



Council Plan 2021-25 quarterly report card

October to December 2023

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Economy of the Future

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

Highlights for quarter four (October to December 2023)

The Small Business Grant Program received significant attention with 24 recommendations, prioritising businesses in long-vacant shopfronts.

The Dusk till Dawn program successfully delivered 15 activations by October, with diverse events like Diwali and MicroAdventures.

The Twilight Trade pilot by the Australian Retailers Association, along with the Christmas in the City campaign, showcased a commitment to community engagement and festive activities.

Over 1500 international students were engaged through the My Melbourne program and activities at The Couch, who, along with Victoria University and the Overseas Vietnamese group celebrated a series of events for International Student Day.

Now or Never Festival 2023 received much praise from media outlets, including extensive TV coverage bringing in approximately 150,000 visitors to the city, resulting in \$13.8 million in economic impact.

Micro-Labs completed its pilot period. The space had 23,000 visits, hosted 500 events, and 80 different organizations booked the space. The most popular activities were community events and workshops, followed by meetings and coworking, highlighting the community's appetite for connecting and learning.

Our progress

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

The major initiatives we're delivering this year

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

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

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

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

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

How we're measuring progress over four years

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

Melbourne's unique identity and place

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

Highlights for quarter three (October to December 2023)

The new Queen's Food Hall was opened by the Lord Mayor in November. The new destination will complement and enhance the market's established offering of fresh produce, specialty goods, food and coffee by providing the perfect place for visitors to sit and enjoy delicious food and beverages while soaking up the atmosphere.

Melbourne Fashion Week was successfully delivered with sell-out shows and strong media coverage throughout the week, with about 150,000 attendees.

Naarm ngarru Library and Family Services in the Queen Victoria Market precinct was formally opened to the community in November. A Council stakeholder event was also held, and was attended by the city's business and community stakeholders, government partners and key project members including Aboriginal artists. Additionally, a community open day had 1500 visitors, with 80 new library memberships.

Construction commenced for the Bedford Street Pocket Park in North Melbourne, and the first stage of community engagement for the Miles and Dodds St Reserve expansion project in Southbank also started in November.

Six events were sponsored via the Event Partnership Program, including a number of cultural events: Victorian Festival of Diwali, Polish Festival, African Music & Cultural Festival, Lankan Fest, and Melbourne Italian Fiesta with a new event, River Riffs held in Batman Park.

Southbank Boulevard received a National Award of Excellence for Civic Landscape Architecture, while Lincoln Square received a National Landscape Architecture Award for Playspaces. Additionally, The Victorian Family Violence Memorial earned National Landscape and Architecture Awards.

Our progress

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

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

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

The major initiatives we're delivering this year

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

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

⁶ <https://www.melbourne.vic.gov.au/qvmrenewal>

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

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

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

¹⁰ <https://participate.melbourne.vic.gov.au/city-river-strategy>

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

How we're measuring progress over four years

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

Aboriginal Melbourne

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

Highlights for quarter three (October to December 2023)

The Stolen Generations Marker reached another milestone in November when a successful expressions-of-interest campaign led to a shortlist of artists who will go through to the next phase of the selection process.

Continued work on App scoping includes background research on education resources to inform Traditional Owner consultations. A meeting with the Wurundjeri Woi-wurrung Cultural Heritage Aboriginal Corporation was held to progress the next steps of the project.

'Truth-telling talks – Yalinguth by the Birrarung' was launched on 21st October at Birrarung Marr as part of the Melbourne Fringe Festival, winning the award for 'Best Words and Ideas'. Developed by Storyscape and Wurundjeri Woi-wurrung Elders, it tells important stories along the Birrarung from Enterprise Park to the MCG.

Continue to revise Aboriginal Community engagement protocols for the development of a governance framework that will lead to better coordination and outcomes with traditional owners.

Our progress

The work on governing with First Nations is being re-scoped. Senior management changes at the traditional owner Corporations have not allowed the progress of an annual gathering of the Eastern Kulin.

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

The major initiatives we're delivering this year

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

How we're measuring progress over four years

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

Climate and biodiversity emergency

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

Highlights for quarter three (October to December 2023)

Both North Melbourne Baths and Carlton Baths are on track for electrification during this financial year, and North Melbourne Town Hall on track to be 100% gas free by the end of January.

The Go Full Circle program, which up-skills local businesses in circular economy practices via mentoring and group workshops, concluded with an event on 2 November 2023 where course participants shared their journey, learnings and network with representatives from the Go Full Circle cohort and delivery team.

The delivery of the Urban Forest Strategy remains on schedule, and extensive planning is underway for next year's planting programs, with replacement trees and sites for median remediation being scoped.

The food organics garden organics (FOGO) high-rise pilot continues, with 15 tonnes of food waste diverted from the existing dehydrator machines. Officers have presented to three owners' Corporation meetings to enlist buildings in the pilot expansion, and the OCs are currently reviewing the memorandum of understanding.

The Power Melbourne project and delivery of three community batteries by mid-2024 remains on track. Community engagement phase has wrapped up, with the final report revealing 88% support for community batteries across neighbourhoods.

The Lord Mayor and senior City of Melbourne delegates have spoken at over 11 events on climate and heat, and received invitations to global climate conferences and city taskforces in late 2023.

