

Management report to Council

Agenda item 6.1

Annual Report 2020–21

Council

Presenter: Justin Hanney, Chief Executive Officer

26 October 2021

Purpose and background

1. The purpose of this report is for the Council to consider the City of Melbourne Annual Report 2020–21 (Annual Report) in accordance with the transitional provisions in the *Local Government Act 2020*, the *Local Government Act 1989* and the *Local Government (Planning and Reporting) Regulations 2014*. The obligations under sections 133(2) and 134 of the *Local Government Act 1989*, provide:
 - 133(2) *after the annual report has been submitted to the Minister, the Council must give public notice that the annual report has been prepared and can be inspected at the Council office and on the Council's Internet website*
 - 134(1) *a Council must consider the annual report at a meeting of the Council*
 - 134(2) *the meeting:*
 - (a) *must be held as soon as practicable but within the time required by the regulations, after the Council has sent the annual report to the Minister*
 - (b) *must be advertised at least 14 days before the meeting is held in a public notice that states:*
 - (i) *that the annual report will be discussed at the meeting*
 - (ii) *the place from which copies of the annual report can be obtained before the meeting*
 - (c) *must be kept open to the public while the annual report is discussed.*
2. The Annual Report was submitted to the Minister for Local Government on Wednesday 29 September 2021. Regulation 22(1) of the *Local Government (Planning and Reporting) Regulations 2014* requires the Council hold a meeting to consider the Annual Report within one month after submitting it to the Minister for Local Government.
3. Public notice of the Council meeting to consider the Annual Report was advertised in The Age on 12 October 2021. In accordance with section 133 of the *Local Government Act 1989*, the public notice and Annual Report were also published on the Council's website at melbourne.vic.gov.au
4. The Annual Report is the final step in the statutory annual reporting process.

Key issues

5. The Annual Report describes the Council's performance over the 2020–21 financial year against the objectives of the Annual Plan and Budget 2020–21. It also signifies the fourth and final year of Council's progress against the Council Plan 2017–21.

Recommendation from management

6. That Council notes it has considered the City of Melbourne Annual Report 2020–21 in accordance with section 134(1) of the *Local Government Act 1989* and section 329(7)(b) of the *Local Government Act 2020*.

Attachments:

1. Supporting Attachment (Page 2 of 325)
2. Final design copy of the annual report (Page 3 of 325)

Supporting Attachment

Legal

1. Section 329(7)(b) of the *Local Government Act 2020* provides that the *Local Government Act 1989* applies to the preparation of the annual report for the financial year ending 30 June 2021.
2. Clause 16 of the *Local Government (Planning and Reporting) Regulations 2020* provides that:
Despite the revocation of the Local Government (Planning and Reporting) Regulations 2014, those Regulations as in force immediately before 24 October 2020 continue to apply in relation to the financial year which commenced on 1 July 2020.
3. The report accurately identifies the statutory requirements in respect to the Annual Report.

Finance

4. The Annual Report provided to the Minister for Local Government included the financial statements for 2020–21 and the Auditor General’s audit opinion, which was unqualified.
5. There are no financial implications arising from the recommendation of this report.

Conflict of interest

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

Health and Safety

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

Stakeholder consultation

8. Public notice regarding the Council meeting to consider the Annual Report 2020–21 was given in *The Age* on 12 October 2021.

Relation to Council policy

9. This recommendation is consistent with the Annual Plan and Budget 2020–21 and the Council Plan 2017–21.

Environmental sustainability

10. A full version of the Annual Report 2020–21 was published on the Council’s website at melbourne.vic.gov.au. Only limited copies of the report will be produced in hardcopy to satisfy legal obligations.

CITY OF MELBOURNE ANNUAL REPORT 2020–2021



CITY OF MELBOURNE

Acknowledgement of Traditional Owners

The City of Melbourne respectfully acknowledges the Traditional Owners of the land, the Wurundjeri Woi Wurrung and Bunurong Boon Wurrung peoples of the Eastern Kulin and pays respect to their Elders past, present and emerging. We are committed to our reconciliation journey, because at its heart, reconciliation is about strengthening relationships between Aboriginal and non-Aboriginal peoples, for the benefit of all Victorians.

We are pleased to present the City of Melbourne's Annual Report for 2020-21. This report describes the City of Melbourne's performance over the 2020-21 financial year against the objectives of the Annual Plan and Budget 2020-21 and the four-year priorities of the Council Plan 2017-21. The report tells us where we are doing well and where we can do better in helping the community realise its long-term goals.

This is the fourth year we have aligned and integrated the reporting requirements for the Municipal Public Health and Wellbeing Plan (developed in accordance with the *Public Health and Wellbeing Act 2008*) in the Annual Report.

The transitional provisions contained in the *Local Government Act 2020* mean the requirements under the *Local Government Act 1989* and the Local Government (Planning and Reporting) Regulations 2014 remain for the 2020-21 reporting period. This report is designed to meet our obligations under section 131 of the *Local Government Act 1989*.

The City of Melbourne has obtained external assurance for the financial and standard statements, as well as the performance statement contained in this report.

Visit melbourne.vic.gov.au for more information about our activities, policies and plans for the future.

We value your feedback on this Annual Report because it helps us make our next report better.

Email your feedback or questions to enquiries@melbourne.vic.gov.au

Write to us at:

Governance
City of Melbourne
GPO Box 1603
Melbourne VIC 3001

Speak to a Customer Relations Officer on +61 3 9658 9658

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City of Melbourne Annual Report 2020-21, September 2021

Disclaimer

This report is provided for information and it does not purport to be complete. While care has been taken to ensure the content in the report is accurate, we cannot guarantee it is without flaw of any kind. There may be errors and omissions or it may not be wholly appropriate for your particular purposes. In addition, the publication is a snapshot in time based on historic information which is liable to change. The City of Melbourne accepts no responsibility and disclaims all liability for any error, loss or other consequence which may arise from you relying on any information contained in this report.

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

CITY OF MELBOURNE

Melbourne is the capital of Victoria, Australia. It is run by the Melbourne City Council, one of 79 municipal authorities in Victoria that operate as public statutory bodies under the *Local Government Act 2020*.

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

The population of Melbourne's municipality is made up of people of all ages and from many different cultures. Residents include young professionals, international students and older couples looking to enjoy everything the city offers.

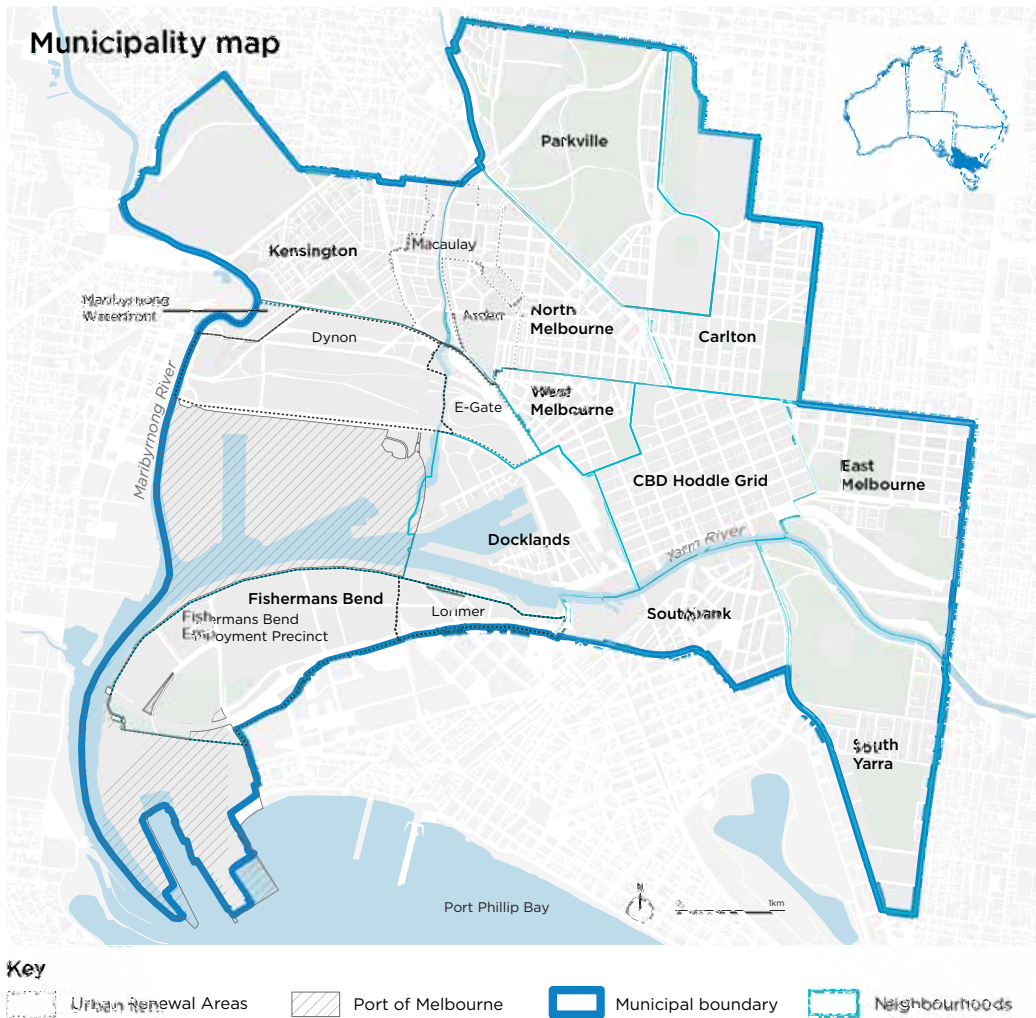
Before the COVID-19 pandemic, around 972,000 people used the city on an average weekday, and each year Melbourne hosted more than three million international visitors.

Our city is a dynamic municipality made up of well known of neighbourhoods, each with its own unique characteristics and needs – from densely populated urban environments, such as the central business district, to more residential areas, such as Kensington, Carlton and South Yarra.

This year we commenced work on a neighbourhood approach to strengthen how we understand and work with different communities across our city as we emerge from the impacts of COVID-19.

Using community development practice and a place-based approach, we are seeking to better understand the strengths, needs and priorities of our communities to guide our work. Ensuring opportunity of access and participation of diverse voices, views and people is a key priority as we embed this work in the next year through neighbourhood plans and projects, developed in partnership with our communities.

The municipality covers 37.7 square kilometres and has a residential population of 183,756 (2020). It is made up of the city centre and several inner suburbs, each with its own distinctive character and different businesses, dwellings and communities.



Neighbourhood profiles

CBD – Hoddle Grid The CBD – Hoddle Grid is the heart of Melbourne and the economic and cultural capital of Victoria. Laid out in 1837, it encompasses the area from the Yarra River Birrarung to Victoria Street and Spencer Street to Spring Street. It has the highest density of jobs and activity in Victoria. The CBD is home to Melbourne’s famed laneways, arcades and café culture, a distinct blend of contemporary and Victorian architecture, diverse events, shopping, dining, and nightlife.

Carlton Carlton is a diverse suburb, well known for Lygon Street’s Italian cafes and restaurants, its Victorian heritage streets and buildings, and its leafy parks and gardens. Carlton is home to the second largest population of our municipality, with a significant proportion of residents born overseas, mainly in India, East and South-East Asia. Many of Carlton’s residents are local and international students who attend the nearby University of Melbourne and RMIT University. As well as entertainment, cultural and leisure activities, Carlton has educational, business, retail and residential facilities.

Docklands Docklands is a high-density residential, commercial, and entertainment-focused waterfront neighbourhood located west of the city centre around the historic Victoria Harbour and Yarra River Birrarung. Docklands was once a shipping and light industrial area, but since urban renewal began in the 1990s, it has become home to more than 10,000 residents and 58,000 workers. Approximately 60 per cent of Docklands’ residents were born overseas, and the median age is 31. In 2021, a new primary school opened to cater to the growing number of families with school aged children.

East Melbourne East Melbourne is an established area to the east of the central city, home to many 19th century homes, iconic landmarks and the heritage-listed Fitzroy, Treasury and Parliament gardens. Terraced housing is common in East Melbourne’s leafy streets, alongside remnant mansions, some of which are listed on the Victorian Heritage Register, and a growing number of residential apartment developments.

Fishermans Bend Fishermans Bend is a 480-hectare urban renewal area consisting of five precincts across the City of Melbourne and the City of Port Phillip. The two precincts to the north of the Westgate Freeway are in the City of Melbourne – the Employment Precinct to the west of the Bolte Bridge and Lorimer to the east. The Employment Precinct is already recognised for innovation and manufacturing and is home to Boeing, the Department of Defence, and Bega Foods.

Kensington Kensington is a mostly residential area in the west of the municipality. It has a distinct heritage character, an active local community and a village-like shopping hub around Kensington Station. Housing ranges from small heritage cottages, public housing and new townhouses in Kensington Banks. There are some industrial and commercial uses in the south-east. The renewal precincts of Arden and Macaulay to the east of Kensington are expected to undergo significant change over the coming decades.

North Melbourne

North Melbourne is a well-established area with a mix of residential and commercial uses and a strong heritage character. The largest portion of residents in North Melbourne range between 20 to 34 years of age. The area presents an eclectic range of housing options, including Victorian-era terrace homes, converted warehouses, modern apartments and public housing. The renewal precincts of Arden and Macaulay to the west of North Melbourne are expected to undergo significant change over the coming decades.

Parkville

Parkville is a large neighbourhood in the north-west of the municipality known for its leafy streets, heritage houses, vast parklands, and significant public institutions, including the University of Melbourne's main bustling campus and residential colleges. Parkville forms part of the 'City North' innovation precinct, home to the Royal Melbourne, Women's and Children's hospitals, and global biomedical research and institutional facilities.

Southbank

Southbank is a high density residential and commercial neighbourhood situated on the southern side of the Yarra River Birrarung and bounded by St Kilda Road and the West Gate Freeway. It is home to a range of entertainment, arts and tourism destinations. It has experienced rapid growth since the 1990s, transforming from an industrial area into a dense, high-rise neighbourhood. Southbank Promenade is one of Melbourne's major entertainment precincts with many restaurants and hotels. In addition, Southbank is home to the Melbourne Arts Precinct which has one of the one of the highest concentrations of arts and cultural organisations anywhere in the world.

South Yarra

South Yarra is located to the south of the Yarra River Birrarung and the east of St Kilda Road. South Yarra to the west of Punt Road is within the City of Melbourne and includes significant open spaces, heritage buildings, leafy residential streets, and The Alfred Hospital. Fawkner Park is the primary open space in South Yarra. It has tennis courts, grassed areas, pavilions and barbecues, providing a variety of sporting and recreation opportunities for visitors and residents. The Domain Parklands are within South Yarra and comprise nearly 123 hectares of beautiful parks and gardens.

West Melbourne

West Melbourne is a long-established area with a strong community, diverse mix of housing, warehouses and businesses, and a rich cultural and architectural heritage. It has evolved into a distinct inner urban neighbourhood and a counterpoint to the central city. Its mix of building types and uses give it its distinctive character, including heritage cottages, mid-rise factories and warehouses, and larger-scale high-rise apartment buildings in the south.

City of Melbourne in numbers

City of Melbourne area	37.7 square kilometres
Estimated resident population	183,756 (2020)
Number of suburbs	14
Top three estimated resident populations of the municipality by small area	
Melbourne (including central city)	53,180 (2020)
North and West Melbourne	27,740 (2020)
Southbank	27,444 (2020)
Residential dwellings	89,200 (2019)
Median age	28 (2016)
Daily population (on average weekday)	910,800 (2019)
International visitors per year (to Metropolitan Melbourne)	591,833 (2020)
Residents born overseas	56% (2016)
Overseas higher education students living or studying in the municipality	87,300 (2019)
People who speak language other than English at home	48% (2016)
Most common language spoken, other than English	Mandarin: 19% (2016)
Household size (average persons)	2.0 (2016)
Weekly household income (median)	\$1354 (2016)
Family households	43% (2016)
Lone person households	36% (2016)
Rented households	66% (2016)
People who live in a flat or apartment	83% (2016)
Total built space	35,100,000 sq.m (2019)
Total employment (jobs)	497,200 (2019)
Establishments (businesses)	16,700 (2019)
Cafe and restaurant venues	2390 (2019)
Cafe, restaurant or bistro seats	194,000 (2019)
Total length of roads	343 km (2021)
Total area of parks and reserves	4,979,000 sq.m (2019)
Tallest building	Eureka Tower, 92 levels, 300 m
Oldest building	Mitre Tavern, 1837

Most of the City of Melbourne's estimates pre-date COVID-19. They do not take into consideration impacts stemming from this event, such as travel and working from home restrictions, and should not be taken to reflect the current daily population.



YEAR IN REVIEW

MESSAGE FROM THE LORD MAYOR



As we look back on a year that has tested our city, it's the moments of remarkable resilience, ingenuity and compassion that set each day apart.

The City of Melbourne staff who, in the midst of the COVID-19 pandemic, rushed to support residents isolating across the city by distributing food and supplies and providing advice and assistance.

I recall the many business owners I've spoken to telling me how grateful they were to have been contacted by our Business Concierge Team with support and advice during one of the most difficult trading periods in recent history.

While the world seemed to grind to a halt, at the City of Melbourne, we rolled up our sleeves to fast-track capital works and initiatives to ensure our city was raring to bounce back once restrictions lifted. This included delivering our record \$639 million COVID-19 Recovery Budget to support jobs and businesses, relieve the burden on ratepayers and rebuild the local economy.

We partnered with the Victorian Government to provide food vouchers for our city's international students, and we took action on homelessness to assist in the provision of emergency accommodation for those sleeping rough.

We focused on our green recovery by planting 150,000 trees, plants and shrubs to increase biodiversity, and we accelerated a number of initiatives in our 10-year Transport Strategy, including pedestrian-friendly zones in our Little Streets, and protected bike lanes.

As restrictions began to ease, an energetic new group of councillors were elected and the city geared up for a summer of celebration. Visitors and diners descended on our streets once more to enjoy our highly successful outdoor dining program and an extended Melbourne Music Week. The buzz was back.

These initiatives were delivered as part of our joint \$100 million Melbourne City Recovery Fund with the Victorian Government to ensure Melbourne regains its place as the engine room of the state's economy.

While these programs delivered much-needed relief and stimulus in the short-term, we know our city's longer term economic recovery requires meticulous planning and bold action. We continue to work on initiatives and investments that will speed up the next bounce back such as Melbourne Money, new and bigger events and exciting city-shaping projects such as Greenline. This will be supported by an even bigger joint fund with the Victorian Government, the \$200 million Melbourne City Revitalisation Fund.

As we close out our final report on the Council Plan 2017-21, it's apt to take a moment here at the crossroad. COVID-19 has altered our city's rhythm but the foundations of marvellous Melbourne remain and cannot be replicated. We will ensure Melbourne continues to be a prosperous, fair and inclusive place of opportunity for all.

Through close conversation with the community, we have developed a deep understanding of the vision you have for Melbourne's future and are committed to nurturing a city that delivers continued environmental, economic and social benefits.

We are already working to realise this vision for our city through our new Council Plan 2021-25, which will continue to guide our recovery and ensure that Melbourne is a city of possibility.

I acknowledge the support, advocacy and strength of everyone working for our city and its people over the past 12 months. Frontline staff, small business owners, workers, community leaders and many more.

Thank you and congratulations to my fellow councillors for stepping up to lead Melburnians and our great city towards a brighter future.

Finally, thank you to our dedicated City of Melbourne staff, led by Chief Executive Officer Justin Hanney. You have adjusted your work and lives and strengthened relationships with our key stakeholders to ensure we could deliver more during this remarkable time in Melbourne's history.

A handwritten signature in black ink that reads "Sally Capp". The signature is fluid and cursive.

Sally Capp
Lord Mayor
City of Melbourne

MESSAGE FROM THE CHIEF EXECUTIVE OFFICER



Traditionally local government planning depends on reliable medium to long-term trends and outlooks. In contrast, in these unpredictable times, our organisation and dedicated staff have moved swiftly and nimbly to support the city with practical plans and actions that safeguarded and supported the city as we moved in and out of lockdown.

The one consistent theme was Melbourne's recovery. COVID-19 has been the most professionally challenging period of my career, and I know many staff have been balancing many priorities including educating their children at home while continuing to go above and beyond to support City of Melbourne businesses, residents and the community.

A strong record of sound financial management positioned us well to respond to the challenges our city faced. Ever since the impact of COVID-19 became apparent, our staff have ably supported Melbourne's residents, workers and students – and will continue to do so.

We do this through partnerships with all sectors including the Victorian Government; planning capital works projects that will create jobs and activate the city; and through the community services on which so many rely.

Strong leadership and timely advice has never been more important. A new group of councillors elected in late 2020 took on its responsibilities with enormous energy and worked closely with staff to develop sound policy and planning initiatives which translated into excellent targeted programs.

Our Business Concierge service has made close to 23,000 contacts, linking people to grants programs and other support. Rates relief has benefited businesses and residents. Whenever possible, we have encouraged people to visit the city through marketing initiatives such as the FOMO campaign; public art and events in laneways and vacant shopfronts; and the successful Melbourne Money program which boosted city trade and brought life back to our popular dining precincts.

As lockdowns became an unfortunate part of our lives, we took the time to develop plans that will guide Melbourne's future. Most importantly, we released our Council Plan 2021-25 which is an ambitious vision for the city and community. Complementing our Council Plan is our Economic Development Strategy 2031 which provides a clear vision for Melbourne's economic recovery and prosperity in the short and long term.

Reduced activity in the building and childcare sectors, the closure of recreation facilities and libraries and postponed

events all affected revenue. Additional expenses were incurred due to COVID-19-related cleaning and city revitalisation and business support programs that were fully or partially funded by the Victorian Government.

The estimated financial impact on the city for 2020-21 is \$83 million. While our 2021-22 Budget is expected to return a deficit of \$26.9 million, it looks ahead to Melbourne's recovery and a return to surplus in 2022-23.

I am very proud that our staff supported our community wherever they saw hardship during the pandemic. In hundreds of examples our staff went above and beyond. Our community services teams delivered more than 2000 meals to families in need, made thousands of wellbeing calls to older people and carers and packed supplies for people in Melbourne's housing estates that went into lockdown.

Meanwhile we stepped up core business, with staff collecting more than 45,000 tonnes of waste and recycling, removing more than 68,000 square metres of graffiti and resurfacing more than 200,000 square metres of road.

Looking ahead, our record infrastructure investment of \$244.7 million will set our city up for success in the long-term. Work is well underway on the Queen Victoria Market renewal and on improving community facilities such as the Kensington Community Recreation Centre and the Western Pavilion at Royal Park.

I thank the Lord Mayor Sally Capp, Deputy Lord Mayor Nicholas Reece, councillors, my executive and management leadership team and our 1600 employees together with our business and community partners for your unwavering support and commitment to our great city during these challenging times. I look forward to working with you as Melbourne continues to recover, strengthen and prosper.

A handwritten signature in black ink, appearing to read 'Justin Hanney'. The signature is fluid and cursive, with a long horizontal stroke at the end.

Justin Hanney
Chief Executive Officer
City of Melbourne

MESSAGE FROM THE CHIEF FINANCIAL OFFICER



The City of Melbourne reported an underlying deficit of \$38.2 million for the 2020-21 financial year, which was a reduction of \$21.1 million on the prior year. Despite the impacts of COVID-19, we were able to complete programs that supported ratepayers, businesses and the community, and delivered essential services and much needed capital works.

Total revenue decreased by \$9.7 million for the year as a result of lower pedestrian and vehicle traffic in the central business district. This affected parking fees, fines, and user fees and permits associated with the closure of cafes and restaurants, and lower building activity. Part of the impact was offset by increases in rate revenue associated with supplementary valuations, and increases in grant funding from the Victorian Government.

Adding to the deficit, expenditure increased from the year prior by \$37.4 million due to an increase in grant programs and associated maintenance and contract administration. Ratepayers, businesses and visitors to the city benefitted from grant programs that were partially funded by the Victorian Government. The joint Melbourne City Recovery Fund (MCRF) - between the City of Melbourne and the Victorian Government - assisted programs such as:

- the CBD Dining Scheme (\$7.4 million)
- the Laneway Revitalisation (\$5.7 million)
- Small Business Transformation (\$1.4 million).

These programs, in conjunction with Work for Victoria, helped to clean the city, offered incentives to visit city restaurants and cafes, was invested in parklets and external dining areas to maintain dining capacity and supported artists who beautified laneways and buildings.

The MCRF also supported city events and promotions such as FOMO, and enabled us to fast-track the completion of 40 kilometres of protected bike lanes, and invest in further city-shaping improvements. Despite increasing our capital expenditure by \$27.5 million to \$151.1 million in 2020-21, our capital improvement program will continue into 2021-22 and beyond.

We increased capital expenditure and capitalisation of projects during the year, which increased depreciation and amortisation. Increases were applied to buildings, infrastructure, and computer and telecommunications equipment, which were upgraded to support staff working from home. The total financial impact of COVID-19 in 2020-21 is \$83 million in lost revenue.

The City of Melbourne also provided \$9.4 million in grant funding to Queen Victoria Market Pty Ltd, which supported trader rent relief through lockdowns. Citywide was able to maintain its financial position while finalising the restructure of its NSW business and successfully completing the acquisitions of the Gordon McKay Group and Ultegra during the year.

Net assets increased \$38.8 million to \$4.6 billion due to the level of capital expenditure, and a small increment in asset valuations related to land and buildings and infrastructure. Cash and cash equivalents increased to \$143.9 million due to higher rate receipts over prior year, the transfer of term deposits to cash during the year and grants received that were unspent at the end of the year. Net funds held at Council increased to \$173.9 million, which includes term deposits over 90 days.

The table below provides a high-level view of the financial year:

Financial result	June 2021 (\$'000)	June 2020 (\$'000)
Income statement surplus / (Deficit)	25.9	73.0
Comprehensive result surplus / (Deficit)	38.8	205.1
Underlying result	(38.2)	(17.1)
Capital investment	151.1	123.5
Cash assets and equivalents	143.9	42.6
Net funds	173.9	136.6
Net assets	4,569.9	4,531.1
Current asset ratio	1.26	1.30

The City of Melbourne's current asset ratio, which measures its financial strength, reduced to 1.26 as a result of the reclass of cash and cash equivalents, and an increase in trade payables at 30 June 2021. The overall result has maintained a strong balance sheet to move into the new financial year.

Council is in a good position to continue to provide exemplary service, deliver its planned infrastructure needs and continue to support and lead the city, its ratepayers, and businesses out of the pandemic.



Michael J Tenace FCPA
Chief Financial Officer
City of Melbourne



CHALLENGES AND OPPORTUNITIES - RECOVERY FROM COVID-19

The COVID-19 pandemic continues to have devastating health, economic and social impacts on Melbourne's businesses and communities. This financial year commenced with what became one of the world's longest and strictest lockdowns, followed by the declaration of a State of Disaster by the Victorian Government in August. Intermittent lockdowns, border closures, and other restrictions to stem the spread of COVID-19 have continued throughout the year, sharply disrupting the way Melburnians live and work and making recovery a slow and frustrating process.

Despite these unprecedented challenges, the City of Melbourne has continued to work with communities across the municipality to provide support and ensure we are well placed for recovery after COVID-19. In September, the City of Melbourne and the Victorian Government announced a \$100 million Melbourne City Recovery Fund to reactivate the central city in the lead up to the summer season and Christmas. The Fund helped deliver events, support businesses to become COVID-safe and deliver infrastructure projects to make the city safer and more accessible.

