (2025: \$166.3 million) driven largely by cash taken into trust for the Emergency Services and Volunteer Fund levy which is collected on behalf of the state government through the rates system. As the year progresses, these funds will be remitted to the state government.
- A net outflow from investing activities of \$170.5 million (2025: \$138 million) which is the result of \$75.7 million in capital expenditure and net investment in term deposits of \$95 million.
- A net outflow from Financing Activities of \$2.5 million (2025: Outflow of \$7 million) and is the result of interest and leasing costs on external borrowings

Income Statement

2024-25 Actual (\$m)	2025-26 Budget (\$m)	Income Statement (\$m)	FY 2025-26		
			Actual (\$m)	Budget (\$m)	Var (\$m)
390.3	394.4	Rates and charges	200.2	198.3	1.9
34.9	40.2	Parking Fines	19.9	20.7	(0.8)
59.2	55.7	Parking Fees	33.0	27.9	5.1
51.7	54.3	Other Statutory and User Fees	27.0	28.0	(1.0)
22.7	15.2	Operating Grants and Contributions	7.1	7.8	(0.7)
46.6	41.2	Capital Grants and Contributions	33.7	23.8	9.9
27.0	0.0	Net gain/(loss) on disposal of Assets	(3.6)	0.0	(3.6)
37.8	18.7	Other Income	9.7	9.2	0.6
670.2	619.7	Revenue	327.1	315.7	11.3
211.8	217.3	Employee Expenses	110.3	109.9	(0.4)
238.2	226.8	Material and Services	116.9	113.1	(3.8)
82.2	86.6	Depreciation and Amortisation	46.5	43.3	(3.2)
16.1	15.2	Grants and Contributions	5.5	6.4	0.9
47.8	32.4	Other Expenses	13.7	15.6	1.9
596.1	578.3	Operating Expenditure	292.9	288.3	(4.7)
74.2	41.3	Results from Ordinary Activities	34.2	27.5	6.7
(6.0)	0.0	Fair value adjustments for investments	0.0	0.0	0.0
68.2	41.3	Operating Surplus / (Deficit)	34.2	27.5	6.7
(46.6)	(41.2)	Less External Contributions to Capital	(33.7)	(23.8)	(9.9)
6.0	0.0	Less Gain on Investment Revaluation	0.0	0.0	0.0
(27.0)	0.0	Less Gain on disposal of asset	3.6	0.0	3.6
0.6	0.1	Underlying Surplus/(Deficit)	4.1	3.7	0.4

Analysis of Material Revenue Variances

Budget \$315.7m	Actual \$327.1m	Variance \$11.3m Favourable
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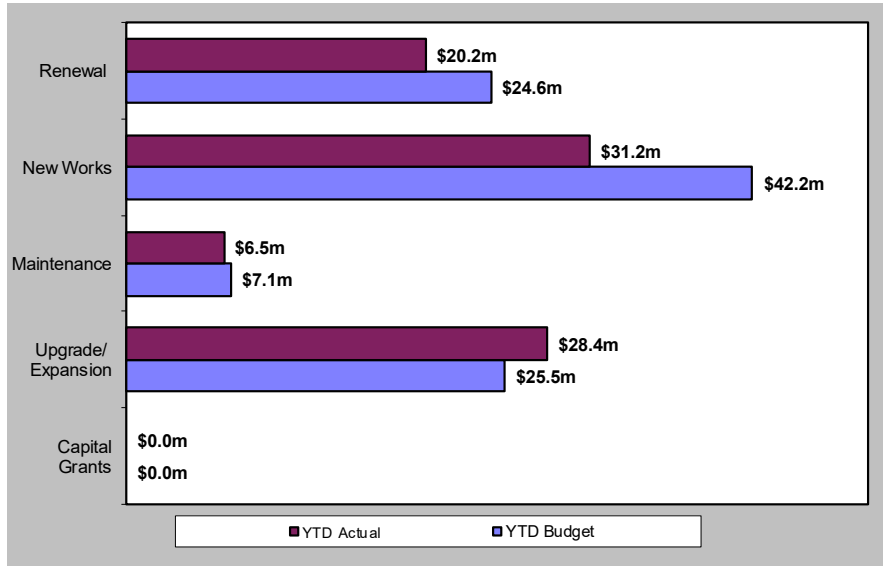
3.1 Rates and charges	0.9% Variance	\$1.9m Fav
This item is within budget		
3.2 Parking fines	-3.6% Variance	\$0.8m Unfav
Parking infringements is below expectations due to higher compliance rates and is represented in higher parking meter income.		
3.3 Parking fees	18.2% Variance	\$5.1m Fav
Use of paid parking is above expectations for both occupancy and compliance, parking utilisation is performing strongly above forecasts.		
3.4 Other statutory and user fees	-3.6% Variance	\$1.0m Unfav
This unfavourable variance is largely driven by lower construction and town planning related fees.		
3.5 Grants – operating	-8.5% Variance	\$0.7m Unfav
This item is below budget due to the early receipt of 50% of the 2025–26 Financial Assistance Grant in late June 2025. This has been partially offset by receiving some small unbudgeted grants.		
3.6 Capital Grants and Contributions	41.5% Variance	\$9.9m Fav
This variance is predominantly driven by development contribution payments received under the planning scheme to fund local infrastructure and support population growth from new development.		
3.7 Other income	6.1% Variance	\$0.6 Fav
This favourable variance relates to the recovery of costs that have been incurred on behalf of a third or related party.		

Analysis of Expense Variances

Budget \$288.3m	Actual \$292.9m	Variance -\$4.7m Unfavourable
------------------------	------------------------	--------------------------------------

4.1 Employee benefit expense	-0.4% Variance	\$0.4m Unfav
This item is within budget.		
4.2 Materials & Services	-3.3% Variance	\$3.8m Unfav
The key drivers for this item relates to an increase in the costs of contracts, services and software licenses.		
4.3 Depreciation and amortisation	-7.4% Variance	\$3.2m Unfav
This unfavourable variance is due to asset revaluations carried out post-budget resulting in higher depreciation.		
4.4 Grants and contributions	13.8% Variance	\$0.9 Fav
This favourable variance is due largely to the timing of the payment of grants to other organisations. It is expected that this favourable variance will decrease as the year progresses		
4.5 Other Expense	12.1% Variance	\$1.9m Fav
This favourable variance is due to a reduction in interest expense as the Council is currently carrying a lower level of debt that budgeted.		