Our progress

The planning scheme amendment to improve the environmental performance of buildings has received authorisation from the Planning Minister, delay is now due to time required to complete further work relating to the assessment of submissions.

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

The major initiatives we're delivering this year

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

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

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

How we're measuring progress over four years

Indicator	Target outcome
Municipal greenhouse gas emissions.	33% reduction (from 2015 baseline by 2025)
On-road transport emissions.	Decrease
Installed battery storage capacity in the municipality.	Increase
Household waste produced.	10% reduction (by 2025)
Municipal waste diverted from landfill.	50% increase (by 2025)
Alternative water use.	Increase
Stormwater quality.	Increase
Hospital admissions in relation to extreme weather events.	Decrease
Percentage of tree canopy cover in the public realm.	27% (by 2025)
Number of trees planted in the municipality.	2400 plus number of trees removed in previous year, or 3000, whichever is more.
Area of native understorey habitat in the public realm.	Increase

Access and affordability

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

Highlights for quarter three (October to December 2023)

Brens Pavilion at Parkville is now complete, with a community event to open it on 21 October 2023.

Construction of the Kensington Community Aquatic and Recreation Centre is progressing, with the slab and stadium wall uprights in place.

Neighbourhood Partners provided assistance for various community gatherings, such as the Re-love Festival in Southbank, Diwali in Docklands, the opening day of Narm Ngarrgu Library and Family Services in the CBD, and the Bishopscourt Christmas picnic in East Melbourne.

The Elizabeth Street Pop-up library closed on 19 November 2023 after operating successfully for two years, attracting 47,815 visitors during this period. The shopfront has transitioned to the Creative Spaces program under a two-year arrangement.

Narrm ngarrgu Library was officially opened by the Lord Mayor on 23 November 2023. The City's latest flagship library public opened to the public on 25 November 2023 which included a smoking ceremony and other events, attracting more than 1500 visitors.

The initiation of a program aimed at aiding local businesses in enhancing access and inclusion was announced during the "Breaking Barriers" seminar on 25 October 2023. Over 150 business and tourism operators participated, receiving valuable information, suggestions, and case studies focused on improving accessibility and inclusivity.

With the support of the City of Melbourne's Social Investment Partnership Grant, Just Food Collective, situated at William Angliss Institute, initiated the planning and execution of a breakfast club for students experiencing food insecurity. They have successfully assisted more than 1000 students in accessing breakfast meals and fresh fruit.

The Make Room construction initiative is currently in full swing, and a tour for donors was conducted on Thursday, November 9, to highlight the significant progress achieved thus far.

The East Melbourne Library collaborates with the East Melbourne Residents Group to enhance the community garden infrastructure on the library grounds. The City of Melbourne has enlisted Biofilta to supply twelve large planter boxes, enhancing the food growing capacity at the library.

The Diggers Club, a gardening group, will provide seeds and educational support for food growing initiatives at East Melbourne and Kathleen Syme libraries, as part of the City of Melbourne's initiative to offer complimentary seeds for cultivating food in the community.

Our progress

Further work is being undertaken on the future approach to service planning for City of Melbourne core services under the corporate strategy.

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

The major initiatives we're delivering this year

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

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

Initiative	Council's role	Our progress
Create a new entity 'Homes Melbourne', to coordinate and facilitate more affordable housing for key workers and people on low-incomes and progress a demonstration project on Council-owned land, support the Make Room accommodation project and new homeless support hubs for vulnerable citizens to access essential support.	Partner	On track

How we're measuring progress over four years

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

Safety and wellbeing

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

Highlights for quarter three (October to December 2023)

City of Melbourne has delivered the Biketober initiative in partnership with RACV and several other local councils, with 90 central city workplaces participating in the challenge.

In December the City of Melbourne supported the 16 Days of Activism Against Gender-Based Violence, involving various activities such as panel discussions, workshops on healthy masculinity, and evaluating Project Night Justice's impact on improving safety for women and gender-diverse individuals in late-night venues.

Operation Protocol continues to operate every Monday, Wednesday and Friday, providing joint outreach and support to people sleeping rough.

In anticipation of Christmas and New Year celebrations, the Rapid Response Clean Team highlighted 36,000 m2 of pavements that underwent pressure washing in the first half of December. Furthermore, over 100 m2 of high access graffiti, including that along Sandridge Bridge, was successfully removed.

As part of the Graffiti Prevention and Management Plan, a mural was installed at a known graffiti hot spot on the corner of Errol and Queensberry Street. An anti-graffiti coating was applied upon completion to ensure easy graffiti removal moving forward and to keep the mural looking its best. The mural has improved the presentation of one Melbourne's key hospitality precincts.

The People's Panel on Affordable Housing commenced and includes a representative sample of 40 people from across the municipality who will deliberate on the question 'how can we increase affordable housing in the City of Melbourne.'

Launched on December 4, Heat Lab has achieved the following:

Established partnerships with 3 libraries and 8 community organizations to extend opening hours and activate designated "cool places" during heatwave events.

Implemented "Heat Smart Sessions" and distributed "Cool Kits" to support vulnerable community members, including those experiencing homelessness.

Disseminated heat-safe education materials through tourism and outreach initiatives.

Our progress

Limited access to sites have resulted in delays to some pedestrian and bicycle infrastructure projects.

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

The major initiatives we're delivering this year

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

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

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

How we're measuring progress over four years

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