We also released our COVID-19 Reactivation and Recovery Plan, developed with input from a broad cross-section of community members and experts, which maps out seven focus areas encompassing our immediate response to the crisis and our city's longer-term regeneration.

COVID-19 Reactivation and Recovery Plan

The COVID-19 pandemic is the most significant public health and economic challenge Melbourne has faced in over a century. The City of Melbourne has worked hard to protect the health, safety and wellbeing of our communities during this crisis. We have prioritised investment to enable a strong recovery and ensure increased liveability and resilience across the municipality in the future. The COVID-19 Reactivation and Recovery Plan has guided our work in the following focus areas.

Prioritising public health and wellbeing

We have:

- delivered COVID-safe major events, including Melbourne Fashion Week, Melbourne Music Week, the Christmas Festival, New Year's Eve, Moomba and Melbourne Knowledge Week
- installed 18 floral installations as part of the Urban Blooms project, creating a colourful and interactive path through the city for people to walk through
- commenced the fast-tracked delivery of 40 kilometres of protected bike lanes to ensure the city is more connected and to provide COVID-safe travel options into and around the city.

Reactivating the city

We have:

- provided one-on-one support for local businesses through our expanded Business Concierge Service
- allocated millions in grants for local businesses and the arts sector
- launched the FOMO marketing campaign to entice people back into the city through key events and financial incentives such as Melbourne Money
- embarked on a comprehensive public cleaning program to provide confidence that our city is as safe as possible from COVID-19 transmission
- engaged the creative community to beautify the city by placing unique designs in vacant shopfronts.

Building economic resilience

We have:

- accelerated the delivery of priority infrastructure projects, including the Queen Victoria Market precinct redevelopment
- released the Economic Development Strategy 2031, which outlines our plan for sustainable economic growth over the next 10 years to ensure long-term economic growth, social cohesion and environmental resilience.

Expanding equitable opportunity and access

We have:

- abolished library fines and invested \$1 million to turn vacant shopfronts across the central city into pop-up libraries
- released the Affordable Housing Strategy 2020–30, which sets out five priorities to address the affordable housing crisis across the municipality. These priorities are to:
 - deliver more affordable rental housing on City of Melbourne-owned land
 - advocate for increased investment and systemic change for better housing outcomes
 - facilitate more affordable rental housing through the planning system
 - partner with governments, industry, peak bodies and the community to increase affordable rental housing
 - respond to the COVID-19 crisis with affordable rental housing.

Transforming our spaces and buildings

We have:

- planted almost one million seeds along Gatehouse Street in Royal Park in a trial that will test ways to create large indigenous wildflower meadows
- planned for an additional planting of 150,000 trees, shrubs and grasses in 2021–22 as part of the Greening the City project to increase our resilience to the impacts of climate change
- provided Circular Economy Innovation Grants worth \$175,000 to local businesses. The grants will support cutting waste, reducing emissions and boosting the circular economy.

Strengthening community participation

We have:

- adopted a new Community Engagement Policy to ensure a deeper culture of public participation and alignment with the *Local Government Act 2020*; this policy was developed in consultation with the community, Council and our employees
- released our Council Plan 2021–25, which was informed by insights derived from community input to the COVID-19 Reactivation and Recovery Plan and further deliberative community engagement with a cross-section of communities across the municipality.

Measuring progress and next steps

Melburnians have demonstrated their resilience and sense of community through the devastation wrought by COVID-19 as we begin our economic recovery. Measuring our progression is critical to ensure we are in alignment with other Council objectives and priorities.

The recently released Council Plan 2021–25 (incorporating our Health and Wellbeing Plan) and Budget 2021–22 were informed by our COVID-19 Reactivation and Recovery Plan. They provide greater detail on the actions and investments we will make so that Melbourne continues to be a unique, healthy and sustainable city where anything is possible. Our Council Plan 2021–25 outlines the indicators of progress we will report on annually through future Annual Reports. The indicators will help track Melbourne's performance and progress against the Sustainable Development Goals (SDGs), a United Nations framework supported by the City of Melbourne. This will enable us to benchmark our performance against other cities and make informed decisions on where to prioritise our effort, share success and learn from others.

More information on our response to the COVID-19 pandemic can be found at melbourne.vic.gov.au

LOOKING BACK ON 2020-21

Below is a summary of the major initiatives for each of the nine goals in the Council Plan 2017-21 undertaken in 2020-21. More detailed information on our 2020-21 major initiatives is provided in the ‘performance against our goals’ section of this report.



A city that cares for its environment

Looking back on 2020-21

To facilitate innovative solutions to minimise the municipality’s waste we:

- progressed the expansion of the waste and resource recovery hub network for city businesses.

To facilitate greenhouse gas emissions reduction across the municipality and the uptake of renewable energy we:

- implemented the Climate and Biodiversity Emergency Response.



A city for people

Looking back on 2020-21

To create and maximise the use of recreation spaces we:

- completed design documentation for Kensington Community Recreation Centre redevelopment ready for construction
- progressed plans to increase and upgrade accessible and inclusive spaces for women in City of Melbourne sports facilities.



A creative city

Looking back on 2020-21

To integrate public art in projects we:

- invested in public art in the City of Melbourne.



A prosperous city

Looking back on 2020-21

To provide support to Melbourne's start-ups and innovative businesses we:

- planned for economic recovery and growth
- delivered support for Melbourne businesses that enhanced capability to respond to long-term impacts of COVID-19.



A knowledge city

Looking back on 2020-21

To provide opportunities for people to participate in lifelong learning through use of our libraries, digital technologies and other resources we:

- developed a libraries framework and progressed work on the location for a new city library.



A connected city

Looking back on 2020-21

To advocate for the best interests of the municipality in regards to significant transport projects we:

- delivered priority actions of the Transport Strategy 2030.

To provide safer on-and-off street routes for cyclists to support Melbourne as a cycling city we:

- delivered bike lanes.

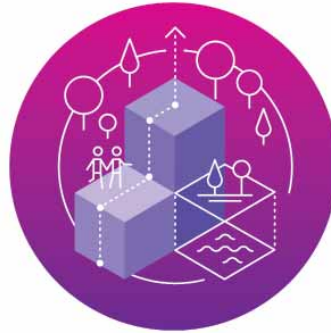


A deliberative city

Looking back on 2020-21

To provide a network of physical and digital spaces for ratepayers and city users to collaborate using new technologies to solve city problems we:

- designed and delivered the Town Hall Commons on completion of the ground floor security upgrade.



A city planning for growth

Looking back on 2020-21

To provide renewal of the Queen Victoria Market precinct we:

- continued the Queen Victoria Market Precinct Renewal Program.



A city with an Aboriginal focus

Looking back on 2020-21

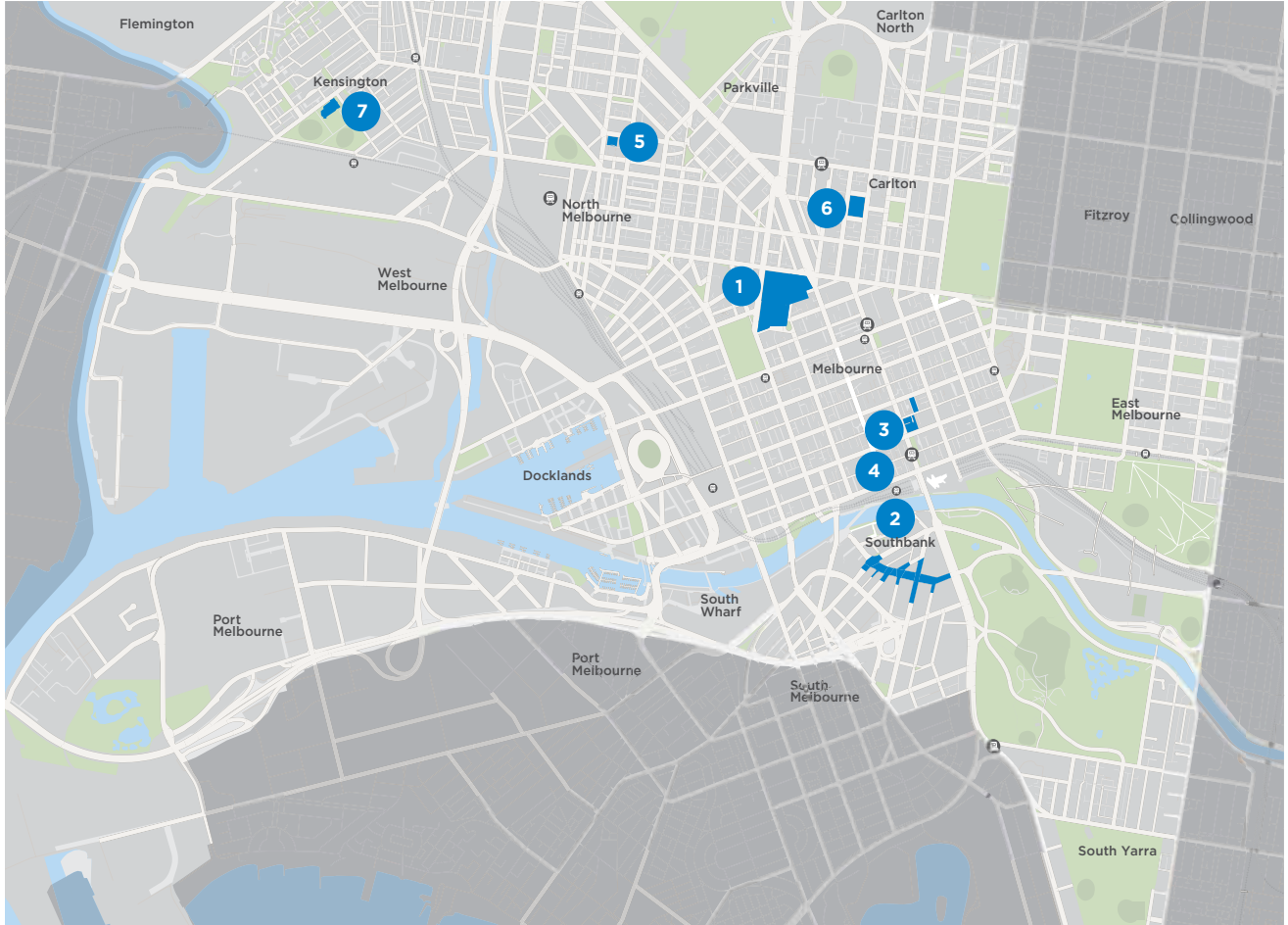
To advocate for the ideal of reconciliation with Aboriginal and Torres Strait Islander people including through a treaty or other instrument of reconciliation we:

- advanced our commitment to Reconciliation.





2020–21 BUDGET KEY CAPITAL WORKS PROJECTS



1. Queen Victoria Precinct Renewal Program **\$43,358,000**
2. Southbank Promenade Stage 1 **\$5,924,000**
3. Town Hall Buildings Restoration and Refurbishment **\$5,651,000**
4. Elizabeth Street Streetscape Improvements **\$1,996,00**
5. Lady Huntingfield Family and Children's Service Centre **\$1,907,000**
6. Lincoln Square **\$1,581,000**
7. JJ Holland Park Playground **\$1,306,000**

City wide projects

Vehicle Security Barriers CBD **\$8,001,000**

Cycle Infrastructure **\$7,490,000**

City Activation **\$6,308,000**

EVENTS CALENDAR 2020–21

July

- Open House Melbourne**

August

- Melbourne International Film Festival**
- Melbourne Writers Festival*

September

- Chinatown Melbourne Mid-Autumn Festival**
- The Little Food Festival**

October

- Indian Film Festival of Melbourne
- Victorian Seniors Festival**
- Fair@Square**

November

- Melbourne Music Week Extended (November – February)
- Victorian Festival of Diwali**
- Melbourne Awards (Gala Ceremony)
- NAIDOC Week
- Melbourne Fringe Festival**
- Melbourne Fashion Week
- Melbourne Cup Carnival*
- Polish Festival**
- Christmas Festival (November – December)

December

- Melbourne Marathon**
- Vision Australia Carols by Candlelight*
- African Music and Cultural Festival**
- SalamFest Muslim Arts Festival**
- Mapping Melbourne (December – January)**
- Koorie Heritage Trust's A Very Koorie Krismas**
- Victorian Disability Sport and Recreation Festival**
- New Year's Eve

January

- NGV Kids Summer Festival
- Share The Spirit Festival
- MCEC Drive in Cinema
- January Big Strings
- Kids Day Out at Melbourne Star
- Embla Rooftop Cinema

February

- Australian Open
- Chinese New Year Festival
- Sidney Myer Free Concerts
- Sunset Series
- ACMI Reopening
- The Indian Bazaar Summer Market
- Sustainable Living Festival**
- Indie Bev Marketplace
- The Lonsdale Street Greek Festival
- Melbourne Japanese Summer Festival**
- Melbourne Street Eatz Yarra Front



March

- Moomba Festival
- Melbourne Art Book Fair
- Melbourne Fashion Festival
- Spanish Language Fiesta
- Melbourne International Comedy Festival
- Melbourne Australian Chinese Film Festival
- Melbourne Food & Wine Festival's World's Longest Brunch
- Fiesta Del Sol
- The Curious About Culture Festival
- Melbourne Design Week

April

- Midsumma Festival
- ANZAC Day*
- Melbourne Italian Festa
- The Great Heartkids Ted E. Bare Hunt
- The Playground
- The March
- Pixar Putt
- Kids Day Out
- B2B Expo
- Melbourne Cocktail Festival
- Scratch Arts Hub
- Sri Lankan Festival
- Run the Tan
- Melbourne Knowledge Week
- Melbourne Vixens Fan Day

May

- YIRRAMBOI Festival
- Vida Melbourne Latin Festival
- Melbourne Russian Festival
- Australian Cocktail Month
- Buddha's Day & Multicultural Festival
- Law Week
- True Crime Mysteries
- Dairy Lane
- Reconciliation Week**
- Turkish Pazar Festival
- Victorian Careers Show
- Melbourne Winter Masterpieces
Disney: The Magic of Animation

June

- Melbourne Good Food Month**
- Taste of Portugal Festival
- Refugee Week
- Emerging Writers' Festival**

* No public access due to COVID-19

** Online program due to COVID-19

OUR VISION AND GOALS

Our Council Plan 2017–21 included a community vision and nine goals to guide us.

Community vision

For Melbourne to be a bold, inspirational and sustainable city, as expressed in the Future Melbourne community plan.

Council Plan 2017–21 goals

To achieve the community's vision of Melbourne as a bold, inspirational and sustainable city.

- A city that cares for its environment
- A city for people
- A creative city
- A prosperous city
- A knowledge city
- A connected city
- A deliberative city
- A city planning for growth
- A city with an Aboriginal focus.

Health and wellbeing priorities

The Council Plan 2017–21 also included five key health and wellbeing priority areas:

- Active living
- Healthier eating
- Preventing crime, violence and injury
- Planning for people
- Social inclusion.

To identify people's health and well-being needs in our city, we reviewed the policy context and undertook data analysis and stakeholder consultation. As a result, our chosen priorities reflect the evidence and voices of our community and are framed by the broader policy context.

Our strategies

Our strategies propose a course of action to realise the Council and community's vision and meet long-term challenges and opportunities. We continually review and update our strategies and plans.

Strategies, frameworks and action plans

- A Great Place to Age Strategic Plan
- Affordable Housing Strategy 2030
- Arts Infrastructure Framework
- Climate Change Adaptation Strategy
- Climate Change Mitigation Strategy to 2050
- Community Infrastructure Development Framework
- COVID-19 Reactivation and Recovery Plan:
- Creative Strategy
- Disability Access and Inclusion Plan
- Economic Development Strategy
- Green our City Strategic Action Plan
- Heritage Strategy
- Municipal Integrated Water Management Plan
- Music Plan
- Nature in the City
- Open Space Strategy
- Reconciliation Action Plan
- Resilient Melbourne
- Skate Plan
- Start-up Action Plan
- Transport Strategy 2030
- Urban Forest Strategy
- Waste and Resource Recovery Plan

Place-based structure plans and master plans
• Arden-Macaulay Structure Plan
• City North Structure Plan
• Docklands Community and Place Plan
• Docklands Public Realm Plan
• Docklands Waterways Strategic Plan
• Maribyrnong Waterfront – A Way Forward
• Melbourne Innovation Districts Opportunities Plan
• Moonee Ponds Creek Strategic Opportunities Plan
• Queen Victoria Market Precinct Renewal Master Plan
• Southbank Structure Plan
• West Melbourne Structure Plan
• Yarra River – Birrarung Strategy
Public space master plans
• Carlton Gardens Master Plan
• Domain Parklands Master Plan
• Fawkner Park Master Plan
• Fitzroy Gardens Master Plan
• Flagstaff Gardens Master Plan
• Lincoln Square Concept Plan
• Princes Park Master Plan
• Royal Park Master Plan
• University Square Master Plan

Urban forest precinct plans
• Carlton Urban Forest Precinct Plan
• Central City Urban Forest Precinct Plan
• Docklands Urban Forest Precinct Plan
• East Melbourne Urban Forest Precinct Plan
• Fishermans Bend Urban Forest Precinct Plan
• Kensington Urban Forest Precinct Plan
• North and West Melbourne Urban Forest Precinct Plan
• Parkville Urban Forest Precinct Plan
• South Yarra Urban Forest Precinct Plan
• Southbank Urban Forest Precinct Plan
Major streetscape master plans
• City Road Master Plan
• Elizabeth Street Strategic Opportunities Plan
• Southbank Boulevard and Dodds Street Concept Plan

Our service families

Service family	Description	Goal
Assistance and care	Supporting vulnerable people to enable safe and independent living	<ul style="list-style-type: none"> • A city for people
Creativity and knowledge	Providing opportunities to create, learn, connect, experience and share	<ul style="list-style-type: none"> • A creative city
Early years development	Supporting families with children to develop and thrive	<ul style="list-style-type: none"> • A creative city • A city for people • A knowledge city
Economic development	Fostering the development of Melbourne's economy	<ul style="list-style-type: none"> • A prosperous city • A creative city
Movement and traffic	Facilitating movement into, around and out of the municipality	<ul style="list-style-type: none"> • A connected city
Safety management	Ensuring people are protected and safe when accessing and using spaces	<ul style="list-style-type: none"> • A city for people
Waste and resource management	Repurposing, recycling or disposing of waste and reducing resource waste in the municipality	<ul style="list-style-type: none"> • A city that cares for its environment
Welcome and connection	Supporting people to experience and engage with Melbourne	<ul style="list-style-type: none"> • A city for people • A creative city
Wellbeing and leisure	Encouraging people to be healthy and active	<ul style="list-style-type: none"> • A city for people

Our services

Providing valued services to our customers and community is central to everything we do. Our 'service families' are groups of services that share a common purpose. We use this lens to consider what we offer to our customers, the outcomes we deliver, benefits that can be achieved and how the needs of our community may change in the future. Our service families are listed in the table above. We may refine these families as we continue to manage and improve our services.

Our customers

We strive to make everything we do easier, better, faster and cheaper for our customers, gaining more value from our limited resources.

Environmental sustainability

More information on our commitment to environmental sustainability can be found in the 'Performance against our goals' section – a city that cares for its environment and in 'our organisation' – our environmental performance.

Sustainability

Sustainability is at the heart of our community's vision for Melbourne. We pride ourselves on being a sustainability leader, setting ambitious goals for our organisation and the community to preserve and improve the city we love.

The City of Melbourne is facing many challenges due to climate change, population growth, changing demographics and economic volatility. These challenges have prompted us to look at new ways to respond while maintaining and growing Melbourne's position as one of the world's most liveable cities.

We are tackling these challenges in partnership with our community, sharing responsibility for building and maintaining a healthy and resilient environment into the future. Our Future Melbourne Goals and Health and Wellbeing priorities encapsulate the critical issues we need to focus on to address our sustainability challenges and aspirations.



HEALTH AND WELLBEING IN OUR CITY

The *Public Health and Wellbeing Act 2008* provides the legislative foundation for public health and wellbeing in Victoria. Under this Act, all Victorian councils must prepare a four-year Municipal Public Health and Wellbeing Plan for their municipal area or include their strategic health and wellbeing priorities in their Council Plan. At the City of Melbourne, we integrate our Municipal Public Health and Wellbeing Plan with our Council Plan to demonstrate that improving the quality of life of people in the municipality is the business of the whole organisation.

Monitoring yearly progress on the Municipal Public Health and Wellbeing Plan 2017–21 through the City of Melbourne Annual Report provides us with an opportunity to understand and highlight the impact our programs, services and infrastructure have had on our local community's health.

Our health and wellbeing priority areas

The Council Plan 2017–21 includes five key health and wellbeing priority areas:

	<p>Active living</p> <p>Facilitate opportunities for people in Melbourne to live more active lifestyles.</p>
	<p>Healthier eating</p> <p>Advocate for enhanced access to nutritious food in the municipality so healthier eating is an easier choice.</p>
	<p>Preventing crime, violence and injury</p> <p>Partner to create an environment that feels safe and minimises harm, including from alcohol and other drug use and violence against women and children.</p>
	<p>Planning for people</p> <p>Provide community and social infrastructure and services to maintain quality of life in a growing and increasingly diverse city.</p>
	<p>Social inclusion</p> <p>Facilitate opportunities for all people to participate in the social, economic and civic life of the city, irrespective of ability, background, class, gender and orientation.</p>

Health and wellbeing indicators

A set of 22 indicators have been elevated from the complete set of Council Plan 2017–21 indicators to help track the health and wellbeing of the community and gauge progress made towards the priority areas. These indicators form our health and wellbeing evaluation framework. You can find these indicators along with headline health and wellbeing initiatives and highlights throughout each goal chapter.

Our health and wellbeing evaluation framework

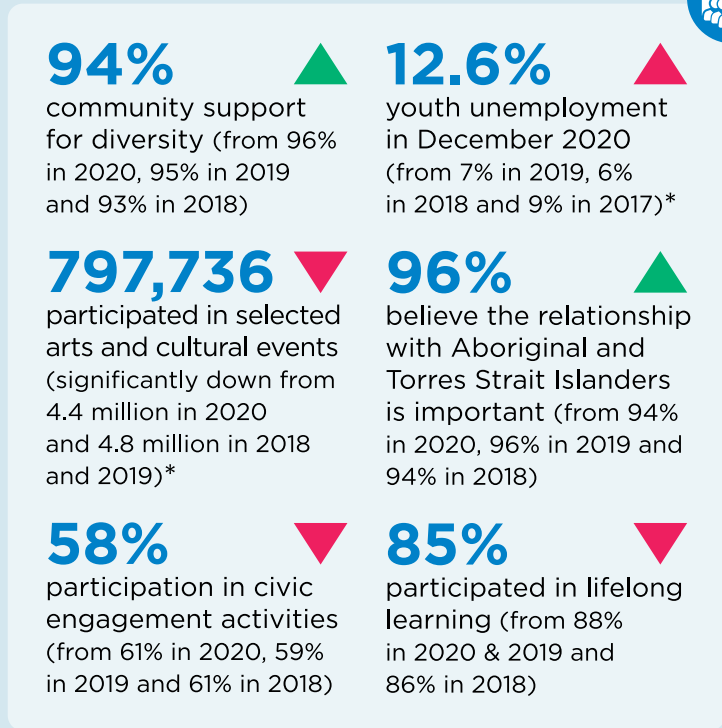
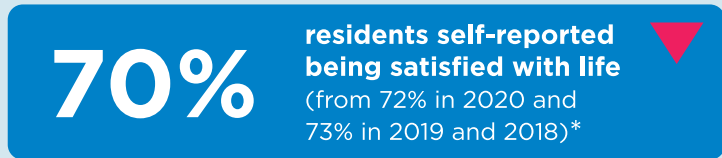
1. Residents self-reported sense of wellbeing
Active living
2. Adequate physical exercise [^]
3. Public transport trips [^]
4. Walking trips to, from and within the city [^]
5. Trips made to the city by cycling [^]
6. Ratio of indoor and outdoor recreation space
Healthier eating
7. Fruit and vegetable intake [^]
8. Experience of food stress [^]
9. Home food growing and consumption
Preventing crime, violence and injury
10. Perceptions of safety [^]
11. Rate of family violence [^]
12. Rate of ambulance attendance for alcohol and other drug misuse [^]
Planning for people
13. People sleeping rough on our streets [^]
14. Affordable housing
15. Available public open space
16. Ratio of green space
Social inclusion
17. Community support for diversity [^]
18. Participation in arts and cultural events sponsored by the City of Melbourne [^]
19. Youth unemployment [^]
20. Participation in lifelong learning
21. Participation in civic engagement activities
22. Connection to Aboriginal culture [^]

[^] Linked to an indicator in the *Victorian public health and wellbeing outcomes framework*



HEALTH AND WELLBEING SNAPSHOT

This snapshot shows Melbourne's four year progress on key health and wellbeing indicators from 2017-2021. It also shows the overall trend across a four year period. Covid-19 has had a significant impact on some indicators highlighted below with a * symbol. More information on the impacts of Covid-19 on data can be found under the "performance against our goals section of this report".



▲ Positive increase ▼ Positive decrease ▲ Negative increase ▼ Negative decrease ► Neutral

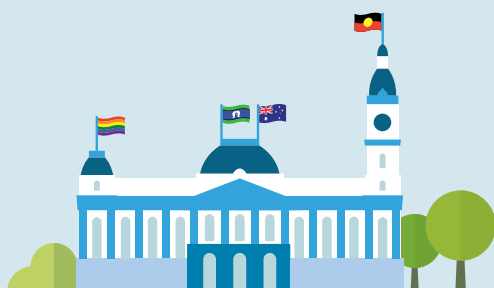


74 people sleeping rough on our streets (as of June 2021, from 279 in 2018)*

0.19 sq.m Increase in public open space by population between 2020 and 2021. (12 new open spaces over the four years)

144 affordable housing units in City of Melbourne projects (no comparison data available)

32 sq.m ratio of green space to population (from 32 sq.m in 2020 and 2019 and 34 sq.m in 2018)



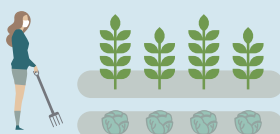
45% people get adequate physical exercise (from 47% in 2020, 45% in 2019 and 53% in 2018)

Share of all trips originating within the municipality on an average weekday

36% walking
19% public transport
3% bicycle

(no new data since 2018)

48 sq.m ratio of indoor / outdoor recreation space to population (from 50sq.m in 2019-20, 52sq.m in 2018-19 and 60sq/m in 2017-18)



6.4% consume enough fruit and vegetables to meet daily dietary requirements (from 7% in 2020 and 4% in 2019 and 6% in 2018)

33% experience food stress (from 33% in 2020, 26% in 2019 and 2018)*

62% produce and consume their own food (from 65% in 2020, 61% in 2019 and 59% in 2018)

Health and wellbeing highlight projects 2020–21

Below is a summary list of the highlight projects under each of the five health and wellbeing priority areas. More detailed information on these stories is provided in the 'performance against our goals' section of this report.