Council Works – Expenditure



YTD Figures

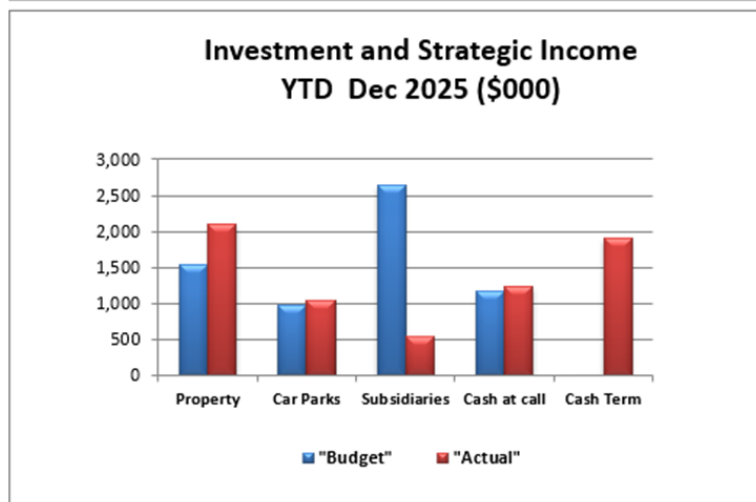
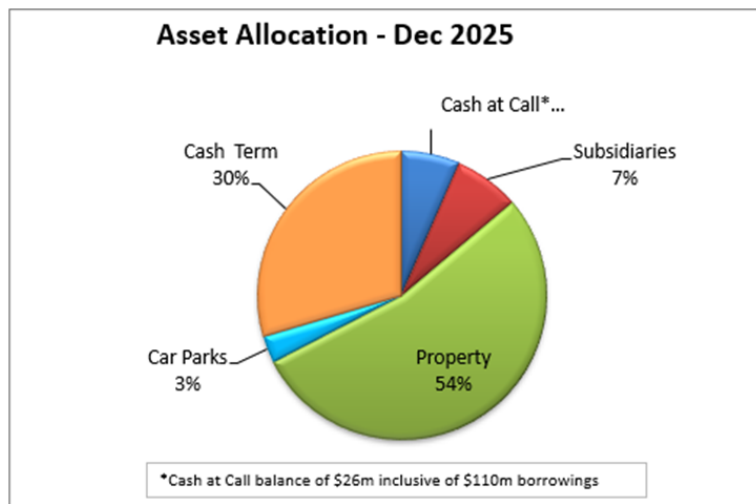
Period: Dec-25

Council Works Area	2025-26 (\$'000)		
	Budget	Actual	Variance
Maintenance			
Capital Grants	0	0	0
Maintenance	7,058	6,547	511
Total Maintenance	7,058	6,547	510
Capital Works			
Expansion	240	106	134
Upgrade	25,265	28,270	(3,005)
New Works	42,225	31,230	10,994
Renewal	24,570	20,164	4,406
Total Capital Expenditure	92,300	79,770	12,530
Total Council Works Program	99,357	86,317	13,041

Investment Portfolio Performance

For the first half of the financial year, the Investment Portfolio returned \$6.8 million, marginally ahead of the YTD budget by \$0.5 million. The total budget for return on Investment Portfolio for FY2025–26 is \$11.1 million.

- Investment Properties – YTD returned \$0.6 million favourable against budget mainly due higher than budgeted recoveries from Munro.
- Car Parks – overall marginally ahead of budget with both Council House and Elgin St performing slightly favourable to budget.
- Citywide – YTD returned \$2 million unfavourable to budget predominantly as no dividend has yet been recorded for the year.
- Cash Investments – YTD interest income was favourable by \$2 million due to interest received from funds held on deposit relating to asset sales in June and July as well as lower than forecast YTD outflows.
- Cash at Call balance is \$26 million.



Public Open Space Contributions

DATE PAID	SUBDIVISION REG. NO	ADDRESS OF DEVELOPMENT	SUBURB	Proposed Fee Figure
02/07/2025	SA-2025-4	139-149 Boundary Road	North Melbourne	\$988,400
23/07/2025	SA-2025-10	11-17 Ireland Street	WEST MELBOURNE	\$92,500
28/07/2025	SA-2024-58	68-72 Chapman Street	North Melbourne	\$360,000
30/07/2025	SA-2023-78	181 Gipps Street	East Melbourne	\$290,000
29/09/2025	SA-2024-69	516-550 Epsom Road	FLEMINGTON	\$1,325,000
23/12/2025	SA-2024-53	250-260 Albert Street	East Melbourne	\$750,000

SUPPLEMENTARY VALUATIONS REPORT

Supplementary valuations are undertaken for a variety of reasons and these are prescribed in the *Valuation of Land Act 1960*. Pursuant to the Council resolution of February 2013, supplementary valuations are reported quarterly to Council.

In the October to December 2025 quarter there were three supplementary valuation returns processed; the year-to-date total of supplementary valuations are as follows:

Supplementary Valuations	2025-26 Annual Budget	Year to date	July 2025 Return	Sep 2025 Return	Oct 2025 Return	Nov 2025 Return
Effective Date			01-Jul-25	01-Jul-25	01-Oct-25	03-Nov-25
Qtr. Processed			Jul-Sep 2025	Oct-Dec 2025	Oct-Dec 2025	Oct-Dec 2025
General Rates						
Exemptions	(\$524,103)	(\$393,124)	(\$186,216)	(\$72,493.80)	(\$15,095.47)	(\$119,318.69)
Objections	(\$450,000)	(\$373,673)	(\$293)	\$0.00	(\$335,366.12)	(\$38,013.41)
New Rates	\$4,200,000	\$3,932,083	\$2,136,260	\$498,437.40	\$748,653.85	\$548,731.60
Total	\$3,225,897	\$3,165,286	\$1,949,751	\$425,943.60	\$398,192.26	\$391,399.50
Waste Charges		\$515,472	\$90,359	\$174,811.00	\$31,320.53	\$218,981.58
Total		\$3,680,758	\$2,040,110	\$600,754.60	\$429,512.79	\$610,381.08

Quarterly Totals	Year to date	Jul-Sep 2024	Oct-Dec 2024
	\$M	\$M	\$M
General Rates	3.17	1.95	1.22
Waste Charges	0.52	0.09	0.43
	3.68	2.04	1.64

As detailed above the net effect of supplementary valuations is an increase of \$1.64 million in general rates and waste service charges for the October to December 2025 period.