Priority	Highlight project	Goal	Page
Active living	Young at Heart Goes Online	People	72
	Deliver bike lanes	Connected	130
	Deliver priority actions of the Transport Strategy 2030	Connected	130
	Let's Ride Melbourne	Connected	130
Healthier eating	Growing Kensington Stockyard Food Garden	People	72
	'Our Shout' food voucher program	People	72
	Time in the Towers	People	72
	Queen Victoria Market Precinct Renewal Program	Growth	148
Preventing crime, violence and injury	COVID-19 emergency community response grant program	People	72
	Caring for pets in lockdown	People	72
Planning for people	Expand Smoke-free Melbourne	People	72
	Delivery of the new food organic and garden waste service	Environment	56
	Integrate the United Nations Sustainable Development Goals	Environment	56
	Renew the city's approach to tree removal and planting policies in order to meet canopy cover targets	Environment	56
	Increase the supply of affordable homes in the City of Melbourne	People	72
	Plan for enhanced facilities, services and open space for the North Melbourne Community Centre precinct	People	72
	Reduce homelessness in the city	People	72

Priority	Highlight project	Goal	Page
Planning for people	Deliver support for Melbourne businesses that will enhance the capability to respond to long-term impacts of COVID-19	Prosperous	104
	Plan for economic recovery and growth	Prosperous	104
	A new city library	Knowledge	122
Social inclusion	Increase and upgrade accessible and inclusive spaces for women in City of Melbourne sports facilities	People	72
	Support young African Australians	People	72
	Develop and implement a program of engagement for international students	Creative	94
	City DNA	Deliberative	140
	Advance our commitment to reconciliation	Aboriginal	168
	Celebrate and embed Aboriginal knowledge and culture in the city	Aboriginal	168

OUR COUNCIL





Council governance

Statutory responsibility for local government lies with each Australian state or territory. An Act of each State Parliament specifies local government powers, duties and functions. In Victoria, the legal basis for councils is established under the *Constitution Act 1975*, the *Local Government Act 1989* and the *Local Government Act 2020*.



Left to right: Cr Dr Olivia Ball, Cr Kevin Louey, Cr Roshena Campbell, Cr Jamal Hakim, Deputy Lord Mayor Nicholas Reece, Cr Davydd Griffiths, Lord Mayor Sally Capp, Cr Rohan Leppert, Cr Philip Le Liu, Cr Elizabeth Mary Doidge, Cr Jason Chang.

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

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

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

The Melbourne City Council elections were held in October 2020. Sally Capp was re-elected as Lord Mayor, and Nicholas Reece was elected as Deputy Lord Mayor. They, along with the councillors, were sworn in on Tuesday, 10 November 2020.

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

Councillor conduct

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

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

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

Council decisions

Councillors make decisions at Council meetings and Committee meetings (to which the Council delegates certain powers). Future Melbourne Committee meeting decisions are subject to a 'referral notice process'. Where fewer than six committee members vote in favour of a motion, or the Chair uses their casting vote, members have the option of referring the matter to the next Council meeting for decision.

Delegations

Melbourne City Council's powers under the *Local Government Act 2020* or any other Act may be delegated to a committee or Council, the CEO, individual staff, or sub-delegated to a City of Melbourne officer by the CEO. Staff members are accountable to the CEO. The Council and its committees make policy, and staff members make decisions under that policy. The exercise of delegation is subject to the Council's Delegations Policy.

Legislative compliance

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

Carers Recognition Act 2012

We have taken all practicable measures to comply with our responsibilities under *Victoria's Carers Recognition Act 2012*. We have promoted the principles of the Act to people in care relationships who receive services from the City of Melbourne via the Commonwealth Home Support Programme, the Support for Carers Program and to the broader community in the following ways:

- Assessing the needs of carers and providing appropriate support, including peer support groups, respite and planned activity services for care recipients, accessible information and liaising with service providers on behalf of carers.
- Meeting the needs of diverse carers including LGBTIQ+ carers by the provision of specific support.
- Delivering 'carer-specific' activities that provide support and recreation opportunities for carers.
- Delivering events that recognise and acknowledge the contributions of carers.
- Providing a carer support network with one-on-one support and information.
- Recognising the role of carers by including carers in the assessment, planning, delivery and review of services that impact them and their role.
- Providing information to people who contact the City of Melbourne, community networks and organisations represented in the municipality of Melbourne.
- Through policies that satisfy the Aged Care Quality Standards, which incorporate recognition of carers in relation to services that impact them in their role as carers.

Disability Act 2006

In accordance with section 38 of the Disability Act 2006, the City of Melbourne developed the Disability Access and Inclusion Plan 2020-24 that outlines actions and measures to reduce and eliminate access barriers in our built, social and informational environment to enable equitable and full participation of people living with disabilities in our city.

This plan was prepared after rigorous research, community engagement and co-designed with the City of Melbourne's Disability Advisory Committee in response to contemporary disability inclusion planning, community expectations and the service system reform following the introduction of the National Disability Insurance Scheme.

We have delivered the following actions during the financial year:

- Conducted workshops for people with a disability to assist with the new Council vision and included the Disability Access and Inclusion Plan as a major initiative in the Council Plan 2021-25. We are committed to 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.
- Endorsed new Terms of Reference for the City of Melbourne's Disability Advisory Committee, including remuneration for all members.
- Established an accessible adult change facility at Melbourne Town Hall.
- Established an internal advisory group (Access Avengers) to monitor and evaluate Disability Access and Inclusion Plan actions across key areas within the City of Melbourne.
- Submitted a response to the Royal Commission Promoting Inclusion of People with a Disability.
- Coordinated disability awareness training for staff.
- Enabled participation and engagement on urban design upgrades such as the Little Streets Program and open space infrastructure.
- Funded Travellers Aid Australia to support the delivery of companion and mobility support services based at Flinders and Southern Cross train stations.
- Developed a co-design guideline as part of our community engagement policy and Disability Access and Inclusion Plan implementation.

Domestic Animals Act 1994

In accordance with Victoria's *Domestic Animals Act 1994*, we prepare and implement a Domestic Animal Management Plan at four-year intervals, in consultation with the Victorian Department of Jobs, Precincts and Regions. We are in the last year of our 2017-21 Plan.

Highlights include providing free dog training events to dog owners in the municipality and highlighting dog behaviour in public places and parks. We also implemented and continued agreements with vet clinics to reunite cats and dogs with their owners more efficiently during the COVID-19 pandemic. In addition, we have continued our review of dogs in public places and reviewed pound statistics to identify trends of animals admitted to the pound and will implement findings this year.

Food Act 1984

In accordance with section 7E of the *Food Act 1984*, we are required to publish a summary of any ministerial directions received during the financial year. We did not receive any ministerial directions during 2020-21.

Freedom of Information Act 1982

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

In 2020-21, 75 applications were received by the City of Melbourne. Of these, 61 applications met the criteria of a valid request and have been, or are in the progress of being, processed in accordance with the Act. Nine requests are not yet valid under the Act.

Development Contributions Plan (DCP) Levies

Total Development Contributions Plan levies received in 2020-21

Development Contributions Plan and year approved	Levies received in 2020-21 \$
DCPO2 Macaulay Urban Renewal Area (Interim) (2017)	\$250,000.00
Total	\$250,000.00

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

DCP and year approved	Total levies received \$	Total levies expended \$	Total works-in-kind accepted \$	Total Development Contributions Plan contributions received (levies and works-in-kind) \$
DCPO2 Macaulay Urban Renewal Area (Interim) (2017)	\$1,272,403.28	\$0	\$0	\$1,272,403.28
Total	\$1,272,403.28	\$0	\$0	\$1,272,403.28

Despite officers assisting applicants, three applications ultimately did not comply with section 17 of the Act and could not be processed. The remaining two requests were transferred to other agencies.

Privacy and Data Protection Act 2014

Standards set out by Victoria's *Privacy and Data Protection Act 2014* and our Privacy Policy Statement control how we manage personal information. Privacy compliance is included in our staff induction program. We have a dedicated privacy team to help staff and members of the public with privacy-related queries or issues. No complaints from regulatory bodies were received in 2020-21.

Public Interest Disclosure Act 2012

To access our procedures, visit melbourne.vic.gov.au and enter 'public interest disclosures' in the search box.

During 2020-21 no disclosures were notified to the Independent Broad-based Anti-corruption Commission.

Road Management Act 2004

In accordance with section 22 of Victoria's *Road Management Act 2004*, a council must publish a copy or summary of any ministerial direction in its annual report. We did not receive any ministerial direction during 2020-21.

Planning and Environment Act 1987

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

Documents available for inspection

The *Local Government Act 2020* requires us to keep certain statutory registers and documents, most of which can be viewed at melbourne.vic.gov.au or, in some instances, on application. Details on obtaining information and documents can be found in the 'About Council' section of our website or by making a request in person at the Melbourne Town Hall Administrative Building, 120 Swanston Street, Melbourne, during office hours.

Registers required to be made available for public inspection:

- A register of authorised officers appointed under section 224 of the *Local Government Act 1989*.
- A register of delegations kept under sections 11 and 47 of the Act.
- A summary of personal interest returns under section 135 of the Act
- Election campaign donations.

Additional registers and information made available on our website, in accordance with Council's Public Transparency Policy include:

- Agendas for Council meetings held in the previous 12 months are kept under section 61 of the Act except if the agendas or minutes relate to parts of meetings that have been closed to members of the public under section 66 of the *Local Government Act 2020* and are confidential information within the meaning of section 3(1) of that Act.
- Minutes of meetings of delegated committees established under section 63 of the Act and held in the previous 12 months except if the minutes relate to parts of meetings that have been closed to members of the public under section 66 of the *Local Government Act 2020* and are confidential information within the meaning of section 3(1) of that Act.
- List of authorised officers under section 188 of the *Planning and Environment Act 1987*.
- Chief Executive Officer's employment contract.
- Register of Councillor Conflicts of Interest (declarations made in open sessions of Council and Future Melbourne Committee meetings).
- List of contracts valued at \$150,000 or more for the purchase of goods and services, entered into during the financial year without first engaging in a competitive process; and which are not contracts referred to in section 186(5) or (5A) of the *Local Government Act 1989*.

- Schedule of councillor access to event tickets.
- Details of current allowances fixed for the Lord Mayor and councillors under section 74 or 74A of the *Local Government Act 1989*.
- Details of overseas or interstate travel (except for interstate travel by land for less than three days) undertaken in an official capacity by councillors or any City of Melbourne staff member in the previous 12 months, including the names of the councillors or members of staff and the dates, destination, purpose and total cost of the overseas or interstate travel, including accommodation costs.
- Councillor Gift Register.
- A list of donations and grants made by the Council during the financial year, including the names of persons or bodies which have received a donation or grant and the amount of each donation or grant.
- A list of the organisations of which the Council was a member during the financial year and details of all membership fees and other amounts and services provided by the Council.
- Details of all leases involving land entered into by the Council as lessor, including the details of the lessee and the terms and value of the lease.
- Senior officers' remuneration (at 31 December and 30 June), set out in a list that states:
 - (a) ranges of remuneration of senior officers, where the difference between the lower amount and the higher amount in each range must not exceed \$10,000
 - (b) the number of senior officers whose total annual remuneration falls within the ranges referred to in subparagraph (a).
- A list of all delegated committees established under the *Local Government Act 2020* and the purpose for which each committee was established.
- A list of all special committees established under the *Local Government Act 1989* that were abolished or ceased to function during the financial year and/or a list of delegated committees established under the *Local Government Act 2020* that were abolished or ceased to function during the financial year.
- Submissions received in accordance with section 223 of the *Local Government Act 1989* during the previous 12 months.
- Travel by non-City of Melbourne passengers.

Subsidiaries and trusts

Citywide Service Solutions Pty Ltd – a company established to provide contract services on a competitive basis to local government and other public and private sector clients.

Enterprise Melbourne Pty Ltd – a company established to hold the registration for the Enterprise Melbourne Tianjin Representative Office, Tianjin, China.

Melbourne Digital Enterprises Pty Ltd – a company established to develop and deliver IT and digital services for the local government sector (currently not trading).

Queen Victoria Market Pty Ltd – a company established to manage and operate Queen Victoria Market.

City of Melbourne has an interest in other entities, including:

Regent Management Company Limited – shared with the Victorian Government, the City of Melbourne has a 50 per cent interest in this company. It was established to manage the historic Regent Theatre in Collins Street, Melbourne.

MAPS Group Limited, trading as Procurement Australia – the City of Melbourne is the majority shareholder of this company.

Participating in Council

The City of Melbourne welcomes community and stakeholder attendance and participation at Council and Committee meetings. Any person may submit an item of correspondence (to Council or Committee) or a request to address Committee concerning an item listed on the agenda.

Members of the public may also ask questions (no greater than 90 seconds in duration) at Committee meetings. A 15-minute period is provided for questions at the beginning and end of the session.

Records of meetings, meeting dates and times and information on how to interact with the Council are available at melbourne.vic.gov.au/committees

COVID-19 response to attendance at Council and Committee meetings

As part of our efforts to contain the spread of COVID-19 and according to the provisions of sections 394 and 395 of the *Local Government Act 2020*, Council and Committee meetings were held virtually and in-person from July 2020.

Council and Committee meetings were streamed live and members of the public were encouraged to follow the live stream on melbourne.vic.gov.au

Audio and video recordings were also published on the website following each meeting.

The City of Melbourne developed the following options to allow community members to participate virtually in Future Melbourne Committee meetings.

In relation to public questions at Committee meetings:

- Members of the public could submit their questions online on melbourne.vic.gov.au. The Chair of the meeting read out questions received in writing, and responses were provided at the meeting, or the question was taken on notice and a response provided later.
- Members of the public could register online to attend the meeting in person or join the meeting (via phone or Zoom) to ask their questions live.

In relation to submissions:

- Members of the public could continue to submit written submissions via the online link on melbourne.vic.gov.au
- Members of the public could register via the online link on melbourne.vic.gov.au to attend the meeting in person or join the Committee meeting via phone or Zoom to make their submission / presentation (of up to three minutes) live.

OUR COUNCILLORS

In 2020–21, Melbourne City Council included the following elected representatives. The profiles outlined below reflect membership of those bodies and committees that were operating during this time.



Lord Mayor
Sally Capp

Elected in May 2018 as Lord Mayor of Melbourne. The first woman to be directly elected as Lord Mayor. Re-elected in 2020.

The Lord Mayor is Chair of meetings of the Melbourne City Council and Future Melbourne Committee. The Lord Mayor leads the City Transport, Infrastructure and Operations and Aboriginal Melbourne portfolios.

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

- Amendment C309 West Melbourne Structure Plan Committee
- C40 Global Mayors COVID-19 Recovery Taskforce
- C40 Cities Climate Leadership Group
- Chief Executive Officer Employment Matters Committee
- Council of Capital City Lord Mayors
- Fishermans Bend Mayor's Forum
- Honorary Patron of the Lord Mayor's Charitable Foundation
- Local Government Mayoral Advisory Group
- Melbourne Art Trust
- Metropolitan Local Governments' Waste Forum
- Metropolitan Transport Forum
- Trustee of the Shrine of Remembrance.

Contact details

Phone: 03 9658 9658

Email: lordmayor@melbourne.vic.gov.au



Deputy Lord Mayor
Nicholas Reece

Elected in 2016 as Councillor and elected in 2020 as Deputy Lord Mayor.

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

The Deputy Lord Mayor leads the City Planning portfolio and is deputy lead for the Finance, Governance and Risk and Heritage portfolios.

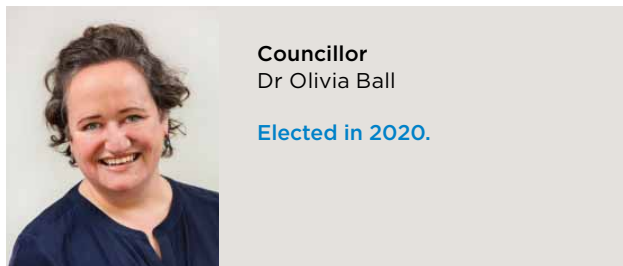
The Deputy Lord Mayor acts as Council's representative (through membership or as a contact point) in relation to activities and functions of the following committees or external organisations:

- Committee for Melbourne
- Inner Melbourne Action Plan Implementation Committee
- Melbourne Sustainable Society Institute Advisory Board
- Melbourne Art Trust.

Contact details

Phone: 03 9658 9658

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



Councillor Dr Olivia Ball leads the Health, Wellbeing and Belonging portfolio and is deputy lead for the Aboriginal Melbourne portfolio.

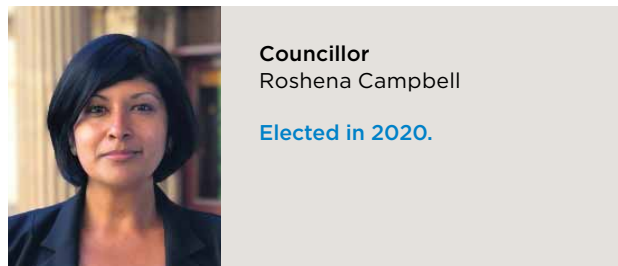
Councillor Dr Ball acts as Council's representative (through membership or as a contact point) in relation to activities and functions of the following committees or external organisations:

- Future Melbourne Committee
- Family and Children's Advisory Committee (Chair)
- Disability Advisory Committee.

Contact details

Phone: 03 9658 9086

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



Councillor Roshena Campbell leads the City Activation portfolio and is deputy lead for the City Transport, Infrastructure and Operations portfolio.

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

- Future Melbourne Committee
- Chief Executive Officer Employment Matters Committee
- Melbourne Art Trust
- Night Time Economy Advisory Committee.

Contact details

Phone: 03 9658 9043

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



Councillor Jason Chang leads the Small Business portfolio and is deputy lead for the Business and Global Opportunities portfolio.

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

- Future Melbourne Committee
- Night Time Economy Advisory Committee
- Enterprise Melbourne Pty Ltd.

Contact details

Phone: 03 9658 9038

Email: jason.chang@melbourne.vic.gov.au



Councillor Elizabeth Mary Doidge leads the Sustainable Building portfolio and is deputy lead for the Environment, City Activation and Creative Melbourne portfolios.

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

- Future Melbourne Committee
- Northern Alliance for Greenhouse Action Executive Board.

Contact details

Phone: 03 9658 9636

Email: elizabethmary.doidge@melbourne.vic.gov.au



Councillor Davydd Griffiths leads the Education and Innovation portfolio.

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

- Future Melbourne Committee
- Chief Executive Officer Employment Matters Committee.

Contact details

Phone: 03 9658 9056

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



Councillor Jamal Hakim leads the Creative Melbourne portfolio and is deputy lead for the Health, Wellbeing and Belonging portfolio.

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

- Future Melbourne Committee
- Audit and Risk Committee
- Disability Advisory Committee (Chair)
- Association of Bayside Municipalities.

Contact details

Phone: 03 9658 8580

Email: jamal.hakim@melbourne.vic.gov.au



Councillor Philip Le Liu leads the Finance, Governance and Risk portfolio and is deputy lead for the Education and Innovation portfolio.

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

- Future Melbourne Committee
- Audit and Risk Committee
- Chief Executive Officer Employment Matters Committee
- Melbourne Art Trust
- Victorian Local Governance Association.

Contact details

Phone: 03 9658 9630

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



Councillor Rohan Leppert leads the Environment and Heritage portfolios and is deputy lead for the Sustainable Building and City Planning portfolios.

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

- Future Melbourne Committee
- Parks and Gardens Advisory Committee (Chair)
- International Council for Local Environment Initiatives (ICLEI)
- Municipal Association of Victoria (Board Member and Deputy President Metro).

Contact details

Phone: 03 9658 9051

Email: rohan.leppert@melbourne.vic.gov.au



Councillor Kevin Louey leads the Business and Global Opportunities portfolio and is deputy lead for the Small Business portfolio.

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

- Future Melbourne Committee
- Business Partner City Network
- Enterprise Melbourne Pty Ltd.

Contact details

Phone: 03 9658 9170

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

Where to find out more on our councillors

To find out more about our councillors, go to melbourne.vic.gov.au and enter 'councillors' in the search box.

For the period of 1 July 2020 to 24 October 2020 the following Councillors held office

Councillor	Position
Arron Wood AM	Deputy Lord Mayor
Nicolas Frances Gilley MBE	Councillor
Cathy Oke	Councillor
Beverley Pinder-Mortimer	Councillor
Susan Riley	Councillor
Jackie Watts OAM	Councillor

Councillor allowances

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

The allowances are:

Lord Mayor - \$200,870

Deputy Lord Mayor - \$100,434

Councillors - \$47,165

Councillors are also provided with a range of services and support as described in the Council Expenses Policy 2020.

Councillor expenses

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

In accordance with section 40 of the *Local Government Act 2020*, Council is required to reimburse a councillor for expenses incurred while performing his or her duties as a councillor. Council is also required to adopt and maintain a policy in relation to the reimbursement of expenses for councillors. The policy provides guidance for the payment of reimbursements of expenses and the provision of resources, facilities and other support to the Lord Mayor and councillors to enable them to discharge their duties. Council also publishes in its Annual Report the details of the expenses, including reimbursement of expenses for each councillor and member of a council committee.

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

Expense categories

1. Conferences, functions and training

This category covers registration fees associated with attendance by councillors at local conferences, functions, seminars and one-off or short-term training courses. These are normally held by local government related organisations, professional bodies and institutions, educational institutions and private sector providers that relate to areas and events that impact on the role of councillors and the City of Melbourne in general. This category also includes memberships and subscriptions to bodies and organisations that perform activities are relevant to role of councillors and a capital city council.

2. Travel - local

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

3. Communication

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

4. Functions external to Town Hall

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

5. Carer expenses

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

Published councillor expense reports

Details of expenses incurred by councillors are published on melbourne.vic.gov.au on a quarterly basis. The following tables depict details of expenses incurred within the year 2020–21. The tables reflect a transition to a new Council following the election in October 2020 and are grouped by leadership team (Lord Mayor and Deputy Lord Mayor) and councillors.

Leadership Team – Period 1 July 2020 to 5 November 2020

Councillor	Conferences, functions and training	Travel local	Communication	Functions external to Town Hall	Carer expenses	Total expenses
Lord Mayor Sally Capp	\$0	\$81.91	\$947.83	\$0	\$0	\$1029.74
Deputy Lord Mayor Arron Wood	\$0	\$6276.17	\$582.82	\$0	\$0	\$6858.99
Category	\$0	\$6358.08	\$1530.65	\$0	\$0	\$7888.73

Councillors – Period 1 July 2020 to 24 October 2020

Councillor	Conferences, functions and training	Travel local	Communication	Functions external to Town Hall	Carer expenses	Total expenses
Councillor Jackie Watts	\$0	\$0	\$337.74	\$0	\$0	\$337.74
Councillor Kevin Louey	\$0	\$0	\$586.87	\$0	\$0	\$586.87
Councillor Cathy Oke	\$0	\$0	\$409.73	\$0	\$0	\$409.73
Councillor Rohan Leppert	\$0	\$416.65	\$263.01	\$0	\$0	\$679.66
Councillor Philip Le Liu	\$0	\$0	\$112.34	\$0	\$0	\$112.34
Councillor Nicholas Reece	\$0	\$0	\$812.66	\$0	\$0	\$812.66
Councillor Nicolas Frances Gilley	\$0	\$333.32	\$659.02	\$0	\$0	\$992.34
Councillor Susan Riley	\$264.55	\$0	\$116.08	\$0	\$0	\$380.63
Councillor Beverley Pinder-Mortimer	\$0	\$88.75	\$702.49	\$0	\$0	\$791.24
Category	\$264.55	\$838.72	\$3999.94	\$0	\$0	\$5103.21

Leadership Team – Period 10 November 2020 to 30 June 2021

Councillor	Conferences, functions and training	Travel local	Communication	Functions external to Town Hall	Carer expenses	Total expenses
Lord Mayor Sally Capp	\$0	\$4285.55	\$2370.35	\$29.09	\$0	\$6684.99
Deputy Lord Mayor Nicholas Reece	\$0	\$8098.60	\$967.63	\$73.50	\$0	\$9139.73
Category	\$0	\$12,384.15	\$3337.98	\$102.59	\$0	\$15,824.72

Councillors – Period 10 November 2020 to 30 June 2021

Councillor	Conferences, functions and training	Travel local	Communication	Functions external to Town Hall	Carer expenses	Total expenses
Councillor Olivia Ball	\$0	\$393.94	\$107.59	\$0	\$0	\$501.53
Councillor Roshena Campbell	\$0	\$213.24	\$498.74	\$0	\$6773.76	\$7485.74
Councillor Jason Chang	\$0	\$45.00	\$526.79	\$0	\$0	\$571.79
Councillor Elizabeth Doidge	\$0	\$45.00	\$154.43	\$0	\$0	\$199.43
Councillor Davydd Griffiths	\$0	\$45.00	\$592.57	\$0	\$0	\$637.57
Councillor Jamal Hakim	\$0	\$267.67	\$262.91	\$60.59	\$0	\$591.17
Councillor Philip Le Liu	\$550.00	\$18.00	\$419.08	\$0	\$0	\$987.08
Councillor Rohan Leppert	\$378.18	\$771.97	\$871.15	\$0	\$0	\$2021.30
Councillor Kevin Louey	\$54.55	\$115.09	\$1550.10	\$0	\$0	\$1719.74
Category	\$982.73	\$1914.91	\$4983.36	\$60.59	\$6773.76	\$14,715.35

Council delegated (special) committees

As well as Council meetings, Melbourne City Council had the following delegated committees in 2020-21:

Future Melbourne Committee (meets twice monthly)

This Committee has delegated powers, duties and functions directly relating to, or ancillary to, all aspects of our activities. All councillors participate in the Committee. The Committee's terms of reference are grouped into 13 themes or portfolios:

- Aboriginal City
- City Activation
- City Planning
- City Transport, Infrastructure and Operations
- Creative Melbourne
- Education and Innovation
- Environment
- Finance, Governance and Risk
- Health, Wellbeing and Belonging
- Heritage
- Small Business
- Sustainable Building

Inner Melbourne Action Plan (meets quarterly)

***dissolved by Council on 25 May 2021**

This Committee had delegated powers, duties and functions directly relating to, or ancillary to, overseeing the Inner Melbourne Action Plan 2016-26. The Committee comprised representatives from the local governments of Melbourne, Port Phillip, Stonnington, Yarra and Maribyrnong.

Chief Executive Officer Employment Matters Committee

***dissolved by Council on 25 August 2020**

This Committee had delegated powers, duties and functions directly related to employment matters relating to the Chief Executive Officer and made recommendations to Council. It has been replaced with a Chief Executive Officer Employment Matters Advisory Committee.

Legal Proceedings Committee

***dissolved by Council on 28 July 2020**

This Committee had delegated powers, duties, and functions of the Council to make decisions on matters referred to the Committee by the Chief Executive Officer regarding Supreme Court proceedings by Robert Doyle against the Council or its officers and any related proceedings.

Gaming Planning Provisions Committee

***dissolved by Council on 29 June 2021**

This Committee had delegated powers, duties and functions of the Council to make decisions of an advisory nature regarding Planning Scheme Amendment C307.

Amendment C309 West Melbourne Structure Plan Committee

***dissolved by Council on 29 June 2021**

This Committee had the delegated powers, duties and functions of the Council to make decisions of an advisory nature regarding Planning Scheme Amendment C309 West Melbourne Structure Plan, subject to the limitations contained in the *Local Government Act 1989* and the *Planning and Environment Act 1987*.

Council and committee meeting attendance

Previous Council - Period 1 July 2020 to 20 October 2020

Councillor	Melbourne City Council meetings (total 6)	Future Melbourne Committee meetings (total 7)	Inner Melbourne Action Plan Committee meetings (total 1)	Chief Executive Officer Employment Matters Committee meetings (total 1)
Lord Mayor Sally Capp	6	6	Not a member	1
Deputy Lord Mayor Arron Wood	6	5	Not a member	1
Councillor Nicolas Frances Gilley	5	7	Not a member	Not a member
Councillor Philip Le Liu	6	6	Not a member	Not a member
Councillor Rohan Leppert	6	7	Not a member	Not a member
Councillor Kevin Louey	6	7	Not a member	Not a member
Councillor Cathy Oke	6	6	Not a member	Not a member
Councillor Beverley Pinder-Mortimer	6	6	Not a member	1
Councillor Nicholas Reece	6	7	1	1
Councillor Susan Riley	6	7	Not a member	Not a member
Councillor Jackie Watts	6	7	Not a member	Not a member

Council and committee meeting attendance

Current Council - Period 17 November 2020 to 30 June 2021

Councillor	Melbourne City Council meetings (total 7)	Future Melbourne Committee meetings (total 14)
Lord Mayor Sally Capp	7	14
Deputy Lord Nicholas Reece	7	14
Councillor Olivia Ball	7	14
Councillor Roshena Campbell	7	14
Councillor Jason Chang	6	13
Councillor Elizabeth Mary Doidge	7	14
Councillor Davydd Griffiths	7	14
Councillor Jamal Hakim	7	14
Councillor Philip Le Liu	7	13
Councillor Rohan Leppert	7	14
Councillor Kevin Louey	7	13

COUNCIL PLANNING FRAMEWORK

Elected by the community, Melbourne City Council is the decision-making body that sets the strategic direction and policy of the municipality.

The Council delivers:

- the four-year Council Plan, which sets out what the Council will achieve during its four-year term to further the community vision
- the Municipal Public Health and Wellbeing Plan, which describes how the Council will promote the community’s health and wellbeing
- the Budget for each 12-month period.

The administration, headed by a CEO appointed by the Council, delivers the vision of the elected Council by:

- providing advice to the Council in a timely manner
- resourcing the administration to deliver the results sought by the Council
- complying with the statutory responsibilities required under legislation
- delivering services to the community required under legislation or by the Council
- implementing the decisions made by the Council.





OUR REPORTING FRAMEWORK

The following section, 'Performance against our goals', is divided into nine chapters, reflecting the nine goals from our Council Plan 2017–21 that supported our vision of being a bold, inspirational and sustainable city.

How to read the following sections

Each goal chapter describes:

- the outcomes City of Melbourne aimed to achieve within its four-year term, according to the Council Plan 2017–21 and our approach to helping achieve these results
- how well we performed during the last four years, as measured by the indicators of progress towards the outcomes in the Council Plan
- major initiatives (activities of particular importance under each goal, as listed in the Annual Plan and Budget 2020–21)
- other initiatives (activities of significance under each goal, as listed in the Annual Plan and Budget 2020–21)
- initiatives that have contributed to the health and wellbeing priority areas
- initiatives implemented to achieve Council's four-year outcomes from the Council Plan 2017–21, including whether they were completed or are ongoing.

Health and wellbeing priorities in this report

Many of the Council Plan outcomes, priorities and indicators also contributed to our health and wellbeing priority areas. A triangle ▲ indicates health and wellbeing priorities throughout the report.

Our indicators

The City of Melbourne aimed to achieve several outcomes against each goal over the four years of the Council Plan 2017–21. We measured the performance of these outcomes by our indicators. These were divided into:

- City of Melbourne indicators - indicators that the City of Melbourne could control and is accountable for.
- Municipal indicators - indicators we did not control but, together with our partners and the community, we sought to influence.

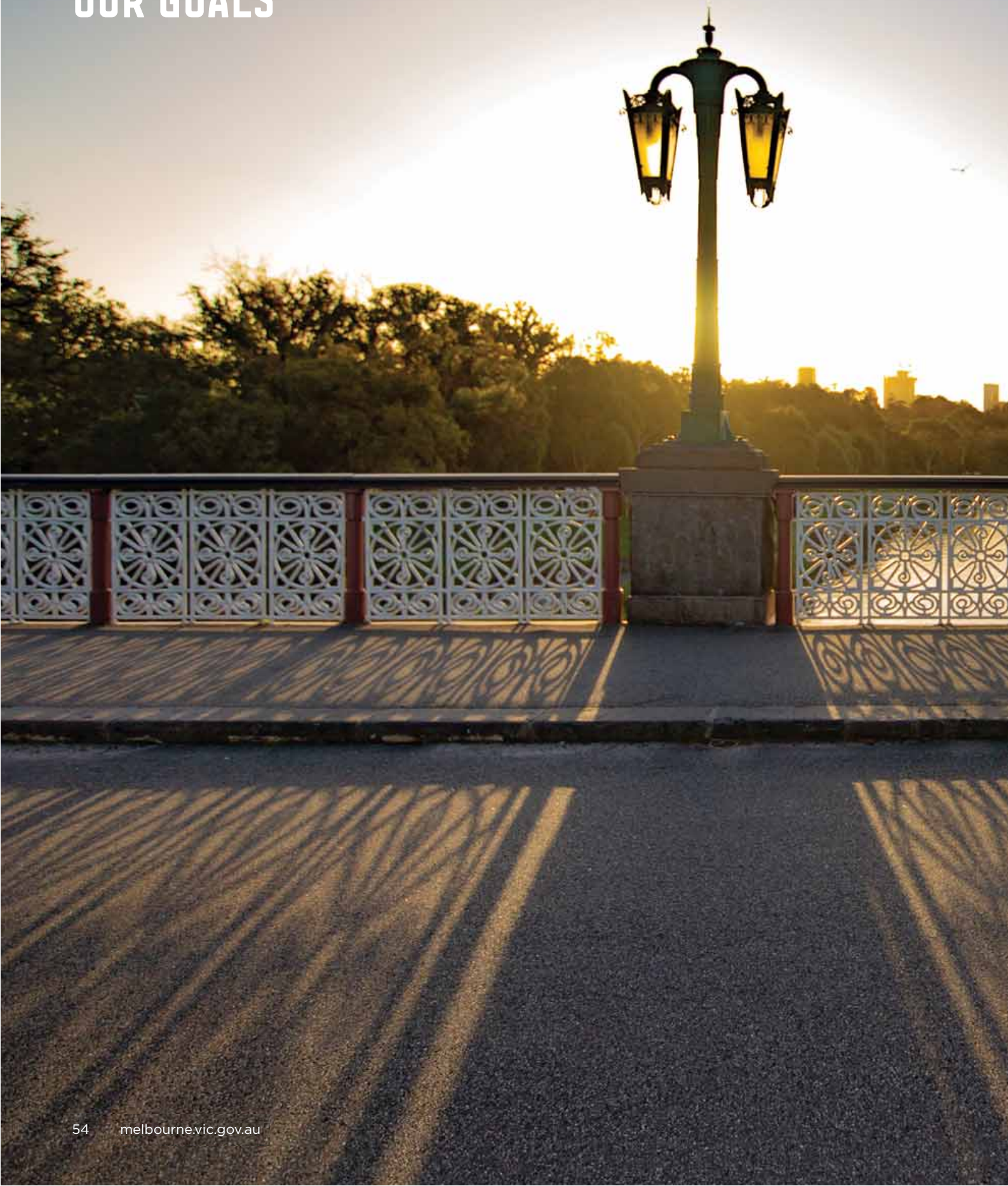
Due to the differences in data collection methodology and accountability across our indicator set, some reporting period variations should be noted. Where possible, all data is collected and reported on per financial year (July to June) or the previous calendar year. Any exceptions to this approach have been noted against the relevant indicators. In addition, some of last year's results have been updated where data was finalised after the publication of the 2019–20 Annual Report.

This is the fourth and final year we have collected data on the Council Plan 2017–21 indicators and, where possible, we have included a brief comparative analysis between reporting years.

Our reporting approach

The City of Melbourne's Annual Report content is substantially determined by the requirements of the *Local Government Act 1989*, the *Local Government Act 2020*, the Local Government (Planning and Reporting) Regulations 2020, our Council Plan 2017–21, Local Government Victoria's Better Practice Guide and the Local Government Performance Reporting Framework. The Framework is a mandatory performance reporting system for all Victorian councils and promotes transparency and accountability in the local government sector. It comprises 66 measures across three indicator areas covering service performance, financial performance and sustainable capacity. It also includes a governance and management checklist of 24 items that build a comprehensive picture of council performance, details of which can be found later in this report.

PERFORMANCE AGAINST OUR GOALS







A CITY THAT CARES FOR ITS ENVIRONMENT

Environmental sustainability requires current generations to choose how they meet their needs without compromising future generations' ability to do the same. The city's urban ecology must be designed and managed as a dynamic whole to balance the interdependencies between flora and fauna, microclimate, water cycles and human, social and economic infrastructure.

Progress measures

City of Melbourne major indicator

A decrease in the City of Melbourne's greenhouse gas emissions in line with its science-based emissions reduction target.

Result

12,346 tCO₂-e
48% decrease

Municipal major indicator

A decrease in municipal greenhouse gas emissions in line with the Paris Agreement.

Result

4,137,873 tCO₂-e
18% decrease

Our approach

The health of our environment is the foundation of the health and wellbeing of our community. With our globally recognised credentials in environmental sustainability, we are well-positioned to demonstrate continued leadership and innovation to address and adapt to climate change.

Melbourne is likely to face an increasingly volatile climate, with lower rainfall, more intense storms, floods, and heatwaves. This climate change puts pressure on our natural living systems and the basic building blocks of our city's liveability – clean air and water, a temperate urban climate, a stable supply of fresh produce, shade and green spaces. It also impacts the health of individuals, particularly those with an existing illness or on lower incomes.

As a city that cares for its environment, we continue to take bold action on climate change adaptation, reductions in municipal greenhouse gas emissions and resource efficiency by:

- prioritising energy efficiency and renewable energy use to reduce greenhouse gas emissions
- responding to rising inner-city temperatures and restoring habitat flora and fauna by expanding our network of green spaces
- conserving resources by prioritising different quality water for different needs and better managing stormwater and wastewater
- considering the interrelationships between natural and built environments so that human communities and all living species can thrive side by side
- reconnecting people to nature and working closely with Traditional Owners to enable them to participate in land stewardship
- ensuring our communities are equipped to respond to weather events and are resourceful in the face of climate-related challenges.

Major initiatives

Expand the waste and resource recovery hub network for city businesses

The City of Melbourne currently facilitates efficient waste and recycling for businesses in several locations throughout the CBD, minimising amenity impacts of bins in laneways and reducing collection truck movements throughout the city. We plan to extend the Waste and Resource Recovery Hub network to improve waste and recycling to our businesses over the next four years.

The Waste and Resource Recovery Hub network expansion program aims to install eight new hubs and improve existing facilities in the central city by June 2024. New communal hubs will provide garbage, commingled recycling and cardboard recycling facilities. We will also increase food waste recycling at the Degraeves Street Recycling Facility.

The communal facilities improve business recycling rates and significantly improve the amenity of our laneways through the removal of bins from public space. With fewer bins come reduced waste collection vehicle movements, fewer odours, less noise, and improved appearance of laneways. The improved amenity supports the activation of laneways and increases the sense of safety and cleanliness across the city.

In the first year of the expansion program, Council has used data from the mapping of bins in public places and waste collection vehicles to determine priority precincts for new communal facilities. This data-driven approach will ensure the most significant positive impacts. The first new hub has been planned and underwent community consultation to determine the most appropriate location. With the location set, the construction design finalised, and the new waste compactor purchased, the new hub will be in operation by October 2021. This hub aims to remove more than 60 bins from the street and service approximately 50 businesses.



Research has been conducted on leading Australian and global waste technology systems to inform solutions for laneways where access is a challenge. These technologies will play a vital role to provide communal services in new areas as we expand the facilities to more businesses across the central city. A second new hub featuring a waste compactor and innovative collection technology will come into operation in early 2022, removing an additional 50 bins from public space.

Additionally, we've planned upgrades to the Degraeves Street Recycling Facility to increase the amount of food waste it can process on-site, which will enable more businesses in the area to join the service and assist in diverting more food waste from landfill.

These achievements are steps towards the ambitious goals of the Waste and Resource Recovery Strategy 2030 to move the City of Melbourne toward a circular economy by transforming how the city collects and processes waste while encouraging a decrease in waste generation. Improving recycling rates and diverting food waste from landfill will significantly reduce greenhouse gas emissions – another way the City of Melbourne is taking action to mitigate climate change.

Implement the Climate and Biodiversity Emergency Response

In July 2019, Council resolved to declare a Climate and Biodiversity Emergency. The declaration recognised that climate change and species extinction pose serious risks to the people of Melbourne and should be treated as an emergency.

In response, the City of Melbourne has prioritised 10 areas for accelerated action. These priority areas will allow us to maximise our impact and support a pathway for the municipality to reach zero emissions by 2040.

Starting with our own operations, we are transitioning away from fossil fuels. We have reduced our operational emissions by 76 per cent from our 2011-12 baseline. Council's electricity is now powered from 100 per cent renewable sources through the Melbourne Renewable Energy Project.

As emissions from electricity sources have reduced, natural gas consumption and fuel usage have become more material as a proportion of our total emissions. So our focus now shifts to how we can eliminate gas and fuel use through electrification of our buildings and fleet. We have committed to bring forward the switching of the top ten Council buildings from gas to electric by 2030 and to switch to electric infrastructure at the end of life for all other buildings.

This year, we developed a detailed implementation plan with costings to convert all council buildings - including libraries, recreation centres and town halls - from gas to electric with consideration of asset lifecycle, cash flow and materiality. In addition, we will review our fleet policy at the end of 2021 to ensure all fleet vehicles are electric by 2025.



We recognise that the City of Melbourne cannot take action alone, and we have been calling on the Victorian and Australian governments to do more. The Victorian Government delivered many of our advocacy priorities in 2020-21. Through its updated Climate Change Strategy, the Victorian Government committed to:

- strong climate change interim targets (28 to 33 per cent by 2025, 45 to 50 per cent by 2030 and net zero emissions by 2050)
- power all Victorian Government operations by 2025 with renewable energy
- direct investment in the transmission network to support the deployment of more large scale renewable energy projects (the Victorian Government has committed to investing in a 300-megawatt battery at Moorabool Terminal Station).

The Climate Change Strategy is a significant step towards achieving net zero emissions and was supported through public submissions and direct engagement between the City of Melbourne and the Department of Environment, Land, Water and Planning.

The City of Melbourne has been recognised as a leader in climate change action over many years. But the climate emergency we are facing requires even more urgent action. This vital work will continue in the Council Plan 2021-25 through several exciting and leading major Initiatives under the Climate and Biodiversity Emergency strategic objective.



Initiatives and highlights

█ Integrate the United Nations Sustainable Development Goals ▲

Over the past year, the City of Melbourne has sought to understand how it is progressing towards sustainable development, benchmark performance against other cities and make informed decisions on where to prioritise effort, share success and learn from others.

In 2015, the Australian Government, together with all United Nations member states, committed to an overarching framework for global development, titled *Transforming Our World: The 2030 Agenda for Sustainable Development*. The 2030 Agenda sets out seventeen ambitious Sustainable Development Goals for all countries to achieve by 2030 – to end poverty, protect the planet and ensure that all people enjoy peace and prosperity. The goals are supported by 169 targets and 231 indicators designed to measure progress at a national level.

While the targets and indicators are designed for national governments, the City of Melbourne recognises it has a role to play in progressing the goals. More than half of the world's population now lives in cities, with urban residents accounting for a disproportionate share of economic production, consumption, and associated waste. As a result, implementation of the 2030 Agenda within urban areas is critical.

In July 2020, we partnered with the University of Melbourne Connected Cities Lab to adapt the UN SDG targets and make them relevant to our municipality. We identified an initial set of indicators that will help us track Melbourne's performance against the SDGs over time. We used the indicators to inform our new Council Plan 2021-25 by providing evidence for decision-making.

We hosted an event in April during Melbourne Knowledge Week, 'Achieving the UN SDGs in Cities – A Virtual Breakfast', to support our work and engage with other cities. The virtual event explored how cities are taking the lead in creating localised strategies and emerging best practice in Australia. Cathy Oke chaired the event with panellists including Lord Mayor Sally Capp, Cr Declan Clausen (City of Newcastle), Penny Abeywarden (New York City Commissioner), and John Thwaites (Monash Sustainable Development Institute). During the event, we made an exciting public commitment to produce a Voluntary Local Review, an emerging best practice led by cities to report progress against the Sustainable Development Goals.

Over the next year, we will be working to produce the City of Melbourne's first Voluntary Local Review to track performance, draw insights to prioritise our effort, compare ourselves to other cities and identify opportunities to learn.

▲ Health and wellbeing related highlight.

█ Delivery of the new food organic and garden organic waste service ▲

Introducing the food and garden waste collection service was part of our broader plan to reduce landfill and improve waste and recycling services outlined in our Waste and Resource Recovery Strategy 2030. By removing organics from the general rubbish collection, we aim to cut our residential landfill footprint in half, reduce carbon and methane emissions and landfill costs, and foster a circular economy where we produce less waste in the first place. At the moment, food and garden waste makes up 40 to 50 per cent of general rubbish collected, causing problems in landfill including contamination, odour and the release of gases that cause climate change.

As part of the new food and garden waste collection service, residents who lived in houses and single-storey apartment blocks were provided with:

- a 120-litre lime-green lidded wheelie bin for food and organic waste
- a kitchen caddy for collecting food scraps
- a roll of 52 compostable bin liners to help keep their bin free of odours, supplied for free on an ongoing basis.

The first phase included more than 9000 properties receiving a weekly food and garden waste collection service and moving to a fortnightly recycling service. As part of the move to fortnightly recycling, we offered residents an opportunity to upgrade their smaller 120-litre recycling bin to a 240-litre recycling bin. Audits found that most 240-litre recycling bins are only 50 per cent full when collected weekly and that recycling is being incorrectly placed in rubbish bins.

We developed a communications and education plan to inform residents of the new service and change in service. It included:

- introductory letter
- social media posts and media releases
- information in *Melbourne* magazine and industry publications
- webinars and online workshops
- an information pack including a letter with dates, a leaflet to show what can and cannot go into each bin and a calendar with a map and details of when residents' new recycling collections occur
- stickers showing what can and cannot go in bins and similar images on the kitchen caddy.

Citywide waste service, the current waste service collection company, commenced collecting food and garden waste on 21 June 2021. Food and garden waste is now being turned into a valuable resource to improve vegetation, parks and gardens across Melbourne and Victoria.

█ Reduce emissions through the City of Melbourne's major events, tenders and contracts

The City of Melbourne is committed to reducing its carbon emissions and overall environmental impact, as detailed in the Climate Change Mitigation Strategy and Emissions Reduction Plan. We have been Carbon Neutral for our operations since 2012. Over the last three years, we have been progressively achieving carbon neutrality for major events we deliver.

At the beginning of 2020-21, we laid plans to increase the number of carbon neutral premier events and reduce emissions in our supply chain through contracts and tenders. Before this year, the City of Melbourne had delivered Melbourne Fashion Week 2018 and 2019, Melbourne Music Week 2018 and 2019 and Melbourne Knowledge Week 2019 as certified carbon neutral under the Australian Government's Climate Active program. However, due to the impact of COVID-19, only Melbourne Knowledge Week 2021 was certified carbon neutral in 2020-21. We will expand our carbon neutral events in 2021-22. We aim to achieve carbon neutral status for Melbourne Fashion Week, Melbourne Music Week, Firelight Festival, Moomba and Melbourne Knowledge Week.

A significant proportion of the City of Melbourne's carbon emissions is contained within its supply chain, within the products and services it procures. During the 2020-21 financial year, we worked with several suppliers to voluntarily offset the emissions associated with the contract they held with us. These suppliers are financially responsible for their carbon emissions and incentivised to reduce them. We would like to congratulate the achievements of Serco Asia Pacific, Spotless Facility Services Pty Ltd, BGIS Pty Ltd, and GJK Facility Services in offsetting the emissions associated with their contract and services to the City of Melbourne.

█ Reduce litter, waste and graffiti across the municipality

The City of Melbourne delivers services to the community to clean and maintain public spaces, including street cleaning, waste collection and graffiti removal. We researched the current trends, challenges and requirements of these services. The research identified recommendations to enhance the management of litter and graffiti within the City of Melbourne.

Research into best practice litter management in public spaces and waterways was conducted referencing other local councils, Australian capital cities and cities in other countries. We sought information from Melbourne Waste and Resource Recovery Group, Sustainability Victoria, Environment Protection Authority Victoria and the Chain of Ponds Collaborative Committee involving Melbourne Water and RMIT.

▲ Health and wellbeing related highlight.

Recommendations include deploying a Rapid Response Clean Team within the CBD to respond to litter and rubbish removal requests from the community and a review of street cleaning service standards. Recommendations also include participation in business forums to encourage conversations around shared ownership for litter management, expansion of the Docklands waterways litter collection service to the Yarra River, Moonee Ponds Creek and Maribyrnong River, and a trial of Drain Buddy technology to increase the volume of litter captured before it enters the waterway system.

We reviewed the Graffiti Management Plan 2014-18, a process that included best practice research, community engagement via Participate Melbourne, engagement with Local Councils and Australian capital cities, and collaboration with the Department of Transport, CitiPower and Yarra Trams. As a result, a Graffiti Management Policy 2021 was drafted and endorsed by Council, which will be used to inform initiatives for graffiti prevention, removal, enforcement and collaboration.

█ Renew the city's approach to tree removal and planting policies to meet canopy-cover targets ▲

Council manages more than over 70,000 trees in the public realm, and the Urban Forest Strategy has a target of doubling canopy-cover, from 20 to 40 per cent, by 2040.

In 2020-21 we focused on three actions to ensure we can meet this target:

- updating the City's 2012 Tree Retention and Removal Policy
- measuring current canopy-cover in the public realm
- modelling to predict canopy-cover growth over the next 20 years, to review whether planting 3000 trees per year will achieve the canopy-cover target.

We reviewed the Tree Retention and Removal Policy, and the proposed Tree Policy will be presented to the Future Melbourne Committee for consideration in August 2021.

Current canopy-cover measurements were collected using remote sensing technology. Canopy-cover in the public realm was found to be at 23.3 per cent.

The University of Melbourne completed modelling of predicted canopy growth. While compiling data for the model, we discovered that important parameters that predict canopy growth across the municipality had an unacceptable level of uncertainty associated with them. In particular, we need to explore the effects of the data capture method, growing conditions and tree species selection to have greater confidence in predicting canopy-cover in 2040. Therefore, we adjusted the tree-planting target of 3000 trees per year to 2400 trees per year, plus the number of trees removed the year prior (or 3000 trees, whichever is the greater). This revised tree planting figure accounts for variation in tree removal rates per year.

HOW WE PERFORMED AGAINST OUR INDICATORS

The City of Melbourne aimed for several outcomes over the four years of its Council Plan 2017-21. We measured progress by the indicators below. Results are from 2017-18, 2018-19, 2019-20 and 2020-21 unless otherwise noted.

Outcome

Melbourne will meet its pledge to help deliver the Paris Agreement to limit global temperature rise.

City of Melbourne major indicator

A decrease in the City of Melbourne’s greenhouse gas emissions in line with its science-based emissions reduction target.



Our progress

The 2019-20 carbon report shows that operational emissions have decreased 48 per cent from the previous year to 12,346 tonnes of carbon dioxide (CO₂) equivalent. The decrease is primarily due to the purchase of renewable energy through the Melbourne Renewable Energy Project Power Purchase Agreement for the whole 12 month reporting period. The contract was only in effect for six months of the previous reporting period. As a result, we have reduced operational emissions by almost 67 per cent over the last four years and 76 per cent from our 2011-12 baseline.

Note: Data is calculated for the financial year 2019-20 as 2020-21 data was unavailable at publication.

Municipal major indicator

A decrease in municipal greenhouse gas emissions in line with the Paris Agreement.



Our progress

Emissions decreased 18 per cent from 5,049,262 tCO₂-e in calendar year 2019 to 4,137,873 tCO₂-e in calendar year 2020. Reductions result from decreased traffic and business activity in the city due to Melbourne’s 112-day lockdown during the COVID-19 pandemic. We also saw reduced activity in the months following eased restrictions. Emissions from natural gas and electricity usage decreased, particularly in commercial buildings. Transport emissions were also down with significant reductions in on-road traffic volumes. Over the last four years, this represents a decline of 894,995 tCO₂-e from 5,032,868 tCO₂-e in calendar year 2017 (almost 18 per cent).

Note: Data is calculated per calendar year - January to December.

City of Melbourne indicators

Outcomes and indicators	Results 2017-18	Results 2018-19	Results 2019-20	Results 2020-21	Our progress
Outcome: Melbourne's reputation as a global city leader of sustainability is maintained					
Indicator					
Melbourne's C40 participation rating.	207	175	185	190	The City of Melbourne achieved a C40 participation score of 190 out of a maximum of 345 points. We complied with all nine mandatory participation standards and met or exceeded the global average participation level across all but one category. C40, as part of their 2021-24 Business Plan, has published new Leadership Standards, which will replace the C40 Participation Standards going forward. The City of Melbourne has consistently met all C40 participation standards over each of the past four years.
Outcome: Melbourne is adapting well to climate change					
Indicators					
An increase in understorey vegetation in the municipality.	368,615 sq.m	384,559 sq.m	388,497 sq.m	472,899 sq.m	The Nature in the City Strategy has a target to increase understorey habitat on City of Melbourne managed land by 20 per cent by 2027. This target was set based on evidence that understorey vegetation (not turf or tree canopy) is critical for increasing biodiversity in the city. This year we exceeded that target and have increased understorey habitat by 23 per cent, or 10.4 hectares, since the baseline was established in 2017. This year accounts for 8.4 hectares of that increase, largely due to the Greening Melbourne program. The Victorian Government funded a contract for Greening Melbourne through the Working for Victoria program to employ people displaced from their work by COVID-19.

Outcomes and indicators	Results 2017-18	Results 2018-19	Results 2019-20	Results 2020-21	Our progress
Outcome: Melbourne is adapting well to climate change (continued)					
Indicators					
The number of trees planted in the municipality per year.	3061	3138	3052	2941	Due to the impact of COVID-19 restrictions, tree planting was not considered essential work. Additional social distancing requirements further impacted the delivery of the program. The tree-planting program focused on mass tree-planting sites where many trees could be delivered over a shorter time frame. Some planting projects were delayed to outside the preferred planting season. Despite these impacts and changes to our works program, we delivered 2941 new trees, just 59 short of our target of 3000.
The number of new tree species introduced to the whole municipality.	7	9	5	5	Due to the impact of COVID-19 restrictions, we focused on mass tree planting projects and could not work on prioritising the introduction of new trees species. However, we introduced five new species to our forest population: Allocasuarina inophloia, Corymbia torelliana, Leptospermum lanigerum, Grevillea excelsior and Myoporum bateae. This results in a total of 26 new tree species introduced to the municipality over the last four years.
The municipality's stormwater storage capacity.	102,306 kilolitres	102,306 kilolitres	102,306 kilolitres	102,306 kilolitres	The current stormwater storage capacity is 102,306 kilolitres. While there has been no change in stormwater storage capacity over the last four years, stormwater storage capacity will increase as Council, and the community continue to implement water sensitive urban design across the city. Catchment-based stormwater harvesting schemes and smaller-scale rainwater tanks are vital to delivering this outcome.