The financial impact of each category of general rates is detailed in Attachment 7.

Overview of supplementary valuation returns for 2025-26

Summary of supplementary valuations highlights to date						
Category/Supp Return	Address	Description	General Rates \$'000	Waste Charges \$'000	Total Rates & Charges \$'000	Change in NAV \$'000
Exemptions						
July 2025 Supp 1	194-208 Victoria Street CARLTON	Exempt occupier on level 3-6	-70.9	-12.7	-83.6	-156.5
July 2025 Supp 1	McPherson's Building 546-566 Collins Street MELBOURNE	Assessment consolidation and update valuations	-67.2	-12.4	-79.6	-17.2
July 2025 Supp 1	66-68 Jolimont Street EAST MELBOURNE	Office occupied by exempt tenant.	-21.9	-0.7	-22.6	0.0
July 2025 Supp 1	Level 4 255 William Street MELBOURNE	Occupied by Education Provider	-9.4	-1.8	-11.2	0.0
July 2025 Supp 1	19 Stubbs Street KENSINGTON	Occupier vacated Victrack land	-8.1	-1.6	-9.7	0.0
July 2025 Supp 1	129-139 Stubbs Street KENSINGTON	Occupier vacated Victrack land	-6.3	-1.3	-7.6	0.0
July 2025 Supp 1	Various other properties (6)		-2.4	-1.2	-3.6	851.9
Sep 2025 Supp 2	17-31 Digital Drive DOCKLANDS	Development Victoria transfer 4 lots to private entity developer. Reduced site	-72.3	0.0	-72.3	-750.0
Sep 2025 Supp 2	Various other properties (1)		-0.2	-0.1	-0.3	0.0
Oct 2025 Supp 3	Tenancy 1, Level 2 435-457 Swanston Street MELBOURNE	Rateable occupier vacated	-3.1	-0.6	-3.7	0.0
Oct 2025 Supp 3	614-644 Flinders Street DOCKLANDS	Occupied by exempt body	-12.0	-3.3	-15.3	0.0
Oct 2025 Supp 3	Various other properties (12)		0.0	-0.1	-0.0	-3,139.3
Nov 2025 Supp 4	Level 7 263-265 William Street MELBOURNE	Occupied by charitable entity	-3.8	-0.8	-4.6	0.0
Nov 2025 Supp 4	34-40 Barry Street CARLTON	Occupied by exempt entity	-8.5	-0.3	-8.8	0.0
Nov 2025 Supp 4	Level 1-9 105 Franklin Street MELBOURNE	Lvl 1-9 occupied by RMIT (10,250m ²)	-103.6	-22.0	-125.6	0.0
Nov 2025 Supp 4	Various other properties (2)		-3.4	-0.7	-4.1	0.0
		Total Exemptions	-393.1	-59.6	-452.7	-3,211.1
Objections						
July 2025 Supp 1	105 McConnell Street, KENSINGTON	Objection determined in full	-0.3	0.0	-0.3	0.0
July 2025 Supp 1	Various other properties (-1)		0.3	0.0	0.3	0.0
Oct 2025 Supp 3	Clarence Chambers 452-456 Lonsdale Street MELBOURNE	Objection determined in full	-17.4	-0.8	-18.2	0.0
Oct 2025 Supp 3	285-313 Spencer Street DOCKLANDS	Objection determined in full	-24.1	0.0	-24.1	0.0
Oct 2025 Supp 3	446-452 Collins Street MELBOURNE	Objection determined in full	-27.6	-5.7	-33.3	0.0
Oct 2025 Supp 3	40-52 Queen Street MELBOURNE	Objection determined in full	-37.7	-4.9	-42.6	0.0
Oct 2025 Supp 3	Lion 737-743 Bourke Street DOCKLANDS	Objection determined in full	-50.5	-7.4	-57.9	0.0
Oct 2025 Supp 3	733-747 Collins Street DOCKLANDS	Objection determined in full	-57.3	-16.9	-74.2	0.0
Oct 2025 Supp 3	242-284 Exhibition Street MELBOURNE	Objection determined in full	-112.3	-23.0	-135.3	0.0
Oct 2025 Supp 3	Various other properties (17)		-8.5	0.0	-8.4	0.0
Nov 2025 Supp 4	354 Victoria Parade EAST MELBOURNE	Objection determined in full	-2.2	0.0	-2.2	-55.9
Nov 2025 Supp 4	114-128 William Street MELBOURNE	Objection determined in full	-32.6	-4.9	-37.5	0.0
Nov 2025 Supp 4	Various other properties (13)		-3.2	-0.4	-3.6	-36.5
		Total Objections	-373.4	-63.9	-437.3	-92.4
New Rates						
New developments						
July 2025 Supp 1	9-11 Maritime Place DOCKLANDS	Construction of a building with a hotel and residential component	686.3	54.6	740.9	16,972.0
July 2025 Supp 1	334-344 City Road SOUTHBANK	Construction of a built to rent building	319.0	-1.2	317.8	8,444.5
July 2025 Supp 1	166-186 Bouverie Street CARLTON	Construction of a student accommodation building	307.7	72.3	380.0	6,606.0
July 2025 Supp 1	132-136 Kavanagh Street SOUTHBANK	Construction of a built to rent building	0.0	0.0	0.0	112.5
July 2025 Supp 1	372-380 Albert Street EAST MELBOURNE	Construction of a 20 unit residential building	123.8	-6.1	117.7	3,395.5
July 2025 Supp 1	347-367 Macaulay Road KENSINGTON	Construction of 54 units residential building	64.1	-0.3	63.8	1,770.5
July 2025 Supp 1	210-228 Stanley Street WEST MELBOURNE	Construction of a 50 unit residential development	39.4	-3.1	36.3	1,106.0
July 2025 Supp 1	391-395 Rathdowne Street CARLTON	Construction of a 5 unit residential building	11.5	1.6	13.1	303.0
July 2025 Supp 1	532-534 Elizabeth Street MELBOURNE	Construction of an office building	10.0	2.1	12.1	220.0
July 2025 Supp 1	Various other properties (4)		272.6	-2.0	270.6	7,174.3
Sep 2025 Supp 2	309-325 Bourke Street MELBOURNE	Construction of The Walk Arcade and two hotels	384.5	54.8	439.3	10,168.3
Sep 2025 Supp 2	121-131 Cardigan Street CARLTON	Construction of 82 unit residential building	150.4	0.5	150.9	4,770.8
Sep 2025 Supp 2	299-307 Bourke Street MELBOURNE	Refurbishment and additions to retail/office building	95.4	20.2	115.6	2,522.5
Sep 2025 Supp 2	8-18 Curzon Place NORTH MELBOURNE	Construction of a built to rent building	11.6	0.0	11.6	367.5
Sep 2025 Supp 2	Various other properties (4)		9.7	0.5	10.2	47.5
Oct 2025 Supp 3	130-134 Little Collins Street MELBOURNE	Construction of a commercial building	188.2	39.9	228.1	5,523.3
Oct 2025 Supp 3	139-149 Boundary Road NORTH MELBOURNE	Construction of a residential building	179.3	52.4	231.7	6,452.3
Oct 2025 Supp 3	364-370 Albert Street EAST MELBOURNE	Construction of a mixed use building	108.4	2.7	111.1	3,745.3
Oct 2025 Supp 3	171-197 Cardigan Street CARLTON	Construction of a residential development	75.7	0.8	76.5	2,648.0
Oct 2025 Supp 3	Various other properties (9)		6.2	-0.2	6.0	222.6
Nov 2025 Supp 4	402-444 Macaulay Road KENSINGTON	Construction of a built to rent building	225.4	60.5	285.9	8,926.3
Nov 2025 Supp 4	84-90 Queens Bridge Street SOUTHBANK	Construction of residential and hotel building	223.8	52.8	276.6	8,211.0
Nov 2025 Supp 4	Waterside Hotel 508-514 Flinders Street MELBOURNE	Construction of a commercial building	36.8	7.8	44.6	1,230.0
Nov 2025 Supp 4	84-88 Leveson Street NORTH MELBOURNE	Construction of a 15 units residential building	22.9	3.2	26.1	919.5
Nov 2025 Supp 4	68-72 Chapman Street NORTH MELBOURNE	Stage 1 of subdivision creating 13 units and 1 stage lot	17.1	2.7	19.8	685.0
Nov 2025 Supp 4	Various other properties (3)		3.0	-0.1	2.9	117.4
		Total new developments	3,572.8	416.4	3,989.2	102,661.5
Exempt properties becoming rateable						
July 2025 Supp 1	899-905 Collins Street DOCKLANDS	Former Development Victoria owned land transferred to private company	42.6	0.0	42.6	0.0
July 2025 Supp 1	Level 1, 3-4 & 6 232 Victoria Parade EAST MELBOURNE	Exempt tenant vacated	28.5	6.0	34.5	0.0
July 2025 Supp 1	Various other properties (3)		14.2	2.0	16.2	0.5
Sep 2025 Supp 2	384-388 Albert Street EAST MELBOURNE	Exempt tenant vacated	21.6	4.6	26.2	0.0
Sep 2025 Supp 2	Part Level 8 601 Bourke Street MELBOURNE	Exempt tenant vacated	5.3	1.0	6.3	0.0
Sep 2025 Supp 2	Various other properties (1)		-0.1	-0.1	-0.2	0.0
Oct 2025 Supp 3	369-381 William Street WEST MELBOURNE	Vacant land owned by a religious body does not qualify as charitable use	6.1	0.0	6.1	0.0
Nov 2025 Supp 4	Ground 1-7 Lygon Street CARLTON	Rateable occupant	2.4	0.2	2.6	0.0
Nov 2025 Supp 4	Various other properties (5)		3.3	0.7	4.0	0.0
		Total exempt properties becoming rateable	123.9	14.4	138.3	0.5