Municipal indicators

Outcomes and indicators	Results 2017-18	Results 2018-19	Results 2019-20	Results 2020-21	Our progress
Outcome: Melbourne is adapting well to climate change (continued)					
Indicators					
The percentage of tree canopy-cover in the public realm.	23.6%	23.7%	23.5%	23.3%	Tree canopy-cover has decreased slightly from 2019-20, falling by approximately 0.2 per cent. This decrease could be attributed to pruning to meet powerline clearance requirements, removal of large old trees, and the reduced detection of deciduous trees due to the timing of data collection in late autumn this year. It is also within the margin of error of the data collection method.
New permeable surfaces created in the municipality.	New indicator	New indicator	0	3000 sq.m	We recorded 3000 square metres of public sealed surfaces transformed into pervious surfaces in 2020-21. These are mostly streetscape works, consisting of new tree plots and shrub beds along footpaths, medians and kerb extensions. Among these, 350 square metres of semi-permeable asphalt surface was adopted at College Crescent in Parkville as part of the off-road shared path extension to protect the tree roots. The remaining works consisted of the new open space at Market Street in the CBD. We will keep working to replace sealed surfaces with permeable surfaces to achieve increased stormwater infiltration, soil moisture and urban heat island mitigation across the municipality.
An increase in the percentage of water sourced from alternative sources to meet municipal needs.	53%	9% decrease	0%	0%	Alternative water sources play a significant role in reducing potable water demand for council, particularly around irrigation. Alternative water source schemes include rainwater and stormwater harvesting as well as recycled water. This target is met primarily through catchment-based stormwater harvesting schemes. The total stormwater harvested and reused in the past season is 136 ML, representing around 15 per cent of the total water demand for irrigation in the municipality. The increase in alternative water sources supply is zero as no new projects have been built. We will continue exploring finance mechanisms to deliver projects that increase alternative water sources supply across the municipality.

Outcomes and indicators	Results 2017-18	Results 2018-19	Results 2019-20	Results 2020-21	Our progress
Outcome: Melbourne uses its resources efficiently					
Indicators					
A decrease in energy consumption per capita. (Reported as the residential energy use per resident.)	9.9 GJ	9.4 GJ	9.6 GJ increase	9.1 GJ decrease	Energy use per resident was 9.1 gigajoules in 2020. This use represents a decrease of 5 per cent from 2019 when energy use was 9.6 gigajoules per capita and a decrease of 8 per cent from 9.9 gigajoules per capita in 2017-18.
A decrease in water consumption per capita.	9.89%	2.48%	26%	14% increase	In 2020-21 water consumption was 108 litres per resident, an increase of 14 per cent from 95 litres per resident in 2019-20. This constitutes an overall decrease of 20 per cent in water consumption from 135 litres per resident in 2018. This result is compiled from water authorities and our residential population. The metric is the average daily consumption per resident for residential water use.
A decrease in waste-to-landfill per resident.	0.006 tonnes increase	0.033 tonnes increase	0.016 tonnes increase	0.045 tonnes decrease	In 2020-21, each residential household generated an average of 0.3047 tonnes of landfill waste. This reflects a decrease of 0.045 tonnes per household compared to 2019-20 (and a decline of 0.063 tonnes of average residential household waste over the last four years since 2017-18). During the year, the number of residential households requiring landfill collections increased by 4,615 to 95,560. The total landfill waste collected from these residential households decreased by 2717.98 tonnes from 31,836.74 in 2019-20 to 29,118.76 tonnes in 2020-21. The decrease in the volume of waste collected is associated with lower occupancy rates within our residential properties due to the impact of COVID-19.



PRIORITIES AND INITIATIVES

The table below lists our Annual Plan and Budget initiatives against our four-year priorities in the Council Plan 2017–21.

A total of six 2020–21 initiatives were completed under 'a city that cares for its environment'. Four initiatives are ongoing and will continue to be delivered in 2021–22.

Our four-year priorities were	Our 2017–18 focus was	Our 2018–19 focus was	Our 2019–20 focus was	Our 2020–21 focus was
We will provide protection and enhancement of habitat to support greater biodiversity in a changing climate.	<ul style="list-style-type: none"> ✓ As part of the Nature in the City strategy, develop an approach to biodiversity corridors and enhancement of understorey planting. ✓ Improve urban stormwater and biodiversity outcomes through Elliott Avenue Billabong and levers Reserve projects. 	<ul style="list-style-type: none"> ✓ Embed the Nature in the City strategy in our service delivery, including the increase of understorey planting in Royal Park and Southbank Boulevard. 	Work supporting this priority was included in our regular business throughout the year.	<ul style="list-style-type: none"> ✓ Renew the city's approach to tree removal and planting policies to meet canopy-cover targets.
We will provide nature-based climate adaptation and integrated water management solutions.	<ul style="list-style-type: none"> ✓ Implement the Urban Forest Fund to enable greening in the public and private realm. ✓ (Major initiative) Work with Inner Melbourne Action Plan Councils and Resilient Melbourne to share and extend the objectives of the Urban Forest Strategy to the wider Melbourne area. ✓ (Major initiative) Work with stakeholders to plan high-quality integrated water management for community protection and liveability in Arden Macaulay and Fishermans Bend. 	<ul style="list-style-type: none"> ✓ Continue delivery of the Urban Forest Strategy and pilot new technologies to monitor and diagnose forest health. 	Work supporting this priority was included in our regular business throughout the year.	Work supporting this priority is included in our regular business throughout the next year.

Our four-year priorities were	Our 2017-18 focus was	Our 2018-19 focus was	Our 2019-20 focus was	Our 2020-21 focus was
We will provide improved water infrastructure for flood mitigation.	✓ Work with partners to create a precinct in the Elizabeth Street catchment that is water sensitive, low carbon and well adapted to climate change.	✓ Work in partnership with Melbourne Water to update flood knowledge and mapping to inform the Melbourne Planning Scheme amendments.	Work supporting this priority was included in our regular business throughout the year.	Work supporting this priority is included in our regular business throughout the next year.
We will partner to play a leadership role within the C40 Cities Climate Leadership Group, International Council for Local Environmental Initiatives (ICLEI) Cities Biodiversity Centre and 100 Resilient Cities network.	<ul style="list-style-type: none"> ✓ Refresh the Zero Net Emissions Strategy to align to the Paris Agreement on climate change. ✓ Facilitate collaboration between Resilient Melbourne, C40, ICLEI and Chair of Resilient Cities. ✓ Enhance the resilience of Melbourne and its communities in cooperation with all metropolitan councils. ✓ Complete a desktop assessment of how City of Melbourne strategies and plans deliver against the United Nations Sustainable Development Goals. 	<ul style="list-style-type: none"> ✓ Finalise the Zero Net Emissions Strategy 2020-50. ✓ Implement year three of the Resilient Melbourne strategy, continuing our leadership role in delivering the metropolitan-wide urban forest and the metropolitan cycling network. 	Work supporting this priority was included in our regular business throughout the year.	✓ Integrate the United Nations Sustainable Development Goals.
We will partner to strengthen the municipality's resilience, liveability, health and wellbeing through community education and mitigation of the impacts of climate change. ▲	✓ Work with stakeholders, including emergency service organisations, to deliver Year two of Refuge, a five-year interdisciplinary project exploring the role of art and culture in preparing communities for climate-related impacts.	✗ Identify and commence one or more small open space pilot sites that support liveability and resilience in a higher density or hotter area of the municipality.	✓ Develop and implement an advocacy and communications plan to support advocacy, raise awareness and promote action on climate change and mitigation aligned with relevant endorsed Council strategies.	Work supporting this priority is included in our regular business throughout the next year.

▲ This is also a health and wellbeing priority.

Our four-year priorities were	Our 2017-18 focus was	Our 2018-19 focus was	Our 2019-20 focus was	Our 2020-21 focus was
We will facilitate introduction of 'caring for country' principles for urban land management.	✗ Trial the application of Caring for Country principles in the municipality.	Work supporting this priority was included in our regular business throughout the year.	Work supporting this priority was included in our regular business throughout the year.	Work supporting this priority is included in our regular business throughout the next year.
We will facilitate greater greening of the private realm. ▲	Work supporting this priority was included in our regular business throughout the year.	✓ (Major initiative) Implement the Green our City Strategic Action Plan, including the development of a business case for a future regulatory mechanism to support green roof and vertical greening.	✓ Progress a planning scheme amendment to improve sustainability performance and deliver green infrastructure on buildings. ✗ Progress stakeholder engagement to deliver small spaces in the Hoddle Grid.	Work supporting this priority is included in our regular business throughout the next year.
We will facilitate promotion of environmental sustainability by linking businesses to new initiatives and key sustainability projects, including sustainable food practices. ▲	✓ Promote a suite of options to encourage residents and businesses to achieve energy savings and access renewable energy.	Work supporting this priority was included in our regular business throughout the year.	Work supporting this priority was included in our regular business throughout the year.	Work supporting this priority is included in our regular business throughout the next year.
We will facilitate greenhouse gas emissions reduction across the municipality and the uptake of renewable energy.	✓ Promote awareness of large-scale off-site renewable energy purchasing models for large customers by sharing lessons from the Melbourne Renewable Energy Project.	✓ Facilitate a corporate Power Purchase Agreement based on the lessons from the Melbourne Renewable Energy Project to contribute to the municipality's renewable energy target.	✓ Facilitate a corporate Power Purchase Agreement to contribute to the municipality's renewable energy target. ✓ Facilitate a community renewable energy pilot such as a virtual power plant, solar garden, solar battery storage or smart grids.	↻ Embed ecologically sustainable development in the Planning Scheme. ✓ Investigate a rates incentive system to reduce emissions from buildings in the municipality. ✓ Reduce emissions through City of Melbourne major events, tenders and contracts. ✓ (Major Initiative) Implement the Climate and Biodiversity Emergency Response.

▲ This is also a health and wellbeing priority.

Our four-year priorities were	Our 2017-18 focus was	Our 2018-19 focus was	Our 2019-20 focus was	Our 2020-21 focus was
<p>We will facilitate innovative solutions to minimise the municipality’s waste.</p>	<ul style="list-style-type: none"> ✓ (Major initiative) Deliver year one of the Smart Bin Implementation Plan. ✓ Partner with Metropolitan Waste Management Group, Sustainability Victoria and Inner Melbourne Action Plan Councils to research and analyse the costs and benefits of innovative, smart waste management solutions that could be applied to inner Melbourne and the wider-metro catchment. 	<ul style="list-style-type: none"> ✓ (Major initiative) Finalise the Waste and Resource Recovery Strategy 2030 and Action Plan and commence year one deliverables, including improving waste collection in the central city. 	<ul style="list-style-type: none"> ✗ (Major initiative) Deliver year one of the Waste and Resource Recovery Strategy. Transitioned into ‘Introduce organic waste management for residents.’ 	<ul style="list-style-type: none"> ↻ Introduce organic waste management for residents. ↻ (Major initiative) Expand the waste and resource recovery hub network for city businesses. ✓ Reduce litter, waste and graffiti across the municipality. ↻ Improve recycling options for residents to recycle, re-use and compost.

Key

✓ Completed ↻ Ongoing ✗ Discontinued ✗ Discontinued impacted by COVID-19

Symbols for the previous year’s initiatives have been updated to reflect the current status.

A CITY FOR PEOPLE



A city for people welcomes all. It is accessible, affordable, inclusive, safe and engaging. It promotes health and wellbeing, participation and social justice. A city for people has political, religious and intellectual freedoms that nurture a rich and dynamic culture. It respects, celebrates and embraces human diversity. As a result, people of all ages and abilities feel secure and empowered.

Progress measures

Municipal major indicator

Resident's self-reported sense of wellbeing.

Result

70.18% satisfied with life

Municipal major indicator

The number of people sleeping rough on our streets.

Result

74 people (2020-21)

Our approach

Melbourne is home to people of diverse backgrounds, cultures, gender, sexualities, ages and family structures. It is a hub for services, education, entertainment and business and boasts world-class open spaces that people of all ages and abilities can enjoy.

Like many cities, we face several challenges. The cost of living and housing is rising, people are experiencing increased levels of social isolation, more people are living alone, and people are working longer hours. Lifestyles are increasingly sedentary, with rising rates of obesity, chronic illnesses and mental health issues.

The City of Melbourne has a complex role in supporting our residential population and those who commute into the city for work or to access services. As a city for people, we need to ensure Melbourne remains liveable, healthy and vibrant by:

- welcoming people from all walks of life so they feel safe and can participate fully in their community
- supporting people to have access to appropriate housing, education, healthy food, and spaces for recreation and community services
- adapting to meet the needs of a growing, changing population
- supporting better life opportunities and outcomes for all, particularly the vulnerable
- fostering physical, psychological and social resilience in individuals and communities.

Major initiative

Complete design documentation for Kensington Community Recreation Centre redevelopment ready for construction.

During 2020–21, we progressed the detailed design for the redevelopment of the Kensington Community Recreation Centre. Council endorsed the design in December 2020.

Following endorsement, we prepared documentation to enable the project to proceed to tender in April 2021. The tenders are currently being assessed. A contractor will be appointed later in 2021.

The centre has continued to operate and make a difference to the health and wellbeing of the community. The centre management has been working on relocation plans for the closure of the centre and opportunities for members to participate in activities at other locations. Activities will be relocated to the North Melbourne Community Centre, North Melbourne Recreation Centre and the Kensington Town Hall.

The redeveloped centre will have an increased range of facilities for individual, family and group use.



Initiatives and highlights

▣ Increase and upgrade accessible and inclusive spaces for women in City of Melbourne sports facilities ▲

Works to redevelop the Western, Brens and Ryder pavilions in Royal Park were included in the 2020-21 Annual Plan and Budget as a major initiative to increase accessible and inclusive spaces for women in our sports facilities. The impetus for these works is a combination of old and aging assets that are no longer fit for community sport and recreation in the 2020s and beyond, and the increasing number of women and girls participating in many sports.

The progress for each pavilion is:

Western Pavilion – following receipt of heritage approval for the works in December 2020 and subsequent procurement processes, works commenced on the Western pavilion project in late June 2021. Work will be completed by February 2022.

Brens Pavilion – Council approved the schematic design for this project and Ryder pavilion in February 2021. In May 2021, Sport and Recreation Victoria notified Council of Victorian Government stimulus funding of \$2,500,000 for this project. This project will commence in December 2021, with an estimated completion date of March 2023.

Ryder Pavilion – following the schematic design approval, construction will commence in 2022-23.

▣ Expand Smoke-free Melbourne ▲

Melbourne has become the first Australian city to have a formal framework to protect our community from the harms of smoking after the Future Melbourne Committee endorsed the Smoke-free Melbourne policy. The policy was developed with the support of local and international public health and tobacco control experts. We received further feedback during a six-month community engagement period that included online surveys via Participate Melbourne, online workshops, face-to-face pop-up activations and a deliberative community panel. A total of 1222 participants took part in engagement activities, with 77 per cent of participants indicating their support for the policy vision. The policy will guide the creation of more smoke-free areas in the central city of Melbourne, ways to reduce and de-normalise smoking, and support people to quit.

The policy presents a comprehensive framework to guide actions across four key domains:

- protect our community from second-hand smoke and aerosols, and discourage and de-normalise smoking by creating more smoke-free areas and events
- educate and raise awareness of the harms of smoking, promote behaviour change and the benefits of quitting
- communicate, promote, and increase awareness of our policy, focusing on people who smoke, those from diverse backgrounds, or with additional needs
- regulate smoking activities, including the advertising and sale of tobacco and e-cigarette products.

As part of this work, the City of Melbourne became a member of the Partnerships for Healthy Cities program, a global network of cities supported by Bloomberg Philanthropies with the World Health Organisation and Vital Strategies. We will now develop an implementation plan to guide actions and work with our partners and stakeholders in government, health, business, and community.

▣ Increase the supply of affordable homes in the City of Melbourne ▲

In December 2020, Council unanimously endorsed the Affordable Housing Strategy 2030 (the strategy). The strategy provides an evidence-based framework to guide decisions relating to affordable housing. The vision is to provide quality, affordable and accessible housing to a diverse community by increasing the supply of appropriate rental housing in the City of Melbourne. The strategy identifies a shortage of 5500 affordable housing dwellings in 2016 and anticipates this will increase to a shortfall of more than 23,200 dwellings by 2036.

The strategy outlines five priorities with actions under each priority area. The priorities are to:

- deliver more affordable rental housing on land owned by the City of Melbourne
- advocate for systemic change and new and ongoing investment for better affordable housing outcomes
- facilitate more affordable rental housing through the planning system
- partner with governments, industry, peak bodies and the community to increase affordable rental housing
- respond to the COVID-19 crisis with affordable rental housing.

▲ Health and wellbeing related highlight.

At the same time, the Victorian Government announced the \$5.3 billion Big Housing Build initiative. All Victorian councils, including the City of Melbourne, have received an open invitation from Homes Victoria to nominate Council-owned sites for affordable housing development. This funding provides a fantastic opportunity to realise many of the strategy's actions and directions.

Over the next 12 months, we will focus on increasing the supply of affordable housing through the five key priority areas, including an implementation plan across the government, private and not-for-profit sectors and the community. The strategy provides a road map to ensure living in high-quality and affordable housing within the City of Melbourne is more accessible to everyone.

▣ **Plan for enhanced facilities, services and open space for the North Melbourne Community Centre precinct** ▲

The North Melbourne Community Centre precinct is located within the Macaulay urban renewal area, which incorporates parts of North Melbourne and Kensington. The precinct offers a range of services in facilities owned by the City of Melbourne.

Significant population growth is predicted in both Macaulay and the neighbouring Arden urban renewal areas. The Victorian Government population forecasts indicate that Macaulay could accommodate 10,000 residents and 9500 workers by 2051. Arden is forecast to have 15,000 Arden residents and 43,500 workers by 2051. We will need to deliver community infrastructure to service this new population and support the health, wellbeing, amenity and identity of future residents and workers.

The City of Melbourne has produced a Community Infrastructure Needs Assessment and Macaulay Structure Plan Refresh. We mapped existing community infrastructure to understand the current and future needs. The City of Melbourne and the Victorian Government met to investigate affordable housing needs and community infrastructure requirements for Macaulay and the potential to co-locate facilities and services to benefit residents. A report was developed, which includes a summary of strategic planning and site development controls for consideration by Homes Victoria. The report contains the estimated floor space need to redevelop the existing community infrastructure facilities. We have allocated a 2021-22 capital works budget of \$500,000 to commence social value community engagement, a business case and initial planning for the North Melbourne Community Centre precinct.

▣ **Reduce homelessness in the city** ▲

The City of Melbourne is committed to reducing homelessness in the city.

We know that people can take back control of their lives when housing is available. However, we also know there is a shortage of tailored housing to support vulnerable community members to sustain their tenancies and ensure pathways out of homelessness. In response, we are increasing the supply of safe and supported accommodation through the Make Room project.

Make Room will repurpose a vacant Council-owned building located at 602 Little Bourke Street to provide up to 12-months of specialist accommodation for up to 50 residents. We will refurbish the building and convert it into safe, modern and practical place for people to live. A ground floor with a community space will include a social enterprise. In addition, the activation of the street frontage will help foster community, belonging and enhance safety and security.

The six-storey building plus basement was formerly used as an electricity supply building and is currently vacant. The building has an estimated asset value of \$7.45 million. The total cost of the refurbishment is estimated to be \$20 million.

This year has included extensive project planning, establishing of partnerships and sourcing of funding to enable the Make Room vision to become a reality.

The launch of Make Room included a comprehensive community engagement program to inform residents, businesses and stakeholders within a 200-metre radius of the site. Approximately 13,000 letters and emails helped to inform the community about the location and refurbishment. We published detailed information on Participate Melbourne.

We are working with the Victorian Government, philanthropists and corporates to fund and deliver this project. Ongoing individual case management will be provided to break the cycle of rough sleeping and homelessness and help people get their lives back on track.

We will appoint a registered housing provider to redevelop and refurbish the building. Works will start in late 2021, with services and accommodation up and running by late 2023.

▲ Health and wellbeing related highlight.

■ Support young African Australians ▲

A focus of our work to support young African Australians has been to facilitate learning opportunities in leadership, training and education, to build confidence and skills toward professional pathways for young people. In partnership with not-for-profit service provider organisations and Victorian Government agencies, we have delivered projects that respond to the challenges that young people experience in accessing training and employment opportunities. These range from projects that support young people to be 'job ready' through writing resumes and interview training to work experience with social enterprises. A collaboration with the Incubate Foundation included a two day 'Hackathon' linking young entrepreneurs with business mentors to develop ideas for business innovation.

The Melbourne Youth Alliance, a group of eight young African Australians, was established to explore opportunities that respond to the needs of young people in our city. The group ensures that work to support young people is peer-led. The alliance recently collaborated on a youth career networking event. The event was informed by a report by Multicultural Affairs Victoria titled Meet Me in the Middle, which identified challenges for young people in gaining employment during COVID-19. The report recommends ways to bridge the gaps between employers and young people to increase employment opportunities. The successful youth networking event brought together young people, service providers, employers and Victorian and local government representatives to discuss opportunities to improve employment pathways.

■ Young at Heart goes online ▲

With Kensington Community Recreation Centre closed due to COVID-19 a number of initiatives were put online, giving community access to recreation and fitness services while in lockdown.

After reviewing what other recreation facilities were offering the community online, it was quickly identified that there was a gap in programs specifically for older adults. Older people were classified as at a high risk of developing severe disease from COVID-19 and more likely to experience negative health and wellbeing impacts from extended social isolation. The Young at Heart online fitness program was created to connect with our older residents and provide programs to support their health and wellbeing.

The team ran the first live and interactive fitness class, 'Young at Heart with Bo', to engage members so they could not only complete a workout but also spend some time afterwards catching up with the instructor and each other in a similar way to what would happen when the Centre was open. This was all conducted online and participants were able to easily master the video conference application while helping other users trouble shoot any connection issues.

Feedback was all very positive from users with one member stating how good it was 'to see some familiar faces' through the program. Participants showed a keen interest for similar programs continuing into the future.

■ 'Our Shout' Food Voucher Program ▲

The City of Melbourne implemented the 'Our Shout' food voucher program in partnership with Queen Victoria Market to provide food vouchers to international students impacted by job loss, housing insecurity or other financial matters. We contributed \$600,000 and, in partnership with the Victorian Government, the University of Melbourne, RMIT, Deakin University, Federation University and La Trobe University, approximately \$2 million in total was provided for nearly 10,000 international students (\$200 vouchers per student).

The 'Our Shout' program significantly benefited Queen Victoria Market food traders, delivering over \$1.8 million of additional customer expenditure to traders at a time where they needed it the most. Vouchers were tracked and monitored with the vast majority being spent on fresh produce, including fruit, vegetables, meat, fish, poultry, eggs and dairy. Some vouchers were also redeemed on takeaway food at some of the Market cafes.

Running from late May 2020 to December 2020, the 'Our Shout' program provided relief and financial support to small businesses and students in need.

▲ Health and wellbeing related highlight.

▣ Time in the Towers ▲

As City of Melbourne facilities were closed during the lockdowns in 2020, a number of staff from across the organisation were redeployed to assist in the joint response between State Emergency Services, the Victorian Government and the City of Melbourne to support residents of the North Melbourne Public Housing Estate during their two-week hard lockdown in 2020.

As residents were unable to leave their homes, staff worked long days to ensure that culturally appropriate dietary needs were met. They also ensured the safety of staff and residents in the building through strict COVID-safe measures, including screening for symptoms.

Staff reported that the experience, though at times confronting, provided an opportunity to make a difference during a very difficult time for residents. It helped staff gain a greater understanding and respect for the diverse cultural and religious needs of our community in North Melbourne.

▣ Growing Kensington stockyard food garden ▲

City of Melbourne funded the creation of this community-run productive food garden in 2019, located in the old stockyards in Kensington. The garden serves the local community members and it is supported by a volunteer gardening team. While access to the garden was restricted due to COVID-19, there were some huge successes, primarily due to the installation of 30 new innovative self-watering garden beds to supplement the existing 68 beds. Twelve of these beds have been allocated to Australian bush food, and another 10 beds were provided to members who wanted to explore the cycle of food production, from seed to harvest to seed, under the guidance of our gardening team.

During the year, members harvested 500 kg of produce from the garden and the committee distributed a further 265 kg of vegetables to the community through the Kensington Neighbourhood House Pantry. The garden also welcomed 49 new members and continues to grow through a combination of community grant funding and fundraising activities.

▣ Caring for pets during lockdown ▲

Amid the myriad of people struggling in lockdown, the animal management team identified that people were just as concerned for the needs of their furry family members. While an entire apartment complex was in lockdown, the animal management team supported residents by caring for their pets. Regular dog walking services were offered allowing precious pets to get outside, get some exercise and go to the toilet outside.

Animals were taken to veterinary clinics for appointments and treatments when required. Understanding the importance of routine, regular stimulation in the community, and much needed fresh air, this support service eased stress and anxiety on residents and allowed them to be more at ease in lockdown, knowing their pets were getting the care they needed.

Feedback from residents indicated that it made the lockdown period easier to manage as they weren't tempted to breach restrictions. This made for happier pets and happier owners.

▣ COVID-19 emergency community response grant program ▲

In response to the extended lockdown in Melbourne in 2020, City of Melbourne provided \$200,000 worth of grants of up to \$5000 each to not-for-profit and community group. The grants were aimed at supporting local communities with a focus on people who may experience increased vulnerabilities, including families with children, young people, culturally and linguistically diverse communities, people from low-income households or those experiencing homelessness, people with a disability and older people. The funding helped strengthen social connections and build local organisations' capacity to support our diverse communities during the COVID-19 pandemic. The grants were provided to 57 community organisations with the emergency funds benefiting 24,000 City of Melbourne residents. Funds enabled the delivery of online programs and resources in different languages, provided new ways to remain connected during isolation, and provided essentials such as personal items, medications, clothing, and payment of utility bills, as well as groceries and meals for those experiencing food insecurity.

▲Health and wellbeing related highlight.

HOW WE PERFORMED AGAINST OUR INDICATORS

The City of Melbourne aimed for several outcomes over the four years of its Council Plan 2017-21. We measured progress by the following indicators. Results are from 2017-18, 2018-19, 2019-20 and 2020-21 unless otherwise noted.

Outcome

People feel welcomed and included.

Municipal major indicator

Residents' self-reported sense of wellbeing. [▲]

Results

2020-21
70.18% satisfied with life

2019-20
71.9% satisfied with life

2018-19
72.6% satisfied with life

2017-18
73.2% satisfied with life

Our progress

In 2021, adult residents in the municipality scored their personal wellbeing at 70.18 out of 100, which is lower than the normative score for Australians (75.5 out of 100). Residents' self-reported sense of personal wellbeing is tracking downwards over time, dropping from 73.2 in 2018 to 70.18 in 2021. This downward trend and has been exacerbated by COVID-19 with people's health and wellbeing significantly impacted by the pandemic and lockdown restrictions. The COVID-19 Social Survey conducted by the City of Melbourne during the second lockdown in metropolitan Melbourne between July and December 2020 found that people rated their personal wellbeing at 51.5 out of 100 during Stage 4 restrictions in late 2020 (compared to historic scores in the low seventies). Overall personal wellbeing was lowest in Melbourne CBD, Kensington, North and West Melbourne, Carlton and Parkville. According to researchers at Deakin University, personal wellbeing scores below 55 are indicative of depression. Personal wellbeing scores did bounce back somewhat after lockdown ended, highlighting the changing picture of our communities' resilience. In this survey, around half (55.7 per cent) reported that the COVID-19 pandemic has had a big impact on their mental health.

Note: Municipal data is from the City of Melbourne Community Indicator Survey 2021; national data is from the Australian Unity Wellbeing Index.

[▲]This is also a health and wellbeing related indicator.

Outcome

People are supported to find pathways out of homelessness.

Municipal major indicator

The number of people sleeping rough on our streets. ▲

Results

2020-21
74 people

Our progress

Based on data from the Melbourne Zero By-name list, 74 people were recorded as sleeping rough in the municipality as at 30 June 2021. The total number of people recorded on the By-name list for this same period was 303, this figure included:

- 74 people sleeping rough
- 140 people in emergency accommodation (COVID-19 response)
- 60 people in community rooming houses, transitional housing, bedsit or couch surfing
- 23 people whose circumstances were unknown
- 6 people in the health or justice systems.

▲ This is also a health and wellbeing related indicator.

City of Melbourne indicators

Outcomes and indicators	Results 2017-18	Results 2018-19	Results 2019-20	Results 2020-21	Our progress
Outcome: People feel welcomed and included					
Indicator					
The number of projects funded through community grants programs that are aimed at increasing participants' connection to their community.	71	81	83	140	In 2020-21 the City of Melbourne funded 140 projects through community grants programs, which included COVID-19 emergency response grants. This equates to 375 projects funded through community grants programs over the last four years.
Outcome: Melbourne's housing meets diverse needs					
Indicator					
The number of affordable housing units in City of Melbourne projects. ▲	96	96	96	144	<p>City of Melbourne has committed to deliver 25 per cent affordable housing in developments on its own land. This is included as a priority in the Council's Affordable Housing Strategy which was endorsed in December 2020.</p> <p>In 2020-21 the following commitment has been made or under construction: 50 units for the Make Room projects at 602 Little Bourke Street, Melbourne, 54 units for Therry Street, Melbourne (under construction) and 40 units for the Boyd Building.</p>

▲ This is also a health and wellbeing related indicator.

Municipal indicators

Outcomes and indicators	Results 2017-18	Results 2018-19	Results 2019-20	Results 2020-21	Our progress
Outcome: People feel welcomed and included					
Indicator					
An increase in community support for diversity. ▲ (Reported as the proportion of respondents who were supportive.)	92.8%	94.7%	95.7%	94.1%	In response to a survey of 2982 residents, workers, visitors and students, 94.1 per cent agreed to the question: 'To what extent do you agree or disagree that it is a good thing for a society to be made up of people from different cultures?' The results represent a decrease of approximately 1.6 per cent from the previous year.
Outcome: People are safe					
Indicators					
The rate of crimes against people.	2858.2	2499.5	2624.7	2216.3	The rate of crimes against people reported to Victoria Police decreased by 16 per cent from 2624.70 per 100,000 population in 2020 (year ending March) to 2216.30 per 100,000 population in 2021 (year ending March). The change may be due to COVID-19 lockdowns. Overall there were less community members in the city, including less businesses and venues operating, which may have impacted overall crime. Over the last four years, the rate of crimes against people has decreased 22 per cent from 2858.2 per 100,000 population in 2018.
The proportion of people who feel safe (by day). ▲	88%	83.5%	82.5%	78.9%	There has not been significant change in this indicator compared to the previous year. The proportion of people who reported feeling safe by day was around 78.9 per cent. Compared to the previous year, this represents a slight decline in people feeling safe during the day. However, this is not statistically significant. This represents a decline of 9 per cent over the last four years.

▲ This is also a health and wellbeing related indicator.

Outcomes and indicators	Results 2017-18	Results 2018-19	Results 2019-20	Results 2020-21	Our progress
Outcome: People are safe (continued)					
Indicators					
The proportion of people who feel safe (by night). ▲	58.7%	44.7%	53.7%	47.2%	The proportion of people who reported feeling safe by night was around 47 per cent. This indicates a decline from the 2019-20 result (54 per cent) and a decline of more than 11 per cent over the last four years since 2017-18. The difference between perceptions by day and night is consistent with research, suggesting that people generally feel less safe being alone at night. Overall there were fewer community members in the city at night due to COVID-19 restrictions. As a result, for some community members, the city feels quiet, abandoned and less inviting. In addition, less community member surveillance in the city impacts the perception of safety.
The rate of ambulance attendance to alcohol-related intoxication in the municipality. ▲	1316.44 (2016-17 result)	1332.81 (2017-18 result)	1362.06 (2018-19 result)	1221.73 (2019-20 result)	Based on latest available 2020 data, the rate of ambulance attendance for alcohol related intoxication in the municipality decreased by around 10 per cent between 2018-19 and 2019-20 (from 1362.06 per 100,000 population to 1221.73 per 100,000 population). Alcohol and other drug services report less intoxication in the city due to venues being closed as a result of COVID-19.
The rate of ambulance attendance for illicit drug misuse in the municipality. ▲	950.73 (2016-17 result)	777.96 (2017-18 result)	881.04 (2018-19 result)	736.3 (2019-20 result)	Based on latest available 2020 data, the rate of ambulance attendance for illicit drug use in the municipality declined by more than 16 per cent between 2018-19 and 2019-20 (881.04 per 100,000 population to 736.30 per 100,000). The decline may be due to COVID-19 restrictions as venues were closed. The COVID-19 lockdown and state and national border closures resulted in less availability of illicit substances on the drug markets.

▲ This is also a health and wellbeing related indicator.

Outcomes and indicators	Results 2017-18	Results 2018-19	Results 2019-20	Results 2020-21	Our progress
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Outcome: People are safe (continued)

Indicator

The rate of family violence recorded by police. ▲	950.6	875.4	947.5	1123	<p>The rate of family violence incidents reported to Victoria Police increased by 18.5 per cent from 2019-20 to 2020-21. There were 176 more reports per 100,000 population, from 947.5 to 1122.9. The majority of affected family members are women aged between 18 and 44 years old. The majority of other parties involved in family incidents are men aged between 25 and 44 years old.</p> <p>Note: A family incident is an incident attended by Victoria Police where a Victoria Police Risk Assessment and Risk Management Report were completed. This data represents the latest family incidents recorded for the Melbourne local government area for the period April 2020 to March 2021.</p>
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Outcome: Melbourne's housing meets diverse needs

Indicator

The number of affordable housing units negotiated through development planning.	0	0	38	47	<p>In 2020-21 there were 47 affordable housing units negotiated through development planning across four different developments. These include affordable dwellings in developments in Queen Street, CBD, Macaulay Road, Kensington, Spencer Street, Docklands and disability access studio accommodation in Elizabeth Street, CBD. This reflects a positive change in the amount of affordable housing that is being negotiated in the municipality, as well as the City of Melbourne's commitment to affordable housing outcomes.</p>
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▲ This is also a health and wellbeing related indicator.

Outcomes and indicators	Results 2017-18	Results 2018-19	Results 2019-20	Results 2020-21	Our progress
Outcome: People are healthy and well					
Indicators					
<p>An increase in the proportion of adult residents who consume enough fruit and vegetables to meet daily dietary requirements. ▲ (Reported as the proportion of adults in the municipality.)</p>	6%	4%	7%	6.4%	<p>Australian daily dietary guidelines recommend the average adult consume five serves of vegetables and legumes and two serves of fruit a day. The proportion of City of Melbourne residents who met the minimum daily consumption of fruit and vegetable intake decreased slightly from 7 per cent in 2020 to 6.4 per cent in 2021.</p> <p>According to the Victorian Population Health Survey 2019, this figure is lower than reported for Victoria (3.6 per cent in 2019). This survey also found that just 40.6 per cent of the Victorian adult population consume enough fruit and only 5.7 per cent consume adequate vegetables.</p> <p>Although there was a slight decrease in the last 12 months (7 per cent in 2020 and 6.4 per cent in 2021), we can see an overall upwards trend in City of Melbourne residents who met the minimum daily requirements of fruit and vegetable intake across the three year period, from 4 per cent in 2019 (data source changed in 2019) to 6.4 per cent in 2021.</p> <p>People's health and wellbeing was significantly impacted by the COVID-19 pandemic and lockdown restrictions. The COVID-19 Social Survey conducted by the City of Melbourne during the second lockdown in metropolitan Melbourne between July and December 2020 found that 27.5 per cent of people reported eating less healthy food, 54.9 per cent ate about the same and 16.5 per cent ate more healthy food. With more than one quarter of the population reporting eating less healthy food during the July to December lockdown, it might account for the slight decrease seen from 2020 to 2021.</p>

▲ This is also a health and wellbeing related indicator.

Outcomes and indicators	Results 2017-18	Results 2018-19	Results 2019-20	Results 2020-21	Our progress
Outcome: People are healthy and well (continued)					

Indicators

<p>A decrease in the proportion of people who experience food stress. ▲ (Reported as the proportion of residents who experienced food stress.)</p>	26.2%	25.8%	32.9%	33.3%	<p>The proportion of residents who report experiencing food stress has increased significantly, rising from 26.2 per cent in 2018 to 33.3 per cent in 2021. This included people who:</p> <ul style="list-style-type: none"> • ran out of food and could not afford to buy more (20.4 per cent to 27.3 per cent) • skipped meals or ate less because they worried about not having enough food (15.2 per cent to 21.6 per cent). • worried about running out of food (13.8 per cent to 19.3 per cent).
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The 2021 City of Melbourne Social Indicators Survey found that younger adults aged 18 to 24 (49.5 per cent) were more likely to be food insecure compared to the general municipality of Melbourne population, especially those who lived alone (44.8 per cent). Students (49.8 per cent) were also likely to be food insecure as well as people who were employed on a part-time or casual basis (45.4 per cent) and unemployed (42.0 per cent). Less economically advantaged groups such as low income households earning less than \$33,799 per year (58.8 per cent) and people living in public housing (54.8 per cent) and private renters (40.2 per cent) were more likely to be food insecure compared with the general population. Residents who spoke a language other than English were more likely to be food insecure compared to residents who spoke only English (38.8 per cent compared to 27 per cent). The most food insecure suburbs in the municipality are Carlton (44.3 per cent) and Melbourne 3000 (37.0 per cent).

The economic impacts of the COVID-19 pandemic have increased the extent of food insecurity in the municipality, not just in terms of the number of people experiencing it, but also the severity of it for some individuals and households. We now know that 1 in 3 households across the municipality are food insecure, a 7.5 per cent increase since the pandemic hit. A special COVID-19 report from Foodbank, the leading provider of food and groceries to local charities, has found that the demand for food relief has doubled since the onset of the pandemic (an increase of 47 per cent), and around 29 per cent of food insecure Victorians had never gone hungry before the pandemic. We are witnessing a whole new level of vulnerability in our city.

▲ This is also a health and wellbeing related indicator.

Outcomes and indicators	Results 2017-18	Results 2018-19	Results 2019-20	Results 2020-21	Our progress
Outcome: People are healthy and well (continued)					
Indicators					
<p>A decrease in the proportion of people who experience food stress. ▲</p> <p>(Reported as the proportion of residents who experienced food stress.)</p>					<p>Research by Deakin University in 2020 found an increase in people seeking food relief from people on temporary visas, international students and other people who were ineligible for government support. There was also an increase in parents accessing food for children, and women fleeing domestic violence situations.</p>
<p>The proportion of residents who produce and consume their own food. ▲</p>	58.9%	61.4%	64.7%	61.9%	<p>The proportion of residents who produced and consumed their own food has decreased from 64.7 per cent in 2020 to 61.9 in 2021. This includes people who grow herbs, fruit or vegetables; keep fowl for eggs; freeze, dry or cure meat; freeze, dry, pickle or bottle fresh fruit and vegetables; make jams and conserves; or make cheese or yoghurt. This includes all aspects of production from entry level herb growing in pots (31.4 per cent) to larger garden projects such as growing vegetables and fruits at home (19.5 per cent) or street or community gardens (3.9 per cent), preserving or pickling produce (19.1 per cent) and making jams and conserves (14 per cent).</p> <p>Despite nearly a 3 per cent decrease from 2020 to 2021, we can see across the four-year period that food growing is an increasing trend in the City of Melbourne, from 58.9 per cent in 2018 to 61.9 in 2021.</p> <p>A Pandemic Gardening Survey conducted in June–July 2020 by Sustain: The Australian Food Network found one in four respondents have grown significantly more food since COVID-19 and that 38 per cent felt less stressed or anxious when gardening.</p>

▲ This is also a health and wellbeing related indicator.

Outcomes and indicators	Results 2017-18	Results 2018-19	Results 2019-20	Results 2020-21	Our progress
Outcome: People are healthy and well (continued)					
Indicators					
The proportion of adults who get adequate physical exercise. ▲	52.6%	45.4%	47.3%	45.3%	<p>Despite a 2 per cent increase in the previous year from 2019 to 2020, the proportion of adults (residents, students and workers) who get adequate physical activity (defined as 30 minutes or more of physical activity on four or more days per week) has dropped by 2 per cent in 2021 and is on a downward trend, dropping from 52.6 per cent in 2018 to 45.3 per cent in 2021. The 2021 figure is also lower than the latest reported figure for Victoria (51.1 per cent as highlighted by Victorian Population Health Survey 2019). Latest release results (2017-21) for neighbouring local government areas include Port Phillip (59 per cent), Yarra (55 per cent) and Stonington (49 per cent).</p> <p>The 2021 City of Melbourne Social Indicators Survey found that pensioners (19.7 per cent) were more likely to be inactive compared to the general municipality of Melbourne population. Young people living alone (44 per cent) were also more likely to be inactive as well as families with children aged 10 to 15 years (35.7 per cent) and unemployed (33 per cent). Less economically advantaged groups such as low income households (40.7 per cent) and people living in public housing (36.3 per cent) were more likely to be inactive compared with the general population. Also, residents who spoke a language other than English were more likely to be inactive compared to residents who spoke only English (40.1 per cent compared with 49.9 per cent), including international students (35.1 per cent). The most inactive suburbs in the municipality are Docklands (42.3 per cent), Melbourne 3000 (43.3 per cent) and Carlton (46.8 per cent).</p> <p>People's health and wellbeing was significantly impacted by the COVID-19 pandemic and lockdown restrictions. The COVID-19 Social Survey conducted by the City of Melbourne during the second lockdown in metropolitan Melbourne between July and December 2020 found that 62.1 per cent of people reported exercising less, 19.2 per cent exercised about the same and 16.5 per cent exercised more.</p>

▲ This is also a health and wellbeing related indicator.

Outcomes and indicators	Results 2017-18	Results 2018-19	Results 2019-20	Results 2020-21	Our progress
Outcome: People are healthy and well (continued)					

Indicator

The proportion of adults who get adequate physical exercise. ▲

The closure of recreational facilities during the lockdown, such as pools and gyms, may explain some of the decline in participation over the last year, but it has also diverted users to other forms of active recreation such as cycling, walking, running and scooting. More people are also reported to be using local paths, streets and parks, highlighting the importance of public open spaces that encourage physical activity.

Municipal data is taken from the City of Melbourne Community Indicator Survey 2018, 2019, 2020 and 2021.

Outcome: Children and families have access to quality early years programs					
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Indicator

The Australian Early Development Index score for the municipality.

77.7 78.3 78.3 78.3

The 2018 national Australian Early Development Census data focuses on the developmental health and wellbeing of all children starting formal school in the Melbourne community. Data is collected across five domains closely linked to child health, education and social outcomes. Of 552 children in this study, around 78 per cent are developmentally on track. However, this statistic implies that almost 22 per cent of children in early education in the municipality are still developmentally vulnerable on at least one developmental domain.

▲ This is also a health and wellbeing related indicator.



PRIORITIES AND INITIATIVES

The table below lists our Annual Plan and Budget initiatives against our four-year priorities in the Council Plan 2017–21.

A total of five 2020–21 initiatives were completed under 'a city for people'. Five initiatives are ongoing and will continue to be delivered in 2021–22.

Our four-year priorities were	Our 2017–18 focus was	Our 2018–19 focus was	Our 2019–20 focus was	Our 2020–21 focus was
We will provide opportunities to celebrate cultural diversity. ▲	Work supporting this priority was included in our regular business throughout the year.	Work supporting this priority was included in our regular business throughout the year.	Work supporting this priority was included in our regular business throughout the year.	<ul style="list-style-type: none"> ✓ Support young African Australians. ↻ Develop a ten-year Inclusive Melbourne Strategy.
We will provide a review of the options for housing in the municipality, taking into account the needs of a diverse population. ▲	<ul style="list-style-type: none"> ✓ Review and broker affordable housing options to enable more affordable housing in the municipality. 	<ul style="list-style-type: none"> ✓ Undertake a housing capacity study and needs analysis to build the evidence base on emerging challenges in preparation for further work on affordable housing in the municipality. 	<ul style="list-style-type: none"> ✓ (Major initiative) Partner with the Victorian Government, other Councils and key stakeholders to progress affordable housing mechanisms and commence development of an Affordable Housing Policy. 	<ul style="list-style-type: none"> ↻ Increase the supply of affordable homes in the City of Melbourne.
We will partner to improve community safety through crime prevention with Victoria Police, business and resident groups. ▲	<ul style="list-style-type: none"> ✓ Address and improve safety for women inside and around the city's night entertainment venues. 	<ul style="list-style-type: none"> ✓ (Major initiative) Continue to work with Victorian Government and Victoria Police on the strategy and delivery of security treatments across different precincts within the central city and at key access points to the central city. 	Work supporting this priority was included in our regular business throughout the year.	Work supporting this priority is included in our regular business throughout the next year.

▲ This is also a health and wellbeing priority.

Our four-year priorities were	Our 2017-18 focus was	Our 2018-19 focus was	Our 2019-20 focus was	Our 2020-21 focus was
<p>We will partner to create and maximise use of recreation spaces. ▲</p>	<p>Work supporting this priority was included in our regular business throughout the year.</p>	<p>Work supporting this priority was included in our regular business throughout the year.</p>	<p>✗ Complete designs for the renewal of Brens, Ryder and Western Oval sporting pavilions in Royal Park.</p> <p>Transitioned into 'Increase and upgrade accessible and inclusive spaces for women in City of Melbourne sports facilities.'</p> <p>✓ Engage the community to inform preparation and completion of detailed designs for the Kensington Community Recreation Centre.</p> <p>✗ Finalise location, concept design and delivery arrangements for the redevelopment of the North Melbourne Community Centre.</p> <p>Transitioned into 'Plan for enhanced facilities, services and open space for the North Melbourne Community Centre precinct.'</p>	<p>↻ (Major Initiative) Increase and upgrade accessible and inclusive spaces for women in City of Melbourne sports facilities.</p> <p>✓ (Major Initiative) Complete design documentation for Kensington Community Recreation Centre redevelopment ready for construction.</p> <p>↻ Plan for enhanced facilities, services and open space for the North Melbourne Community Centre precinct.</p>
<p>We will partner to ensure early-year programs deliver quality outcomes for children and families by working with service providers.</p>	<p>✓ (Major initiative) Commence construction of the Lady Huntingfield integrated children and family centre.</p>	<p>Work supporting this priority was included in our regular business throughout the year.</p>	<p>Work supporting this priority was included in our regular business throughout the year.</p>	<p>Work supporting this priority is included in our regular business throughout the next year.</p>

▲ This is also a health and wellbeing priority.

Our four-year priorities were	Our 2017–18 focus was	Our 2018–19 focus was	Our 2019–20 focus was	Our 2020–21 focus was
We will partner to support people sleeping rough to access the services they need. ▲	✓ (Major initiative) Implement the Pathways Innovation Package for housing and homelessness.	✓ (Major initiative) Work with our partners to support pathways out of homelessness, including creating a campaign that encourages appropriate giving whilst discouraging inappropriate donations of goods and services.	Work supporting this priority was included in our regular business throughout the year.	Work supporting this priority is included in our regular business throughout the next year.
We will facilitate integrated service provision for people experiencing homelessness. ▲	Work supporting this priority was included in our regular business throughout the year.	Work supporting this priority was included in our regular business throughout the year.	✓ (Major initiative) Establish mechanisms and partnerships to enable donations from the corporate and philanthropic sectors to help provide additional crisis accommodation and support services within inner metropolitan municipalities for rough sleepers and those at high risk of homelessness.	↻ Reduce homelessness in the city.
We will facilitate opportunities for the community to participate in activities that improve their health and connection to the community. ▲	✓ Implement the agreed next steps following the Sunday streets trial.	✓ Investigate options for the provision of exercise opportunities for seniors.	✓ Propose to make Bourke Street Mall a smoke-free area. ✓ Provide opportunities for all students, both international and local, to participate in local events.	✓ Develop and implement a program of engagement for international students. ✓ Expand Smoke-free Melbourne.
We will facilitate opportunities for international students to acquire leadership skills, integrate in and contribute to the wider community. ▲	Work supporting this priority was included in our regular business throughout the year.	Work supporting this priority was included in our regular business throughout the year.	Work supporting this priority was included in our regular business throughout the year.	Work supporting this priority is included in our regular business throughout the next year.

▲ This is also a health and wellbeing priority.

Our four-year priorities were	Our 2017-18 focus was	Our 2018-19 focus was	Our 2019-20 focus was	Our 2020-21 focus was
We will facilitate ongoing education and promotion regarding urban agriculture and access to healthy food. ▲	Work supporting this priority was included in our regular business throughout the year.	✓ Establish and lead a Melbourne Food Alliance to address current and future urban food system issues associated with city growth and development.	✓ Investigate incorporating Aboriginal food in communal gardens in Kensington, with a focus on engaging young people.	Work supporting this priority is included in our regular business throughout the next year.
We will advocate for increased access, inclusion and participation of all people in public spaces, programs and services irrespective of ability, background, class, gender and orientation. ▲	✓ Review Council's role in the provision of services and activities to older people and people with disability in response to the National Disability Insurance Scheme and Aged care reforms.	✓ Support social cohesion within our communities by engaging at-risk young people (14 to 25) and linking them to employment and training pathways and local mentors. ✓ Explore opportunities to partner with the Melbourne Disability Institute to ensure full participation for people with disabilities.	✓ Coordinate a sector-wide local agency partnership framework that connects young African Australians to professional pathways, including employment, training, leadership and mentoring.	✓ Engage the philanthropic sector to contribute to community priorities.
We will advocate for the promotion of gender equity and prevention of violence against women and children, including in the home. ▲	✓ Develop a gender equity statement that informs, and guides services, programs and projects delivered by the City of Melbourne.	Work supporting this priority was included in our regular business throughout the year.	Work supporting this priority was included in our regular business throughout the year.	Work supporting this priority is included in our regular business throughout the next year.

Key

✓ Completed ↻ Ongoing ✕ Discontinued

Symbols for the previous year's initiatives have been updated to reflect the current status.

▲ This is also a health and wellbeing priority.



A CREATIVE CITY

Melbourne will be a place that inspires experimentation, innovation and creativity and fosters leaders of ideas and courage. It supports and values its artists and broader creative community. It will invest in the creativity of people of all backgrounds and abilities in all pursuits. As a result, Melbourne’s reputation will attract and retain pioneers in the creative arts and innovation sectors and enable them to contribute to the city’s prosperity.

Progress measures

Municipal major indicator

The value to the local economy of the creative sector in gross local product.

Result
Not available

Municipal major indicator

The amount of arts and cultural space in the municipality.

Result
414,000 sq.m

Our approach

Great cities bring together people of diverse backgrounds and talent to collectively reinvent the future. They allow people to imagine new possibilities, take risks, and express their ideas and insights.

Melbourne’s artistic, cultural and creative life is vital for community wellbeing. It provides a shared language for people of all ages and backgrounds to explore ideas, connect through authentic experiences, and participate in conversations larger than themselves. A creative city is about fulfilling people’s basic needs around meaning and belonging. It is about enabling them to realise their highest ideals and potential.

Fostering a creative city requires the right foundations and supporting infrastructure. We consolidated our strength as a global arts and cultural hub by:

- embracing the transformative role that creativity plays in building all aspects of a bold, innovative and sustainable city
- enabling artists and creative practitioners by providing resources and spaces for production and collaboration
- encouraging all people to participate in the free flow of ideas
- respecting the role that artistic and creative experiences play in healthy individual development, community wellbeing and social cohesion
- investing in social and cultural capital by supporting arts and culture
- providing an environment that inspires artists, creative practitioners and innovative enterprise and encourages the public to ask questions, challenge boundaries and explore new horizons.

Major initiative

Invest in public art in the City of Melbourne

Melbourne is globally recognised as a city of culture, the arts and creativity. The creative industries have traditionally been a jobs powerhouse, contributing \$31 billion to the economy annually and employing 260,000 people, or eight per cent of the workforce. They have helped Melbourne develop into a vibrant city where people want to work, live and socialise.

Unfortunately, over the past year, the impact of COVID-19 on our city's economy, including our once thriving creative sector, has been devastating. As we reactivate our city and plan for our economic recovery, the creative industries will play a key role. Research shows that an investment of \$1 million in creative programming has an estimated return of \$4.5 million (SGS Economics & Planning, 2021).

We're partnering with the Victorian Government and investing more than \$8 million to deliver the Flash Forward public art program to revitalise 40 of Melbourne's historic laneways. Flash Forward supports the creative resurgence of Melbourne by creating more than 160 jobs for local artists. These artists are using their skills and imagination to create a connected network of laneways across Melbourne. During 2020-21, Flash Forward commissioned 40 music albums and 40 major mural and street artworks, as well as 15 lighting installations to entice visitors back to the CBD and explore our unique laneways and precincts. Eleven major mural and street artworks were delivered, with the remaining works to be installed in 2021-22 alongside the launch of albums and lighting installations.

In a further investment in public art, we partnered with the National Gallery of Victoria. As a result, we installed the first of three major public art commissions to coincide with the Triennial exhibition in December 2020. *Australian Birds*, a permanent public artwork by internationally-renowned artist Julian Opie, sees animated pigeons, gulls, ducks, swamp hens, herons, and ibis graze on nature strips along St Kilda Road.



Installation view of Julian Opie's work *Australian birds*, which was on display in NGV Triennial from 19 December 2020 to 18 April 2021 at NGV International
Commissioned by the National Gallery of Victoria and the City of Melbourne

City of Melbourne Art and Heritage Collection
© Julian Opie
Photo: Tom Ross Photography

Our investment in public art will continue in 2021-22. Works in development include a public artwork at Batman Park in partnership with the Australian Centre for Contemporary Art, permanent public artwork at the Munro site as part of the Queen Victoria Market Precinct Renewal, and a second temporary commission at University Square, Carlton.

Initiative

▀ Develop and implement a program of engagement for international students ▲

Melbourne's international student community contribute enormously to the city's economy, culture and vitality. They are employees, tourists, customers, performers, business operators and entrepreneurs.

Before COVID-19, more than 200,000 international students from 170 countries lived and studied in Greater Melbourne. International students made up 39 per cent of Carlton residents, 38 per cent of CBD residents, 15 per cent of Southbank residents and 14 per cent of Docklands residents.

The return of international students to Melbourne is critical for our city's recovery from the impacts of COVID-19. To achieve this, we recognise the importance of advocacy to the Victorian and Australian governments to support international students returning to study, work and live in Melbourne. Therefore, in April 2021, the Lord Mayor wrote to the Acting Premier and the Australian Minister for Education and Youth, advocating for the return of international students to the State.

This year, we delivered a suite of programs to support international students in the areas of pastoral care and wellbeing, food relief, legal rights and pathways to employment.