Category/Supp Return	Address	Description	General Rates \$'000	Waste Charges \$'000	Total Rates & Charges \$'000	Change In NAV \$'000
Correction to valuations and valuation models						
July 2025 Supp 1	331-381 Footscray Road DOCKLANDS	Error in rent caused the valuation to be understated	55.4	15.2	70.6	1,215.0
July 2025 Supp 1	259-263 Collins Street MELBOURNE	Reapportionment in value due to changes in occupancies	30.2	0.0	30.2	662.2
July 2025 Supp 1	44-48 Marne Street SOUTH YARRA	Previous building influences were significantly below market level	23.7	0.0	23.7	625.0
July 2025 Supp 1	53-57 Park Street SOUTH YARRA	Previous alterations to dwelling were not fully captured	23.7	0.0	23.7	625.0
July 2025 Supp 1	Melbourne Convention Exhibition Centre 2-26 Clarendon Street MELBOURNE	Reapportionment of values due to changes in occupancies	20.3	0.6	20.9	446.3
July 2025 Supp 1	Melbourne Central 183-265 La Trobe Street MELBOURNE	Reapportionment of values due to changes in occupancies	20.0	4.9	24.9	439.3
July 2025 Supp 1	Various other properties (180)		-5.8	5.6	-0.1	-216.8
Sep 2025 Supp 2	49 Digital Drive DOCKLANDS	Development Victoria transfer 4 lots to private developer.	23.6	0.0	23.6	750.0
Sep 2025 Supp 2	19-35 Queen Street MELBOURNE	Occupancy realignment based on tenancy schedule	14.4	5.0	19.4	379.9
Sep 2025 Supp 2	Various other properties (73)		-226.3	-50.5	-276.9	-3,327.0
Oct 2025 Supp 3	Part 101-117 Coode Road WEST MELBOURNE	Change in tenancy	115.7	18.0	133.7	2,540.0
Oct 2025 Supp 3	50-90 Koorringa Way PORT MELBOURNE	Increase in land occupied rateable bodies	48.7	7.6	56.3	1,070.0
Oct 2025 Supp 3	Part 90-98 Coode Road WEST MELBOURNE	Correction to land area.	28.7	4.5	33.2	630.0
Oct 2025 Supp 3	QV Village 278-300 Swanston Street MELBOURNE	Site value reapportioned due to changes in occupancies	22.1	3.4	25.5	486.0
Oct 2025 Supp 3	360-374 Collins Street MELBOURNE	Occupancy realignment based on tenancy schedule	16.8	0.2	17.0	493.4
Oct 2025 Supp 3	Various other properties (80)		-9.5	-3.5	-12.9	-55.8
Nov 2025 Supp 4	42-50 Wirraway Drive PORT MELBOURNE	Warehouse was not previously valued	17.8	4.7	22.5	593.5
Nov 2025 Supp 4	Portside Business Park 247-267 Salmon Street PORT MELBOURNE	Site value reapportioned due to changes in occupancies	5.0	0.2	5.2	166.3
Nov 2025 Supp 4	Various other properties (102)		-9.5	-0.3	-9.9	-206.7
Total corrections to valuations and valuation models			215.0	15.6	230.6	7,315.7
Property alterations; refurbishments; extensions; change of use & other improvements						
July 2025 Supp 1	28-30 Marne Street SOUTH YARRA	Renovations completed	42.2	0.0	42.2	1,115.0
July 2025 Supp 1	22-38 William Street MELBOURNE	Refurbishment of an office building	35.5	8.0	43.5	778.5
July 2025 Supp 1	41-47 Walsh Street SOUTH YARRA	Building demolished. 10 unit residential development under construction.	10.8	-1.7	9.1	286.0
July 2025 Supp 1	Various other properties (64)		-39.5	-36.4	-75.9	-805.3
Sep 2025 Supp 2	115-127 Russell Street MELBOURNE	Roof top level added and interior refurbishment	8.0	1.8	9.8	211.0
Sep 2025 Supp 2	Various other properties (1)		0.3	0.0	0.3	7.5
Oct 2025 Supp 3	131-139 Sturt Street SOUTH BANK	Building demolished	-5.8	-7.4	-13.2	1.3
Oct 2025 Supp 3	435-437 St Kilda Road MELBOURNE	Building demolished	-28.0	-19.2	-47.2	-450.0
Oct 2025 Supp 3	Various other properties (5)		-4.0	-3.3	-7.3	-39.1
Nov 2025 Supp 4	Various other properties (3)		0.8	0.0	0.8	31.5
Total property alterations; refurbishments; extensions			20.2	-58.2	-38.0	1,136.5
Waste Corrections						
Sep 2025 Supp 2	Waste Corrections		0.0	137.1	137.1	0.0
Oct 2025 Supp 3	Waste Corrections		0.0	-2.0	-2.0	0.0
Nov 2025 Supp 4	Waste Corrections		0.0	115.6	115.6	0.0
Total New Rates & Charges			3,931.9	638.9	4,570.8	111,114.1
Total Supplementary Valuations for General Rates and Charges			3,165.4	515.4	3,680.8	107,810.6

Council Works Program quarter two summary report

Capital Works Portfolio FY2025-26

The Capital Projects Portfolio comprises programs and projects that the City of Melbourne delivers to achieve the initiatives set out in the Council Plan. To achieve the Council's strategic objectives and respond to the many challenges faced by our municipality, such as population growth, climate change, economic growth and post-pandemic urban revitalisation, the Council endorsed a \$193.6 million (includes \$24.8 million approved carry forward) Council works budget for FY25-26.

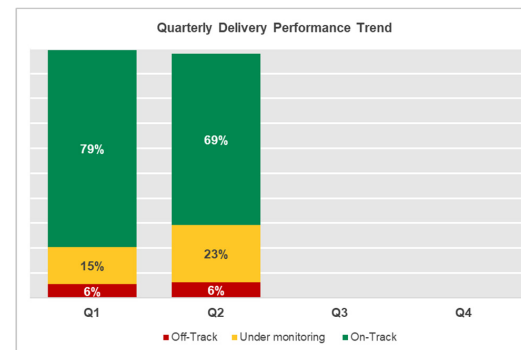
This budget incorporates \$193.6 million 117.4 million capital new works and \$61.9 million capital renewals works, and \$14.2 million maintenance works. Together, the current and following three years of the Council Works budget total almost \$658.5 million in the four-year cycle.

Highlights for Quarter Two (October to December 2025)




In the first quarter, Council delivered \$86.3 million of works against a planned \$99.3 million.

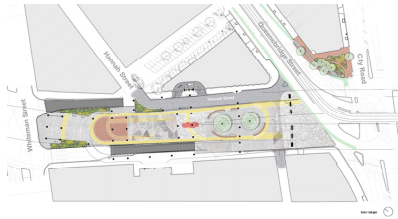



Key milestones were achieved during the period, including the completion and opening of Greenline Site One and the Roden Street Greening project.




The portfolio continues to progress well, with major projects currently under construction including the Queen Victoria Market Trader Shed, Princes Bridge works, and the Swanston Street Triangle pocket park.


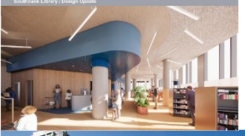

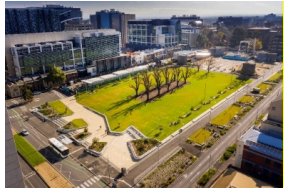





- **On-Track** The latest result has achieved the targets for all measures.
- ▲ **Under Monitoring** The latest result experienced a minor miss in relation to one or more measures and is under monitoring.
- ◆ **Off-Track** There is a notable variation from the targeted result for one or more measures.