The 'Our Shout' food voucher program ran from May through to December to provide \$200 food vouchers to international students impacted by COVID-19.

In support of international student wellbeing, we ran a range of online and in-person programs, incorporating wellness, cooking, art and dance workshops to support social connections and engagement.

This year we also reactivated The Couch - International Student Centre in partnership with the Salvation Army. Located at 69 Bourke Street, Melbourne. This is a space for international students to engage, access free hot meals, volunteer and connect with the local community through planned activities.

The City of Melbourne understands the importance of creating pathways to employment for international students and has run resume and LinkedIn profile training, communication workshops and online English conversation sessions regularly this year.

In July 2020, we delivered the seventh Melbourne International Student Conference in partnership with Meld Community. In addition to building international students' business, entrepreneurship, and professional development skills, the conference focused on career development during COVID-19, professional communication in digital environments and job-seeking changes. In May 2021, the City of Melbourne delivered NexStar in partnership with ACASE, a program that links international students with startups. This experiential learning platform supports students to improve their entrepreneurial capabilities.

We will continue to play a leadership role in advocating for the return of international students and promoting the interests of the international student community to ensure that they feel welcomed, appreciated and supported.

▲ Health and wellbeing related highlight.

HOW WE PERFORMED AGAINST OUR INDICATORS

The City of Melbourne aimed for several outcomes over the four years of its Council Plan 2017–21. We measured progress by the following indicators. Results are from 2017–18, 2018–19, 2019–20 and 2020–21 unless otherwise noted.

Outcome

Artists are supported to test, develop and realise ideas.

Municipal major indicator

The value to the local economy of the creative sector in gross local product.

Results
2020–21 Not available
2019–20 Not available
2018–19 \$4.18 billion
2017–18 \$3.84 billion

Our progress

The results for 2020–21 and 2019–20 are not available due to the amount of disruption the creative sector has undergone. The previous methodology to calculate this indicator cannot be used as the creative sector has been heavily impacted by COVID-19. There was a rise from \$3.84 billion in 2017–18 to \$4.18 billion in 2018–19 in gross local product to the municipal economy. Melbourne's creative industry includes state-of-the-art film studios at Docklands, fashion design, record labels, songwriters and web designers.

Outcome

The economic value of Melbourne's creative industries sector grows.

Municipal major indicator

The amount of arts and cultural space in the municipality.

Results
2020–21 414,000 sq.m
2019–20 404,000 sq.m
2018–19 398,000 sq.m
2017–18 397,000 sq.m

Our progress

The amount of arts and cultural space in the municipality has risen due to an increase in floor space occupied by museum operations and performing arts venue operations. This indicator measures the total floor space occupied by arts and cultural activity in the municipality including work performed by creative artists, musicians, writers and performers, performing arts operations, performing arts venue operations, museum operations and religious services. Over the four years 2017 to 2020, this indicator has trended up from 397,000 square metres to 414,000 square metres.

City of Melbourne indicators

Outcomes and indicators	Results 2017-18	Results 2018-19	Results 2019-20	Results 2020-21	Our progress
Outcome: Artists are supported to test, develop and realise ideas					
Indicators					
The number of creative spaces made available for artists by the City of Melbourne.	212	157	158	160	The number of creative spaces made available by the City of Melbourne has increased with two new studios, one at The Pavilion in Fitzroy Gardens and one at Shop 5, 218-242 Little Collins Street Melbourne. The remaining figure represents the number of creative spaces made available through the Creative Spaces program as well as the following venues: Meat Market, Arts House, Signal, ArtPlay, Town Hall Grand Organ, Federation Bells, Library at The Dock, City Library and Kathleen Syme Library and Community Centre. Creative spaces at the City of Melbourne were closed for nearly four months of 2020-21, under Victorian Government COVID-19 guidelines.
The number of artists supported by the City of Melbourne.	17,678	19,463	18,738	11,448	<p>The City of Melbourne continues to support artists in many ways including the creative investigation, development and presentation of programs at Arts House, Signal and ArtPlay. We also support artists through grants to individuals and organisations, access to creative spaces, and through events such as Moomba, Melbourne Music Week and Melbourne Fashion Week.</p> <p>Throughout 2020-21, the impacts of COVID-19 have had a serious effect on the arts and cultural sector. We have responded by delivering programs such as the Arts and Creative Investment Partnerships (replacing the Triennial Arts Grants) and implementing new initiatives, including the Flash Forward Creative Laneways program.</p> <p>Due to program and timing changes for the Arts and Creative Investment Partnership program, results are not comparable on a year-on-year basis, with further data due in December 2021.</p>

Outcomes and indicators	Results 2017-18	Results 2018-19	Results 2019-20	Results 2020-21	Our progress
Outcome: The economic value of Melbourne's creative industries sector grows					

Indicator					
The number of co-working and incubator spaces for creative industry practitioners provided by the City of Melbourne.	40	8	8	8	The number of co-working and incubator spaces for creative industry practitioners provided by the City of Melbourne has remained steady at eight. Our co-working spaces are based at Signal, ArtPlay, Library at The Dock and the Kathleen Syme Library and Community Centre. Unfortunately, the co-working spaces were closed for most of 2020-21, only opening when density requirements would allow for it and under COVID-safe requirements. Note the reduction in the number of spaces from 40 to 8 in year two reflects the consolidation of 32 single desks formerly provided at the Guild into two tenancies offered to creative organisations.

Outcome: People participate in the creative life of the city					
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Indicator					
The number of people who participate in selected arts and cultural events sponsored by the City of Melbourne. ▲	4,836,825	4,859,188	4,404,423	797,736	The number of people who physically participated in selected arts and cultural events sponsored by City of Melbourne has decreased by 82 per cent. The massive decrease reflects the serious effect COVID-19 lockdowns have had on the arts and cultural sector. Many programs moved online in response to COVID-19 restrictions, with digital participation for City of Melbourne sponsored events totalling 1,938,963 participants over the same period. Physical and digital participation figures are taken from City of Melbourne programming at Signal, Arts House and the City Gallery, and concerts on the Melbourne Town Hall Grand Organ and Federation Bells. It includes City of Melbourne-owned premier events Melbourne Fashion Week, Melbourne Music Week, New Year's Eve and Moomba. Also included is participation at YIRRAMBOI Festival, Melbourne Knowledge Week and Melbourne Conversations, activities at our libraries and makers' spaces, and participation in events the City of Melbourne has supported through funding.

▲ This is also a health and wellbeing related indicator.

Municipal indicator

Outcomes and indicators	Results 2017-18	Results 2018-19	Results 2019-20	Results 2020-21	Our progress
Outcome: The economic value of Melbourne's creative industries sector					
Indicator					
Creative sector jobs as a proportion of total employment.	7.92%	7.98%	8.01%	7.96%	The creative industries sector accounted for 7.96 per cent of the City of Melbourne's total employment in 2020-21, down from 8.01 per cent in 2019-20. The fall is due to a decrease in jobs across several industries within this sector, the highest job losses occurring in the computer system design industry, architectural services and advertising services. Over the four-year period, creative sector jobs as a proportion of total employment increased from 7.92 to 7.96 per cent. This indicator trended up over the first three years of reporting from a base of 7.92 per cent to 8.01 per cent, but dipped to 7.96 per cent in the fourth year. The slight decrease could be attributed to the impacts of COVID-19 on this sector. This sector includes film, broadcasting, fashion, creative and performing arts, publishing, library, computer system design, architecture, advertising and other activities.



PRIORITIES AND INITIATIVES

The table below lists our Annual Plan and Budget initiatives against our four-year priorities in the Council Plan 2017–21.

A total of two 2020–21 initiatives were completed under 'a creative city'.

Our four-year priorities were	Our 2017–18 focus was	Our 2018–19 focus was	Our 2019–20 focus was	Our 2020–21 focus was
We will provide resources for artists to develop new ideas.	Work supporting this priority was included in our regular business throughout the year.	Work supporting this priority was included in our regular business throughout the year.	✓ (Major initiative) Deliver an inclusive Melbourne in Winter pilot program.	Work supporting this priority is included in our regular business throughout the next year.
We will provide opportunities for the public to experience and participate in art. ▲	Work supporting this priority was included in our regular business throughout the year.	✓ Explore opportunities to celebrate the unique winter identity of Melbourne as a creative city, focusing on laneways.	✓ Respond to the review of Hosier Lane and street art across the City of Melbourne. ✓ Investigate quarterly free public events or concerts at the Melbourne Town Hall.	Work supporting this priority is included in our regular business throughout the next year.
We will provide public and purpose-built spaces for community arts and performing arts. ▲	Work supporting this priority was included in our regular business throughout the year.	Work supporting this priority was included in our regular business throughout the year.	Work supporting this priority was included in our regular business throughout the year.	Work supporting this priority is included in our regular business throughout the next year.
We will provide a completed plan for the renewal of the North Melbourne performing arts precinct.	✓ (Major initiative) Progress the Arts House Strategic Plan including the scoping of precinct planning.	Work supporting this priority was included in our regular business throughout the year.	Work supporting this priority was included in our regular business throughout the year.	Work supporting this priority is included in our regular business throughout the next year.
We will provide co-working and incubator spaces for creative industry practitioners.	Work supporting this priority was included in our regular business throughout the year.	Work supporting this priority was included in our regular business throughout the year.	Work supporting this priority was included in our regular business throughout the year.	Work supporting this priority is included in our regular business throughout the next year.

▲ This is also a health and wellbeing priority.

Our four-year priorities were	Our 2017-18 focus was	Our 2018-19 focus was	Our 2019-20 focus was	Our 2020-21 focus was
We will partner to integrate public art in projects.	✓ Integrate public art into significant capital works projects.	Work supporting this priority was included in our regular business throughout the next year.	✓ Develop new major public art in Southbank.	✓ (Major Initiative) Invest in public art in the City of Melbourne.
We will facilitate affordable creative spaces for artists.	Work supporting this priority was included in our regular business throughout the year.	Work supporting this priority was included in our regular business throughout the year.	✓ Review the Creative Spaces program and provide options for its strategic direction.	✓ Implement the new strategic direction for the Creative Spaces program.
We will facilitate support for creative arts industries and arts infrastructure, including technology, through new funding mechanisms.	✓ Review and improve the way the City of Melbourne's support for the arts intersects with creative industries to contribute to creativity and prosperity.	✓ (Major initiative) Advocate for increasing the supply of affordable commercial spaces for creative industries, small businesses and startups across the municipality through the provision of high-quality evidence and analysis.	Work supporting this priority was included in our regular business throughout the year.	Work supporting this priority is included in our regular business throughout the next year.

Key

✓ Completed



A PROSPEROUS CITY

Melbourne will be regarded as the destination of choice among international and local businesses and enterprises by excelling in its ability to nurture a vibrant economy for those who work, live, study, visit and invest here. In addition, its leadership as an event, cultural and education destination will be key to its national and international connections and growing visitor economy.

Progress measure

Municipal major indicator

Growth in capital city gross local product.

Result

9.2% decrease

Our approach

Melbourne is home to a range of small businesses, professional, scientific, technical, education and financial and insurance services. It has a 24-hour economy attracting a steady stream of visitors that underpin multi-billion dollar retail and hospitality sectors.

Our capital city role, global networks, and international outlook allow us to benefit from home-grown businesses and export-driven services, such as education and tourism services. In addition, Melbourne's international credentials in urban development, clean technology and life sciences, together with the emerging fields of biotechnology, communications technology, creative industry and advanced manufacturing, makes us well-positioned to expand our profile on the world stage.

As a prosperous city, we supported existing and emerging businesses to thrive by:

- building on our existing assets and supporting existing businesses
- consolidating our reputation as a preferred Australasian destination for business, work, education, tourism, leisure and culture
- leveraging local and global relationships with city governments, businesses, industry associations, and peak bodies to drive investment and location decisions
- stimulating future growth and innovation through partnerships with government, business, community and peak bodies
- increasing the capability of new and emerging businesses and new industries by linking investment and talent.

Major initiatives

Plan for economic recovery and growth ▲

This year, the City of Melbourne moved quickly to support businesses impacted by COVID-19 and developed a strategic plan for our city's immediate economic recovery and growth over the next 10 years.

Our Economic Development Strategy 2031, Melbourne's Thriving Economic Future, was endorsed in June 2021. It involved an extensive consultation process, including workshops with key stakeholders, surveys, online feedback and interviews with economic experts, industry, community stakeholders, the Victorian and Australian Government. The Strategy marked a significant milestone for the City of Melbourne in planning for our economy of the future.

The Strategy identifies eight key priorities to drive economic recovery and create the conditions for a strong, adaptive, sustainable and thriving city economy. In addition, the Strategy presents 41 actions across immediate, medium and long-term horizons. We will achieve these actions through delivery, collaboration across all levels of government and industry and collective advocacy.

We also established the City Economy Advisory Board in August 2020. The Board brought together representatives from the Victorian and Australian Governments, economic advisors, education institutions, social services sector and private sector representation to ensure that the city responded to the impacts of COVID-19 on the central city in particular. The Board was a key reference group in developing the Economic Development Strategy, ensuring the City of Melbourne was planning strategically to revitalise Melbourne's economy, and provided guidance on the development of the Melbourne City Recovery Fund.



Our Business Concierge service was significantly expanded in March 2020 to provide direct support, information and advice to our businesses impacted by COVID-19 and the resulting lockdowns and restrictions. Through the redeployment of more than 60 staff from across the City of Melbourne, the service responded to inbound contacts from businesses and proactively contacted businesses to make them aware of the available support and help them navigate those processes.

As restrictions eased and life returned to the city, our Business Concierge officers started to visit businesses in person to provide assistance and also commenced working with new businesses wishing to establish themselves in the municipality. Information gathered from these business interactions will inform our ongoing initiatives and the support we will provide in the future.

▲Health and wellbeing related highlight.

Deliver support for Melbourne businesses that will enhance the capability to respond to long-term impacts of COVID-19 ▲

This year, the City of Melbourne delivered a range of business support initiatives to help businesses respond to the impacts of COVID-19.

Our Business Concierge Service offered support and advice through more than 22,000 contacts, providing information to businesses adapting to operating during the pandemic. In addition, our financial packages provided relief for businesses to adapt and respond to these unforeseen challenges.

As part of our initial \$10 million partnership with the Victorian Government to support CBD businesses, we delivered \$1.45 million in Small Business Transformation Grants to 299 businesses, enabling them to operate safely as trading conditions rapidly evolved. These grants supported small-to-medium bricks-and-mortar businesses to generate new revenue streams and build ongoing financial viability. We also helped many of these businesses to develop COVID-safe activations to attract visitors back to the CBD.

As part of this partnership with the Victorian Government, more than 1200 inner-city enterprises received support, advice and training on digital innovation, marketing and financial matters. We delivered more than 30 workshops online and in person. The workshops included a series run by Docklands-based creative agency Mo Works to improve marketing, communications, e-commerce expansion and risk management to help businesses bounce back after COVID-19. In addition, online mentoring platforms delivered in collaboration with PwC and QI Business and a digital skills learning hub via General Assembly provided industry-best learning on data analysis, UX design and digital foundations.



As part of the \$100 million Melbourne City Recovery Fund, \$8.8 million in reactivation grants was awarded to 1222 businesses to help cover the cost of outdoor dining and support the safe reopening of our local businesses. The City of Melbourne experienced a resurgence in outdoor dining during the warmer months following the reopening of the city. Grants provided the opportunity for businesses to purchase new equipment such as outdoor seating and heating installations. These, combined with transformations of parking bays, allowed businesses to extend outdoor areas and create aesthetically pleasing and COVID-safe dining areas.

Grants allowed business owners to undertake physical adaptations to premises such as COVID-safe remodelling and conversions, contactless equipment and infrastructure, staff training and development and marketing and promotional activities.

Through the Precinct Development Program 2017–21, precinct trader associations were eligible to receive a maximum of \$75,000 in annual funding support. We also made a one-off \$100,000 payment to each precinct association to support COVID-19 business initiatives, discounted or free memberships, events and the development of five-year strategic plans for individual precincts.

▲ Health and wellbeing related highlight.

Initiative

■ Minimise the impacts of city disruption

This project focuses on communicating disruptions in the city, such as the temporary closure of streets and bike lanes and construction noise, with our community. In 2020–21 we progressed several pilots and initiatives focusing on the role of digital and data tools to support our community. For most of the year, COVID-19 and the lockdowns resulted in only essential service use of the city. As a result, we adapted pilot activities for this program throughout the year.

In 2020–21, the project enhanced internal digital and data tools within the City of Melbourne to capture disruptive works and events more accurately. The City of Melbourne is now leading more intensive pre-planning, scheduling and collaboration of planned disruptions with stakeholders to minimise disruptions to the city where possible.

A data-sharing partnership with seven external ‘city disrupting’ organisations also progressed throughout the year, with data pilots taking place with two of these groups. The Victorian Government is undertaking work that will allow for the integration of this data in 2021–22.

The City of Melbourne assessed the viability of sensor technology to provide real-time on-site data using Smart Cones. The pilot found that the location accuracy from several different sensors was not viable to determine disruptions nearby. We are now exploring different sensor technology that picks up on the types of disruptions by the sound they make.

As investment in planned works and economic recovery activities continues across the municipality, there will be a need to reduce city disruptions for our local businesses, residents and city users. The level of digital and data maturity of external ‘city disrupting’ organisations will enable this coordination. We will continue to encourage technology modernisation among this stakeholder group in 2021–22 and adapt the pace of our pilot activities and improvements.

HOW WE PERFORMED AGAINST OUR INDICATORS

The City of Melbourne aimed for several outcomes over the four years of its Council Plan 2017–21. We measured progress by the indicators below. Results are from 2017–18, 2018–19, 2019–20 and 2020–21 unless otherwise noted.

Outcome

Melbourne prospers through global business relationships and investment attraction.

Municipal major indicator

Growth in capital city gross local product.

Results

2020
9.2% (decrease)

2018
5.64% increase

2017
3.08% increase

2016
1.68% increase

Our progress

Based on estimates of the economic impact of COVID-19 in 2020, there was a 9.2 per cent decrease in gross local product from \$104.1 billion in 2019 to \$94.5 billion in 2020. The global economy was severely impacted by the COVID-19 pandemic in 2020, and the Melbourne municipality was one of the most severely impacted local government areas in Australia. This figure has been calculated by the change in estimated gross local product (billions) in 2020 from gross local product (billions) in 2019, presented as a percentage. The 2020 gross local product is an estimate based on 2020 modelling of the likely impacts of COVID-19. Three scenarios were produced, the 2020 figure cited here corresponds to Scenario 1 in the modelling, which most closely aligns with trends observed in other datasets such as the Census of Land Use and Employment.

City of Melbourne indicators

Outcomes and indicators	Results 2017-18	Results 2018-19	Results 2019-20	Results 2020-21	Our progress
Outcome: Melbourne's businesses are supported despite disruption caused by major projects					
Indicator					
The average economic contribution of City of Melbourne premier events per year.	\$70.32 million	\$78.79 million	\$77 million	\$58.7 million	The total economic contribution from City of Melbourne premier events for 2020-21 is \$58.7 million. The reduction in economic impact is largely due to effects of COVID-19. The City of Melbourne premier events are Melbourne Fashion Week, Melbourne Music Week, Christmas Festival, New Year's Eve and Moomba Festival. The economic contribution from Melbourne Fashion Week 2020 was \$29 million, which is an 81 per cent increase from the previous year. The favourable result was due to included spend from those who engaged in digital runways. The economic contribution from Melbourne Music Week 2020 was \$5.8 million, which is a 23 per cent increase from last year. The contribution from Christmas Festival 2020 was \$18 million, a 33 per cent decrease from the previous year. The economic contribution from New Year's Eve 2020 was \$2.2 million, a 79 per cent decrease from last year. The economic contribution from Moomba Festival 2021 was \$3.7 million, an 86 per cent decrease from the previous year. The unfavourable result was due to attendance figures being capped due to COVID-19 restrictions.

Outcomes and indicators	Results 2017-18	Results 2018-19	Results 2019-20	Results 2020-21	Our progress
Outcome: Melbourne prospers through global business relationships and investment attraction					
Indicator					
The number of trade connections made per year.	566	768	532	105	In 2020-21, 95 local companies participated in 13 virtual events and one event in Tianjin. The audience reach of online events was more than 500 participants. The number of trade connections (the number of introductions of local businesses to prospective international customers, partners and investors) was 105 in 2020-21. The decline in trade connections reflects the impact of COVID-19 in keeping Australia's international borders closed for the year. Despite the disruption, virtual business development, startup programs, and events profiling Victorian expertise in global markets saw a surge in audience reach with online access to join events. Examples include several startup pitch events between Melbourne and Bandung that had local participation of 58 startups, with combined audiences of more than 160 in Bandung. The virtual urban design forum with Tianjin featured three Victorian design firms in a panel discussion with an audience of 40 in Tianjin. NEXUS startup programs featured 20 Victorian startups pitching to judges in Melbourne and Nanjing with international audiences of more than 150. To make these arrangements, the City of Melbourne drew on the market expertise of Austrade, the Department of Foreign Affairs and Trade and the Victorian Government Trade and Investment offices.

Outcomes and indicators	Results 2017-18	Results 2018-19	Results 2019-20	Results 2020-21	Our progress
Outcome: Melbourne supports new businesses and a vibrant start-up economy					
Indicator					
The number of small businesses and startups supported through City of Melbourne grants.	15	16	23	2721	<p>As part of our \$10 million partnership with the Victorian Government to support CBD businesses, we delivered \$1.45 million in Small Business Transformation Grants to 299 businesses, enabling them to operate safely as trading conditions rapidly evolved. The objective of these grants was to support small-to-medium bricks-and-mortar businesses by allowing them to adopt their innovative ideas to generate new revenue streams and build ongoing financial viability and stability for their employees. Many of these businesses were also supported to develop COVID-safe activations to attract visitors back to the CBD.</p> <p>As part of this partnership with the Victorian Government, more than 1200 inner-city enterprises received support, advice and training on digital innovation, marketing and financial matters. We delivered more than 30 workshops, including a series run by Docklands-based creative agency Mo Works to improve marketing, communications, e-commerce expansion and risk management to help businesses bounce back after COVID-19. Online mentoring platforms delivered in collaboration with PwC and QI Business and a digital skills learning hub via General Assembly provided industry-best learning on data analysis, UX design and digital foundations.</p> <p>As part of the Melbourne City Recovery Fund, \$8.8 million in reactivation grants was awarded to 1222 businesses to enhance outdoor dining. The City of Melbourne experienced a resurgence in outdoor dining during the warmer months following the reopening of the city. Grants provided the opportunity for businesses to purchase new equipment such as outdoor seating and heating installations. These, combined with parking bay transformations, allowed businesses to extend outdoor areas and create aesthetically pleasing COVID-safe dining areas. Grants allowed business owners to undertake physical adaptations to premises such as COVID-safe remodelling and conversions, purchase of contactless equipment and infrastructure, staff training and promotional activities.</p>

Outcomes and indicators	Results 2017-18	Results 2018-19	Results 2019-20	Results 2020-21	Our progress
Outcome: Melbourne is the destination of choice to visit, live and study					
Indicators					
The number of conventions and conferences supported by the City of Melbourne per year.	22	21	17	0	<p>There were no Business Events Sponsorship Program events delivered in 2020-21 due to ongoing COVID-19 challenges and restrictions around gatherings.</p> <p>Efforts were concentrated on delivering three tranches of funding to support businesses: Quick Recovery Business Grants, Small Business Transformation Grants, and Small Business Recovery Grants.</p> <p>Planning continues to deliver a flexible and hybrid approach to business events in 2021-22 and to build a future pipeline of business events in partnership with the Melbourne Convention Bureau.</p>
The number of events supported by the City of Melbourne per year.	923	829	618	392	<p>A total of 392 events were supported by the City of Melbourne in 2020-21.</p> <ul style="list-style-type: none"> The Events Partnership Program and Triennial Sponsorship Program were amalgamated into one program in 2020-21 and supported a total of 65 events. A number of these 65 events have either cancelled or are currently postponed due to COVID-19. We permitted a total of 327 events in 2020-21. This includes filming, weddings, promotions, events and 12 outdoor dining entries.

Municipal indicators

Outcomes and indicators	Results 2017-18	Results 2018-19	Results 2019-20	Results 2020-21	Our progress
Outcome: Melbourne is the destination of choice to visit, live and study (continued)					
Indicator					
The number of attendees at City of Melbourne premier events per year.	2,967,952	3,064,501	3,569,528	310,000	A total of 310,000 people attended City of Melbourne events across 2020-21. Most events saw a decrease in attendance due to the impact of COVID-19. The City of Melbourne premier events are Melbourne Fashion Week, Melbourne Music Week, Christmas Festival, New Year's Eve and Moomba Festival. Melbourne Fashion Week 2020 saw 148,000 people attend, a 17 per cent decrease from last year. However, online events yielded 490,000 views. 72,000 people attended Melbourne Music Week, a 16 per cent increase on last year. This result is due to the program being extended across three months. New Year's Eve saw 50,000 people in attendance, an 88 per cent decrease on last year. Moomba Festival saw 40,000 people in attendance, a 97 per cent decrease from the previous year.

Outcome: Melbourne's businesses are supported despite disruption caused by major projects					
Indicator					
The rate of change in business numbers.	1.96% increase (2016-17 result)	2.64% increase (2017-18 result)	1.50% increase (2018-19 result)	1.33% increase (2019-20 result)	Data is calculated using ABS data, made available in February 2021, on the number of businesses with employment in 2019-20 compared to the number of businesses with employment in 2018-19. In June 2020, the number of businesses had increased by 1.33 per cent, from 14,771 to 14,967. The continued increase in business numbers indicates a confidence in starting or moving a business into the municipality and confirms the city's reputation as the engine of the Victorian economy. This figure, although slightly lower than the previous year, is still encouraging as the city continued to experience disruption from major projects and the first three months of the COVID-19 pandemic. The impact of the pandemic on our business numbers in 2020-21 will be captured in data made available next year.

Outcomes and indicators	Results 2017-18	Results 2018-19	Results 2019-20	Results 2020-21	Our progress
Outcome: Melbourne supports new businesses and a vibrant startup economy					
Indicators					
The number of startups in the municipality.	1100	Not available	807	1230	This indicator data is specific to the City of Melbourne municipal postcodes showing that the City of Melbourne startup ecosystem has grown by 52.4 per cent in the past year. This data comes directly from LaunchVic's database, which has recently become more robust and made publicly available online. Previously, there wasn't a consistent data collection method to accurately report on the number of startups in the municipality. Victoria is home to 2139 startups, so the City of Melbourne makes up roughly 57.5 per cent of the Victorian startup ecosystem. The LaunchVic database is expected to be a conservative reflection of the startup ecosystem.
Growth in the number of new patents per year.	50% increase (2015 calendar year result)	2.8% decrease (2016 calendar year result)	32.7% decrease (2017 calendar year result)	25.8% decrease (2018 calendar year result)	There was around a 26 per cent decrease in patent numbers in the municipality from 101 in 2017 to 75 in 2018. The number of patents issued to resident persons or corporations of a city is an indicator of innovation; a result of the production and use of knowledge. This information enables the City of Melbourne to gain an understanding of how much innovation is occurring in the city and to measure the success of Melbourne's startup ecosystem and knowledge economy.
The number of co-working spaces located in the municipality.	42	49	72	65	The City of Melbourne provides data on co-working spaces in the municipality via the co-working spaces in Melbourne webpage. There are now 65 co-working spaces in the municipality, seven fewer co-working spaces since the last indicator report. This result is a 9.7 per cent decrease from 2020-21 and demonstrates the impact of COVID-19 on the sector.
Youth unemployment in the municipality. ▲	9.18% (December quarter 2017)	6.37% (December quarter 2018)	7.13% (December quarter 2019)	12.58% (December quarter 2020)	Youth unemployment was 12.6 per cent during December quarter 2020. The municipality's youth unemployment rate is lower than that of Greater Melbourne which was 15.8 per cent during the same quarter.