Council Plan Strategic Priority	Project Title	Description	Quarterly Update (July – September 2025)	Quarterly Update (October - December 2025)	Completion Date	Project Photo
Building a city for people	Queen Victoria Market Precinct Renewal Program	Guided by the 2015 Master Plan, the Queen Victoria Market Precinct Renewal (QVMPR) will secure the market's place as a traditional open-air market, through heritage restoration, and provision of essential market infrastructure to improve the customer and trader experience. Alongside the heritage market, the renewal program will also deliver precinct improvements for the community, through quality open space, community services and facilities.	<p>Construction of the new seven-level Trader Shed continues to make solid progress, with installation of services now underway across the four basement levels and above-ground structural works advancing.</p> <p>Across the broader market precinct, planning, procurement and stakeholder engagement activities are moving forward for the Queen Street Public Realm, the historic Market Buildings and new waste management infrastructure, each contributing to the renewal of the market environment.</p> <p>In the coming months, construction of the Trader Shed roof will begin, and the tower crane at the site will be dismantled, a visible milestone signalling steady progress towards market renewal.</p> <p>Budget: \$35,060,000 YTD Actuals: \$16,640,429</p>	<p>Construction of the new seven-level Trader Shed continues to progress well. Major structural works are now complete, with basement internal works underway. The removal of the tower crane has marked a visible milestone, with facade installation now commenced.</p> <p>Across the broader market precinct, planning is advancing for key renewal activities, including works to the historic Market Buildings, the Queen Street public realm, and new waste infrastructure to support long-term operations.</p> <p>Upgrades to Deli Lane and the Therry Street Dairy Hall entrance areas are largely complete. Visitors are already benefiting from improved amenities such as new awnings, umbrellas, tables, and chairs, along with enhanced safety through upgraded CCTV.</p> <p>These works support the ongoing revitalisation of the market while maintaining safe access and a welcoming experience for traders and visitors.</p> <p>Budget: \$35,060,000 YTD Actuals: \$ 26,864,506</p>	July 2028	
Building a city for people	Bike Lanes	We are committed to making the City of Melbourne a bike friendly city in line with our Transport Strategy 2030. We are continuing the delivery of new kerbside protected bike lanes along strategic cycling routes. There is on-going collaboration with the Department of Transport and Planning to deliver bike lane infrastructure across the municipality.	<p>Planning and designing are moving forward for Exhibition Street, Macaulay Road and Rathdowne Street.</p> <p>Arden Street West project will continue following approval from Melbourne Water.</p> <p>Budget: \$2,438,631 YTD Actuals: \$171,011</p>	<p>Construction is underway on Arden Street, with works expected to be completed by the third quarter of 2025–26 financial year.</p> <p>Design development and consultation are progressing for bike lane projects on Rathdowne Street, Exhibition Street, Macaulay Road, Queensberry Street, St Kilda Road, and Queens Bridge Street.</p> <p>Budget: \$2,438,631 YTD Actuals: \$376,499</p>	June 2026	
Building a city for people	The Greenline project	Partner with the Victorian Government and other stakeholders to deliver specific components of The Greenline Project along the north bank of the Yarra River (including the implementation of the Yarra River–Birrarung Strategy).	<p>Site One project delivery at Birrarung Marr river edge is progressing and on track for completion in December 2025.</p> <p>Consultants have been engaged for the development of a Cultural Curatorial Framework which will provide an overarching plan for developing the 'Culture' components of the Greenline Master Plan and informing other CoM projects along the central city section of the Birrarung.</p> <p>Planning for future project development and delivery is continuing to enable the establishment of partnerships and funding pathways with stakeholders, agencies and other areas of Government.</p> <p>The Greenline Project team have also supported multiple community engagement and advocacy events at the Greenline Project Hub and along the river during the Birrarung Riverfest in September.</p> <p>Budget: \$21,085,168 YTD Actuals: \$11,084,541</p>	<p>Delivery of Site One at the Birrarung Marr river edge is complete and the area is now open for the community to use and enjoy.</p> <p>In October 2025, the City of Melbourne secured funding through the Australian Government's Urban Precincts and Partnerships Program to support planning and development of the next phase of the Greenline Project.</p> <p>Planning work is continuing to explore future project development opportunities, including potential partnerships and funding pathways with key stakeholders, agencies, and other levels of government.</p> <p>Development of a Greenline Project Cultural Curatorial Framework is underway, focusing on the cultural, historical, arts, and creative components of the Greenline Project Master Plan.</p> <p>Budget: \$21,085,168 YTD Actuals: \$16,335,530</p>	Site One (December 2025)	 <i>Greenline Site One</i>

Council Plan Strategic Priority	Project Title	Description	Quarterly Update (July – September 2025)	Quarterly Update (October - December 2025)	Completion Date	Project Photo
Building a city for people	City Road Master Plan	The City Road master plan is a public realm plan that aims to improve the safety, amenity and environmental sustainability of City Road and adjacent spaces.	The detailed design is ongoing for the City Road Undercroft Park as part of Action 2 of the City Road Master Plan to 'Reimagine Kings Way Undercroft as a Community Space'. Budget: \$2,352,231 YTD Actuals: \$113,567	Detailed design is progressing for the City Road Undercroft Park, supporting the City Road Master Plan objective to transform the Kings Way undercroft into a new community-focused space. Budget: \$2,352,231 YTD Actuals: \$257,502	June 2027	
Building a city for people	North and West Melbourne and Docklands Transport and Amenity Program	The North Melbourne, West Melbourne and Docklands Transport and Amenity Program (TAP) is a suite of streetscape improvement projects that will help alleviate some of the effects and leverage the benefits that the West Gate Tunnel Project will have on local and arterial roads in the City of Melbourne.	City of Melbourne has been working with the Department of Transport and Planning (DTP) on the delivery of individual projects within the TAP program, as well as preparing for the West Gate Tunnel's opening expected for later this year. DTP has commenced Day 1 Treatment works in intersections. Individual CoM led project process as follows: Franklin Street Streetscape Upgrade: Design development has progressed, engagement with authorities is ongoing. Dynon Road Shared User Path Upgrade: Concept design work for the shared user path is completed and progressing to developing the design and tendering this financial year. Hawke Street Linear Park: Design progressing with construction aimed to commence in 2026 following a monitoring period post the Westgate Tunnel opening. Spencer Street North Master Plan: In collaboration with State Government, work on the Master Plan is ongoing. Budget: \$8,500,000 YTD Actuals: \$340,456	The City of Melbourne continues to work with the Department of Transport and Planning on the delivery of projects within the Transport and Amenity Program, alongside activities following the opening of the West Gate Tunnel in December 2025. During the quarter, the Department of Transport and Planning completed intersection improvement works as part of early treatments to support local traffic performance following the tunnel opening. A Transport and Amenity Program community information session was held in November to provide project updates and respond to community questions. Progress across City of Melbourne-led projects includes: Franklin Street Streetscape Upgrade: Design development has progressed, with ongoing engagement with relevant authorities. Dynon Road Shared User Path Upgrade: Concept design has been completed, and detailed design and tender preparation are progressing during the current financial year. Hawke Street Linear Park: Design work continues, with construction planned to commence in 2026. Spencer Street North Master Plan: Work on the master plan is progressing in collaboration with the State Government. Community consultation will commence following key project milestones. Budget: \$8,500,000 YTD Actuals: \$537,207	Projects are in design phase Franklin Street Streetscape Upgrade: June 2027 Dynon Road Shared User Path Upgrade first stage of works completion in 2026 Hawke Street Linear Park 2027 Spencer Street North Master Plan Consultation in FY26/27	 
Healthy, safe, clean and connected communities	North Melbourne Community Hub	The purpose of this project is to build a new 3000 m ² building to accommodate intergenerational services for Ageing and Inclusion, Youth and Family Services and community space to meet the needs of the growing Macaulay population in the Melrose Precinct in North Melbourne.	Concept Design was endorsed at the Future Melbourne Committee on 2 September 2025. Project is progressing with detailed design. Budget: \$1,636,128 YTD Actuals: \$289,740	Design development is progressing, with the town planning application and Development Plan documentation scheduled to advance during the third quarter of the 2025–26 financial year. Budget: \$1,636,128 YTD Actuals: \$496,693	FY 2028-29	

Council Plan Strategic Priority	Project Title	Description	Quarterly Update (July – September 2025)	Quarterly Update (October - December 2025)	Completion Date	Project Photo
Living sustainably	Waste and Resource Recovery Hub Expansion Program	Expanding the waste and resource recovery hub network across the central city is a key action of the City of Melbourne's ambitious Waste and Resource Recovery Strategy 2030. The strategy will move us towards a city that produces less waste and transforms the way we collect and process waste. An additional two new communal waste and recycling hubs, plus an uplift in existing hubs for improved recycling options, will be introduced for city businesses to improve business recycling rates and divert waste from landfill. The new facilities will remove nearby private bins stored permanently in public space, reduce the number of waste collection vehicle movements in the central city and improve amenity of the surrounding area.	Two new waste and recycling Hubs are being planned in the Little Bourke Street precinct between Spring Street and Exhibition Street. The locations and technology for the Hubs have been determined. Community consultation is underway. Budget: \$1,354,720 YTD Actuals: \$125,489	Two new waste and recycling hubs are planned in the Little Bourke Street precinct between Spring Street and Exhibition Street. Community engagement has been completed, and work is underway to progress the project toward delivery. Budget: \$1,354,720 YTD Actuals: 369,907	June 2026	 Waste compactor at a previously installed Hub.
Building a city for people	Princes Bridge Bluestone Repair works	Heritage conservation works including bluestone repairs and replacement, drainage works, painting of bridge elements and rationalisation electrical supply. This is year 3 of a 3-year rolling programme of works.	Work is now complete on the southern half of the bridge and has moved to the city end. The northern river arch has been closed to river traffic and scaffolding covered with plastic encapsulation has been erected between Piers 11-12 on the Federation Square side. New pier 12 pedestrian refuge bluestone has been installed and painting completed on the river arch. Work is also starting on the Flinders Street Station side of the bridge, where we have occupied half of the footpath width and started erecting scaffolding. Federation Square side will be back to full pedestrian use before the busy Christmas period. Budget: \$7,372,798 YTD Actuals: \$1,939,706	Bluestone repair works on the Federation Square side of Princes Bridge are nearing completion, with scaffolding removed ahead of the Christmas–New Year period. On the Flinders Street Station side of the bridge, cleaning and preparation works have been completed and bluestone repair works are underway. Pedestrian access has been maintained throughout the works. Budget: \$7,372,798 YTD Actuals: \$3,518,840	2026	 Pictured – Pier 5 before and after laser cleaning
Living sustainably	Pocket Parks	The Pocket Parks program contributes towards the delivery of new open space to provide high-quality, functional, useful and beautiful parks and gardens close to where people live and work. The creation of pocket parks in areas of need, such as North Melbourne, West Melbourne, Docklands, Southbank and Melbourne 3000, will increase the proportion of residents living within 300 metres of public open space.	Design development continued for the Chapman Street Reserve expansion project in North Melbourne. A final concept plan will be prepared for Future Melbourne Committee consideration in late 2025. Feasibility and early-stage detailed design development continued for the Miles and Dodds Street Reserve expansion project in Southbank. Budget: \$4,411,977 YTD Actuals: \$808,092	The Roden Street Greening project has been completed and is now open for the community to enjoy. Construction of the Swanston Street Triangle pocket park is progressing, with completion expected in late February 2026, with fencing to remain in place until the grass establishes. Design for the Mackenzie Street Open Space project is being finalised ahead of the next stage of delivery. Planning and feasibility work is continuing for the Errol Street Open Space project. In December 2025, Council approved the final concept plan for the Chapman Street Reserve expansion. The project has now progressed to the detailed design phase. Feasibility and site investigations are continuing for the Miles and Dodds Street Reserve expansion project. Budget: \$4,411,977 YTD Actuals: \$1,209,844	Roden Street Greening: Completed October 2025 Swanston Street Triangle: Late February 2026 Mackenzie Street Open Space: December 2026 Errol Street Open Space: Mid-2027 Chapman Street Reserve expansion: June 2028 Miles and Dodds Street Reserve expansion: June 2029	 Roden Street Greening

Council Plan Strategic Priority	Project Title	Description	Quarterly Update (July – September 2025)	Quarterly Update (October - December 2025)	Completion Date	Project Photo
Living sustainably	Chelmsford Street Park	The Chelmsford Street Park project (formerly reported on as Urban Renewal Open Space) will convert a warehouse and concrete car park to approximately 3600 square metres of new public open space for the Kensington community.	Detailed design continued for the Chelmsford Street Open Space project in Kensington. Pending town planning permit requirements, detailed design and tender documentation is scheduled to be completed in late 2025, with construction anticipated to commence in mid-2026. Efforts to identify and acquire sites suitable for conversion to public open space are ongoing. Budget: \$904,365 YTD Actuals: \$186,793	Detailed design work for the Chelmsford Street Park project is continuing. Subject to town planning permit requirements, work is progressing toward finalising the design ahead of future construction. Budget: \$904,365 YTD Actuals: \$342,936	Chelmsford Street Open Space: mid-2027	 Chelmsford Street Open Space final concept plan
Building a city for people	Southbank Library and Boyd Community Hub Refurbishment	The new Southbank Library and refurbished Boyd Community Hub will be a key piece of civic infrastructure that supports the needs of Southbank's growing population. The project involves: Stage 1 - relocating and expanding the Southbank Library into a new 900m ² -space within the adjacent Boyd Village building Stage 2 - refurbishing and enhancing the existing Boyd Community Hub to provide expanded family and children's services, as well as introducing new spaces and programming for the community.	Community engagement was undertaken and feedback from the community was received on the services and programs at the new Southbank Library and Boyd Community Hub refurbishment. Concept design for the library was endorsed at Future Melbourne Committee on 1 July 2025. Project is now progressing with detailed design. Budget: \$5,408,300 YTD Actual: \$164,420	Detailed design for the Southbank Library refurbishment has been completed, with the project progressing to the next stage of delivery. Planning work is progressing for the Boyd Community Hub refurbishment. Budget: \$5,408,300 YTD Actual: \$373,274	Southbank Library (October 2026) Boyd Community Hub Refurbishment (Aug 2027)	 Stage 1 (Library GF render)  Stage 2 (external existing)
Living sustainably	University Square Stage 2 Redevelopment	The University Square Master Plan was endorsed by the Future Melbourne Committee in December 2016 to develop an open public space that better serves its local community who include students, workers, residents and visitors. Stage 2 responds the Metro Tunnel Project (MTP) changes to the area as the Master Plan is realised.	Design has been completed, and project is currently in the planning phase in anticipation for construction works to commence in quarter three of financial year 2025-26. Budget: \$3,000,000 YTD Actuals: \$130,000	The University Square Stage 2 Redevelopment project is progressing, with planning underway to support construction commencing in the third quarter of the 2025–26 financial year. Budget: \$3,000,000 YTD Actuals: \$240,660	Q3 2026-27	
Vibrant and creative Melbourne	Banner Pole Renewal	Public tender for design and construct of the first tranche of banner poles in a 3-year programme, replacing some of those installed in the early 1990's, where deemed aesthetically suitable and commercially viable.	The preferred banner pole design has been finalised with sites identified. An EOI for supply and installation has been advertised. The initial sites identified for banner pole renewal is the Bourke Street Mall and Lonsdale Street and Swanston Street. Budget: \$2,200,000 YTD Actuals: \$73,545	Work is progressing to renew banner poles across the city, with a review of proposed locations underway to ensure they meet quality and safety standards. Budget: \$2,200,000 YTD Actuals: \$78,120	June 2028	 Pictured – prototype banner pole installed at Olympic Boulevard and Punt Road

Council Plan Strategic Priority	Project Title	Description	Quarterly Update (July – September 2025)	Quarterly Update (October - December 2025)	Completion Date	Project Photo
Healthy safe clean and connected communities	Safe City Cameras - Upgrade	Future proofing the Safe City Camera Program network by renewing all network equipment including servers, archivers, directories, workstations and core, hub and edge switches. Whilst also upgrading network design to include VLAN, multicast streaming to improve bandwidth and cyber security.	<p>We have purchased security cameras, wireless communication equipment and network switches. The equipment will be installed at various existing safe city camera locations with installation commencing in November 2025.</p> <p>Budget: \$1,530,000 YTD Actuals: \$221,378</p>	<p>Upgrade works at Safe City Camera locations commenced in November 2025, supporting improved performance and reliability of the city's camera network.</p> <p>Design work for the associated server equipment upgrade is nearing completion.</p> <p>Budget: \$1,530,000 YTD Actuals: \$340,306</p>	June 2026	 <p><i>Pictured – Upgraded Camera Service Cabinet</i></p>
Healthy safe clean and connected communities	CCTV Network Expansion	Expanding network capability to connect Metro Tunnel Station Cameras and other train station cameras into the Security Wide Area Network. Includes legal and operational work. Increasing network capacity at 25 existing locations by installing 4-way camera at each. New City Square network connection and cameras installed. Design input into Mobile Camera Trailers to cover immediate network gap but also capable to connect immediately into existing operating network to minimise safety risks.	<p>We have purchased security cameras that will be installed at twenty-five existing locations. This will convert the location from one camera to five camera unit. This work will commence in November 2025. City Square cameras cabling infrastructure is installed.</p> <p>Budget: \$540,000 YTD Actuals: \$238,873</p>	<p>New camera equipment has been installed at ten existing Safe City Camera locations, with upgrade works continuing across the network.</p> <p>Budget: \$540,000 YTD Actuals: \$105,840</p>	June 2026	 <p><i>Upgraded Camera and Communication Equipment on Princess Bridge South</i></p>

Proposed Record of Program Adjustments 2025-26 - Quarter Two

Symbols: ▲ Budget increase
 ■ New project or no change in the amount
 ▼ Budget reduction

Month	Project No.	Project Name	Council Approved Budget (\$)	Project Funding Source						Revised Budget (\$)	Adjustment Type	YTD Actual (\$)	Comments
				Council Funds (\$)	External Funds (\$)	Parking Levy (\$)	Public Open Space Funds (\$)	Canopy Reserve (\$)	Grants (\$)				
Oct-25	25B4120R	SIGNAL Audio Visual System Control Upgrade	0	115,000						115,000	▲	83,124	\$115,000 council funding required to replace and upgrade its existing audio-visual control systems improving the delivery content to the Signal screens and sound walk. The funding will be offset be reallocating funds from Technology Modernisation - Renewal project.
Oct-25	25B0302R	Technology Modernisation - Renewal	5,000,000	(115,000)						4,885,000	▼	0	Transfer \$115,000 to a new project SIGNAL Audio Visual System Control Upgrade to replace its existing audio-visual control systems improving the delivery content to the Signal screens and sound walk.
Oct-25	24B1425N	Pocket Parks Program	3,399,342				(456,000)			2,943,342	▼	1,209,844	Acknowledgment of unspent \$456,000 public open space funds as a result of Swanton Street construction works costs coming lower than earlier estimated.
Total Adjustment			8,399,342	0	0	0	(456,000)	0	0	7,943,342		1,292,968	