▲ This is also a health and wellbeing related indicator.

Outcomes and indicators	Results 2017-18	Results 2018-19	Results 2019-20	Results 2020-21	Our progress
Outcome: Melbourne is the destination of choice to visit, live and study					
Indicator					
Growth in visitor numbers.	8.46% (2017 calendar year result)	7.43% (2018 calendar year result)	15.72% (2019 calendar year result)	70.81% decrease (2020 calendar year result)	There has been a 70.81 per cent decrease in visitor numbers for the year ending 2020 compared to the year ending 2019. Visitation was significantly impacted by COVID-19 throughout 2020 with interstate and international borders being shut.

PRIORITIES AND INITIATIVES

The table below lists our Annual Plan and Budget initiatives against our four-year priorities in the Council Plan 2017–21.

A total of six 2020–21 initiatives were completed under 'a prosperous city'. One initiative was discontinued and one initiative is ongoing and will continue to be delivered in 2021–22.

Our four-year priorities were	Our 2017–18 focus was	Our 2018–19 focus was	Our 2019–20 focus was	Our 2020–21 focus was
We will provide enhanced support to small business during a period of major disruption.	<ul style="list-style-type: none"> ✓ (Major initiative) Implement the Continuing Business Program at Queen Victoria Market. 	<ul style="list-style-type: none"> ✓ Develop digital tools that will inform city users, businesses, residents and partners of significant road closures and disruptions within the municipality in real-time. 	<ul style="list-style-type: none"> ✓ (Major initiative) Deliver digital tools in a defined precinct to communicate disruption to city users and enable them to report disruption to the City of Melbourne. 	<ul style="list-style-type: none"> ✗ Minimise the impacts of city disruption.
	<ul style="list-style-type: none"> ✓ Mitigate the effects of disruption in the city and competition from suburbs by boosting destination marketing that influences people's preference to visit the city for events, arts, leisure, conferences, hospitality and shopping. 	<ul style="list-style-type: none"> ✓ (Major initiative) Actively support businesses, visitors and residents during periods of city disruption and change through: <ul style="list-style-type: none"> - delivery of retail and hospitality activations that profile the city as a premier shopping destination - strengthening our existing destination campaigns - improving our support for affected residents and businesses. 	<ul style="list-style-type: none"> ✗ Deliver a promotional marketing program aimed at increasing visitation to independent retailers. ✗ Invest in Melbourne's night-time economy by delivering activation that supports our small business and hospitality sector. 	<ul style="list-style-type: none"> ✓ Set up a concierge for retail and small businesses.

Our four-year priorities were	Our 2017-18 focus was	Our 2018-19 focus was	Our 2019-20 focus was	Our 2020-21 focus was
<p>We will provide marketing and branding campaigns to support and grow the visitor and international student economy.</p>	<ul style="list-style-type: none"> ✓ Design and implement targeted initiatives for visitor groups including city workers, residents, cruise ship passengers, international students, visiting friends and relatives that drive the economic spend in the retail, hospitality and tourism sectors. ✓ Develop the next iteration of the Music Strategy to build on the achievements to date in collaboration with the music industry and key partners. ✓ Extend the Christmas Festival across multiple precincts to strengthen the city's offering and drive visitation through the festive season month. ✓ Develop a new approach to the visitor services. 	<ul style="list-style-type: none"> ✓ Enhance the What's On Melbourne digital experience by providing personalised and tailored information for visitors based on customer preferences. ✓ Increase the City of Melbourne's WeChat social media reach to Chinese visitors, international students, businesses and potential investors. ✓ Improve the wellbeing of international students by working with institutions and service providers to better understand and address matters relating to their accommodation needs. 	<p>Work supporting this priority was included in our regular business throughout the year.</p>	<ul style="list-style-type: none"> ✓ Identify opportunities to strengthen Melbourne's position as a leading visitor destination to respond to the impacts of COVID-19. ✓ Increase brand marketing and destination advertising efforts to support economic recovery. ✓ Activate Docklands with a focus on Victoria Harbour.

Our four-year priorities were	Our 2017–18 focus was	Our 2018–19 focus was	Our 2019–20 focus was	Our 2020–21 focus was
We will provide support to local, national and global public events that stimulate the economy and contribute to vibrant city life.	✓ Curate the city's events and activation calendar and ensure sustainable use of open public space, to drive year-round visitation and city exploration.	✓ Increase visitation in Melbourne's off-peak winter season in collaboration with key stakeholders through events and other activations.	✗ Explore opportunities to strengthen Melbourne's status as the esports capital of Australia.	↻ Optimise the use of public space for events to respond to the impacts of COVID-19.
We will provide support to Melbourne's startups and innovative businesses.	✓ Enhance the City of Melbourne's support to help more startups and small businesses to 'start, grow and go global' from Melbourne.	<ul style="list-style-type: none"> ✓ Deliver year two of the Startup Action Plan, including investigating and testing opportunities to provide publicly accessible innovation space, better marketing of Melbourne's startup landscape and exploring support for commercialisation opportunities. ✓ (Major initiative) Advance the delivery of the City North Melbourne Innovation District, including commencing preparation of a planning scheme amendment to better target land use delivering Lincoln Square upgrades and commencing improvements to Cardigan Street. ✓ Identify opportunities to improve or expand the impact of the Small Business Grants program. 	<ul style="list-style-type: none"> ✓ Deliver year three of the Startup Action Plan, including identifying partners and options for a Melbourne Innovation Hub and delivering new skills-building programs for underrepresented groups. ✓ Deliver greater investment to small businesses in Melbourne through our grants program. 	<ul style="list-style-type: none"> ✓ (Major Initiative) Deliver support for Melbourne businesses that will enhance capability to respond to long term impacts of COVID-19. ✓ (Major Initiative) Plan for economic recovery and growth.
We will provide opportunities for increased economic participation through social enterprise. [▲]	Work supporting this priority was included in our regular business throughout the year.	Work supporting this priority was included in our regular business throughout the year.	Work supporting this priority was included in our regular business throughout the year.	Work supporting this priority is included in our regular business throughout the next year.

[▲]This is also a health and wellbeing priority.

Our four-year priorities were	Our 2017-18 focus was	Our 2018-19 focus was	Our 2019-20 focus was	Our 2020-21 focus was
We will partner to ensure Melbourne's economy continues to thrive by working with the Victorian and Australian governments and other stakeholders.	Work supporting this priority was included in our regular business throughout the year.	Work supporting this priority was included in our regular business throughout the year.	Work supporting this priority was included in our regular business throughout the year.	Work supporting this priority is included in our regular business throughout the next year.
We will partner to support innovation and invention through citizen, academic and business participation.	Work supporting this priority was included in our regular business throughout the year.	Work supporting this priority was included in our regular business throughout the year.	Work supporting this priority was included in our regular business throughout the year.	✓ Engage with cities to learn, adapt and share global best practice.
We will facilitate the attraction of national and international businesses to Melbourne.	Work supporting this priority was included in our regular business throughout the year.	Work supporting this priority was included in our regular business throughout the year.	Work supporting this priority was included in our regular business throughout the year.	Work supporting this priority is included in our regular business throughout the next year.
We will facilitate the attraction of conferences and conventions to Melbourne.	Work supporting this priority was included in our regular business throughout the year.	Work supporting this priority was included in our regular business throughout the year.	Work supporting this priority was included in our regular business throughout the year.	Work supporting this priority is included in our regular business throughout the next year.
We will facilitate opportunities in the Asia-Pacific for small-and-medium enterprises by growing global connections with Business Partner City Network cities.	Work supporting this priority was included in our regular business throughout the year.	Work supporting this priority was included in our regular business throughout the year.	✓ Investigate the appetite to establish a designated Indian Precinct in the municipality.	Work supporting this priority is included in our regular business throughout the next year.

Our four-year priorities were	Our 2017–18 focus was	Our 2018–19 focus was	Our 2019–20 focus was	Our 2020–21 focus was
<p>We will facilitate business relationships between Melbourne and partner cities in China and other key markets that support investment.</p>	<p>✓ (Major initiative) Plan and deliver City of Melbourne-led business mission to key Asian markets.</p>	<p>✓ Host key Smart City influencers and business leaders from India to grow business relationships with Melbourne urban design firms, educational institutions and other organisations.</p> <p>✓ Implement a new visitor services model that prepares Melbourne and supports businesses for increased numbers of visitors from key Asian markets.</p>	<p>✓ Assist businesses for the future of retail by building capacity, increasing resilience, and facilitating activity that creates new opportunities.</p> <p>✗ Plan and deliver the 2020 Biennial Trade Mission to Japan and China.</p>	<p>Work supporting this priority is included in our regular business throughout the next year.</p>

Key

- ✓ Completed
- ↻ Ongoing
- ✗ Discontinued
- ✗ Discontinued (impacted by COVID-19)





A KNOWLEDGE CITY

In a knowledge city, the collective power of mind and experience drives the city's prosperity, ability to compete globally, and its people's quality of life. It supports a well-resourced education and research system collaborating with businesses to produce a highly skilled and talented workforce and a culture of innovation. It has a vibrant, collaborative and city-based lifelong learning culture.

Progress measure

Municipal major indicator

The proportion of people in the municipality employed by businesses and institutions in the knowledge sector.

Result

65% of people employed in the knowledge sector

Our approach

Cities like Melbourne succeed because they are magnets of knowledge and talent. The City of Melbourne supports the diffusion of ideas and encourages innovation, which are the basis of productivity and jobs growth.

We have enjoyed a steady stream of skilled talent, but the competition among cities for skills will become increasingly fierce. The challenges and opportunities for Melbourne are to consolidate our credentials as Australia's research capital and leading producer of applied knowledge.

As a knowledge city, we focused on attracting skilled workers. We ensured people get the right start in life through access to appropriate education and opportunities to upskill throughout their working lives. We kept pace with these challenges and opportunities while building on our reputation as a knowledge capital by:

- nurturing, attracting and retaining talent and firms involved in the creation, sharing and use of knowledge
- ensuring all individuals have access to life-long learning, particularly those vulnerable to being left behind in a transitioning economy
- fostering the growth of knowledge-intensive activities
- strengthening relationships, networks and partnerships between academic, research, business and public sector agencies to maximise the potential of existing resources and knowledge
- raising the profile of our knowledge sector locally, nationally and internationally to attract investment.

Major initiative

A new city library ▲

This year we developed a libraries framework that outlines our plan for City of Melbourne libraries for the next four years, including honouring Aboriginal knowledge, providing social access and equity, and supporting our community to live full and resilient lives.

Public consultation on the Libraries Framework was undertaken from November to December 2020 via Participate Melbourne and discussion with Traditional Owners. Consultation will continue with Traditional Owners throughout the implementation of the framework. The framework responds to the impacts of COVID-19, positions our libraries to meet and react quickly to challenges and identifies priorities that reflect our community needs.

Work to finalise a location for a new city library has been underway this year and will continue in 2021-22. Next year we will deliver a revitalised library network informed by the libraries framework, including pop-up libraries and digital literacy programs to increase access for our diverse community and to help restore the city following the impacts of COVID-19.



▲Health and wellbeing related highlight.

HOW WE PERFORMED AGAINST OUR INDICATORS

The City of Melbourne aims for several outcomes over the four years of its Council Plan 2017–21. We measure progress by the indicators below. Results are from 2017–18, 2018–19, 2019–20 and 2020–21 unless otherwise noted.

Outcome

Melbourne has a thriving knowledge sector and industry.

Municipal major indicator

The proportion of people in the municipality employed by businesses and institutions in the knowledge sector.

Results

2020–21

65% of people employed in the knowledge sector

2019–20

64% of people employed in the knowledge sector

2018–19

64% of people employed in the knowledge sector

2017–18

64% of people employed in the knowledge sector

Our progress

There was a decrease in the number of establishments in the knowledge sector in 2020, resulting from business closures during the COVID-19 pandemic. This result is based on the change in the number of businesses and organisations in the knowledge sector over a two-year period, in this instance 6930 establishments in 2018 decreasing to 6130 in 2020. Melbourne is home to infrastructure and key organisations in fields such as biotechnology, education, finance, advanced manufacturing, and creative industries. Melbourne's knowledge sector comprises knowledge repositories

such as libraries; research hardware and software including communications facilities; and capabilities and analytical tools. These support public and private organisations and networks involved in knowledge production, dissemination and application, including the business, education, government and not-for-profit sectors. In terms of trend over the past four years, the rate of increase in the number of establishments in the knowledge sector slowed during period 2017 to 2019 which was then followed by a sharp decrease in 2020 caused by the closure of businesses as a result of the COVID-19 pandemic.

City of Melbourne indicators

Outcomes and indicators	Results 2017-18	Results 2018-19	Results 2019-20	Results 2020-21	Our progress
Outcome: People have access to knowledge resources and forums					
Indicator					
The number of people who participated in City of Melbourne knowledge festivals and forums.	23,401	31,481	3848	35,072	Melbourne Knowledge Week was attended by 33,616 people in 2021. In addition, we had a total of 1456 attendees across a calendar of 14 Melbourne Conversations events. The Melbourne Knowledge Week festival was delivered in a brief reprieve from lockdowns in late April and early May 2021. Melbourne Knowledge week 2020 was cancelled due to COVID-19.
Outcome: People have options to actively participate in lifelong learning					
Indicator					
The number of people who participated in City of Melbourne learning programs.	76,060	105,604	64,418	7853	The number of people who participated in City of Melbourne in-person learning programs in 2020-21 was 7853. The decrease in attendance was due to the impact of COVID-19, which saw City of Melbourne libraries move programming online for almost twelve months. However, we were able to redesign and deliver quality online learning programs that reached new audiences and kept regular audiences feeling connected. As a result, online participants totalled 13,635, and if added to the physical participant tally, it meant that 21,488 people participated in our learning programs.

Municipal indicators

Outcomes and indicators	Results 2017-18	Results 2018-19	Results 2019-20	Results 2020-21	Our progress
Outcome: Melbourne has a thriving knowledge sector and industry					
Indicator					
Growth in the knowledge sector.	3.9%	1.8%	0.1%	-11.6%	<p>There was a decrease in the number of establishments in the knowledge sector in 2020, resulting from business closures during the COVID-19 pandemic. This result is based on the change in the number of businesses and organisations in the knowledge sector over a two-year period, in this instance 6930 establishments in 2018 decreasing to 6130 in 2020. Melbourne is home to infrastructure and key organisations in fields such as biotechnology, education, finance, advanced manufacturing, and creative industries. Melbourne's knowledge sector comprises knowledge repositories such as libraries; research hardware and software including communications facilities; and capabilities and analytical tools. These support public and private organisations and networks involved in knowledge production, dissemination and application, including the business, education, government and not-for-profit sectors. Over the past four years, the rate of increase in the number of establishments in the knowledge sector slowed during period 2017 to 2019 which was then followed by a sharp decrease in 2020 caused by the closure of businesses as a result of the COVID-19 pandemic.</p>

Outcome: People have options to actively participate in lifelong learning					
Indicator					
The proportion of residents and city users who participated in lifelong learning. ▲	86.3%	87.9%	87.7%	85.3%	<p>This result covers residents and city users including workers and students who participated in lifelong learning in the last 12 months within the municipality or elsewhere. Of those who participated in lifelong learning, 59 per cent did so within the municipality. The lifelong learning categories considered included seminars, private lessons, self-directed learning (including reading), short-courses, onsite and industry training.</p> <p>Results over the four year period have been in excess of 85 per cent, which indicates a majority of residents and city users participate in lifelong learning. Residents and city users participating within the municipality has reduced in the last two years from 70 per cent to 59 per cent - this could be attributed to the effects of COVID-19 restrictions.</p>

▲ This is also a health and wellbeing related indicator.

Outcomes and indicators	Results 2017-18	Results 2018-19	Results 2019-20	Results 2020-21	Our progress
Outcome: People have options to actively participate in lifelong learning (continued)					

Indicator					
Public school availability per school-age population.	0.00104	0.00105	0.00097	0.00141	<p>The municipality had a total of 12 government schools within its boundary in 2021, for a population of approximately 8500 children of school age (5 to 17 years). Three of the twelve government schools are special schools. Although the municipality has a small school-aged population, it also attracts non-resident students in large numbers. Victoria, with over 1500 government schools and a school-aged population of just over one million, has a government school to aged population ratio of 0.00149411, slightly higher than the municipality's ratio.</p> <p>With respect to trend over the past four years, the ratio of public schools to school-age population in the municipality has increased by 35.6 per cent from 0.00104 (2018) to 0.00141 (2021). Although there was a decline of 7.6 per cent from 0.00105 (2019) to 0.00097 (2020), overall an increasing four-year trend exists in the ratio of public schools to school-age population in the municipality.</p>

PRIORITIES AND INITIATIVES

The table below lists our Annual Plan and Budget initiatives against our four-year priorities in the Council Plan 2017–21.

One 2020–21 initiative is ongoing under 'a knowledge city' and will continue to be delivered in 2021–22.

Our four-year priorities were	Our 2017–18 focus was	Our 2018–19 focus was	Our 2019–20 focus was	Our 2020–21 focus was
We will provide opportunities for people to participate in knowledge festivals and forums. ▲	✓ Undertake a post-implementation review of the City of Melbourne Knowledge Fellowship program to inform future Knowledge programs.	Work supporting this priority was included in our regular business throughout the year.	✗ (Major initiative) Deliver phase two of the Melbourne Knowledge Week Festival growth plan.	Work supporting this priority is included in our regular business throughout the next year.
We will provide opportunities for people to participate in lifelong learning through our libraries, digital technologies and other resources ▲	Work supporting this priority was included in our regular business throughout the year.	✓ (Major initiative) Explore options for the future delivery of library services to inform the design of the new city library and offerings at the other five library locations.	Work supporting this priority was included in our regular business throughout the year.	↻ (Major Initiative) A new city library.
We will partner to strengthen collaboration within the sector, including tertiary institutions and other providers beyond our municipality.	Work supporting this priority was included in our regular business throughout the year.	Work supporting this priority was included in our regular business throughout the year.	Work supporting this priority was included in our regular business throughout the year.	Work supporting this priority is included in our regular business throughout the next year.
We will partner to broker access to resources and assets in the municipality that help grow the knowledge sector, including open data.	Work supporting this priority was included in our regular business throughout the year.	Work supporting this priority was included in our regular business throughout the year.	Work supporting this priority was included in our regular business throughout the year.	Work supporting this priority is included in our regular business throughout the next year.

▲ This is also a health and wellbeing priority.

Our four-year priorities were	Our 2017-18 focus was	Our 2018-19 focus was	Our 2019-20 focus was	Our 2020-21 focus was
We will facilitate growth of Melbourne’s reputation as a leading knowledge city in alignment with the local tertiary, research and business sector.	✓ Work with government bodies, education providers and student bodies to increase the profile of Melbourne as a student city and destination of choice to study.	Work supporting this priority was included in our regular business throughout the year.	Work supporting this priority was included in our regular business throughout the year.	Work supporting this priority is included in our regular business throughout the next year.
We will advocate for the provision of lifelong learning resources and assets to support our changing population, including schools. ▲	✓ (Major initiative) Advocate for the appropriate siting and staged provision of new schools with a particular focus on Arden Macaulay, Fishermans Bend and Docklands / Central City.	Work supporting this priority was included in our regular business throughout the year.	Work supporting this priority was included in our regular business throughout the year.	Work supporting this priority is included in our regular business throughout the next year.

Key

- ✓ Completed
- ↻ Ongoing
- ✕ Discontinued (impacted by COVID-19)

▲ This is also a health and wellbeing priority.



A CONNECTED CITY

In a connected city, all people and goods can move to, from and within the city efficiently. Catering for growth and safeguarding prosperity will require planning for an efficient and sustainable transport network. Technology and innovative forms of movement will play a significant role in changing the way people and goods move. The responsible agencies will collaborate with stakeholders to implement measures making it easier for people to make sustainable and smart travel choices to and around the city, whether by foot, bicycle, tram, bus, train or car.

Progress measure

Municipal major indicator

The number of public transport trips per daily population.

Result

Not available

Our approach

Key to Melbourne's liveability and prosperity is the ability for people to move around safely and with ease, for work, socialising, or simply going about one's daily business.

Transport also supports people's health and wellbeing. It facilitates lifestyle choices by allowing residents to live close to their sources of employment, food and recreation. Increasingly, people are choosing to cycle, walk or use public transport to get to, from and around the city, while the number of car trips in the municipality has declined.

Through the coordinated efforts of all levels of government, the City of Melbourne continued to build on its existing strengths as a connected city by:

- supporting efficient and sustainable travel to, from and within the city, including walking, cycling and public transport
- enabling safe inner-city travel experiences any time, any day, for people of all ages, needs and abilities
- meeting current and future transport needs by adapting to innovations and technologies
- supporting the city's liveability and prosperity by enabling seamless connections between people and places
- taking a cohesive planning approach so that infrastructure investments made today by all levels of government support the liveability and prosperity of the city in the future.

Major initiative

Deliver priority actions of the Transport Strategy 2030 ▲

The Transport Strategy 2030 identifies the City of Melbourne's transport vision and policy directions to 2030. It supports economically productive and sustainable transport. It recognises the need to invest in walking, cycling and public transport infrastructure across the municipality to support a growing population and economy and to reflect how people travel in Melbourne today. Actions in the strategy also deliver on components of our response to the climate emergency.

Since the Transport Strategy was endorsed, COVID-19 has had health, economic and social impacts on Melbourne's businesses and communities and dramatically disrupted travel behaviour in cities worldwide. As a result, we have adjusted the Transport Strategy implementation to fast-track actions that align with our COVID-19 Reactivation and Recovery Plan, as well as climate emergency commitments.

A highlight is the construction of more than 15 km of new protected bike lanes on local and arterial roads. The construction of these bike lanes was accelerated as part of the COVID-19 response to provide safe and active transport options. Our program employed a quick-build light-touch approach. For example, we installed movable concrete separator kerbs containing up to 30 per cent recycled glass. We also used paints and surface treatment, allowing us to deliver more protected lanes than in previous years.



We delivered a pilot behaviour change program to encourage more people to ride. It included confidence-boosting workshops for new riders and promoting new and upgraded bike routes via the arevo travel planning app.

Work to implement safer speed limits across the municipality continues. We introduced 20 km per hour speed limits on Little Streets as part of the pedestrian priority trial. Works have begun to prepare North Melbourne and West Melbourne for 40 km per hour speed limits. Discussions are underway with the Department of Transport to introduce 40 km per hour speed limits in East Melbourne, which will continue in 2021-22.

▲Health and wellbeing related highlight.

Initiatives and highlights

◀ Deliver bike lanes ▲

The City of Melbourne delivered a record \$8 million program of bike projects in the 2020–21 financial year. This increased budget helped fast-track actions included in the City of Melbourne Transport Strategy 2030, COVID-19 Reactivation and Recovery Plan, and our climate emergency commitments. We installed around 15 kilometres of new protected lanes across the municipality in the last 12 months.

Our new protected bike lanes are being installed on Strategic Cycling Corridors identified by the Victorian Government. The new bike routes will provide safe, continuous connections to the central city to help people travel by bike and support the city's economic recovery.

We have installed lanes using low cost, adjustable components to speed up construction, reduce disruption and enable post-installation modification. The City of Melbourne has partnered with the Department of Transport to monitor the performance of the bike lanes.

More than one in three Victorians plan to travel more by foot or bike than they did before COVID-19, but safety is a barrier for many. Our protected bike lanes make cycling an option for more of the community. Research shows that 78 per cent of Victorians are interested in cycling, but the lack of comfortable infrastructure puts many off.

◀ Let's Ride Melbourne ▲

In early 2021, the City of Melbourne partnered with RACV, the City of Yarra and the City of Port Phillip to deliver a bicycle encouragement pilot program across our municipality.

Following an increase in recreational cycling during COVID-19 and installing the new bike lanes, the Let's Ride Melbourne program aimed to encourage increased use of bikes for transport. This is an action in the City of Melbourne's Transport Strategy 2030.

Let's Ride included a website with valuable resources and tips for new riders and journey planning via the arevo app to help people plan their trip and find new infrastructure. In addition, the program involved community confidence workshops in improving skills and guided rides for people trying out a bike commute. RACV also provided roadside assistance to help riders stranded with a flat tyre or mechanical issue.

The results were compelling. A total of 16,000 people engaged with the program or a pilot initiative, and most people feel confident and capable of riding safely after participating. Of the people who identified as not-confident riders, 59 per cent agreed the program boosted their confidence to ride for transport and 51 per cent of participants had increased awareness of new infrastructure.

The pilot demonstrated the potential for an expanded, ongoing program to encourage people to ride bikes for transport. In addition, the evaluation identified a range of initiatives that can support more people to get on their bikes.

The City of Melbourne will continue to deliver community programs to support new riders as part of the new council plan.

▲ Health and wellbeing related highlight.

HOW WE PERFORMED AGAINST OUR INDICATORS

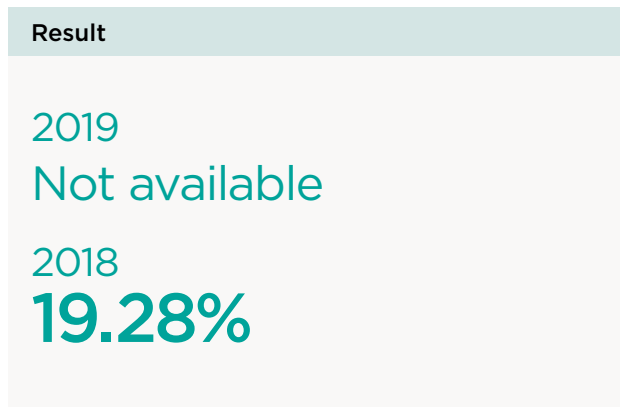
The City of Melbourne aims for several outcomes over the four years of its Council Plan 2017–21. We measure progress by the indicators below. Results are from 2017–18, 2018–19, 2019–20 and 2020–21 unless otherwise noted.

Outcome

People and goods are able to move sustainably in and out of the city.

Municipal major indicator

The number of public transport trips per daily population. ▲



Our progress

This data is only collected every few years. The last available result was in 2018 which indicated public transport trips represented a 19.28 per cent share of all trips originating within the municipality of Melbourne on an average weekday.

▲ This is also a health and wellbeing related indicator.

City of Melbourne indicators

Outcomes and indicators	Results 2017-18	Results 2018-19	Results 2019-20	Results 2020-21	Our progress
Outcome: People of all abilities are able to move freely, safely and sustainably around the city					
Indicator					
The kilometres of new bicycle routes in the municipality.	New indicator	New indicator	2	15	More than 15 km of protected bike lanes have been delivered in 2020-21. Bike lane construction was prioritised as part of the COVID-19 response to provide safe and active transport options for those who are less confident riding on the road. While bike volumes have been impacted by government health orders, upgraded routes have been performing well. Monitoring and evaluation of performance is ongoing.

Municipal indicators

Outcomes and indicators	Results 2017-18	Results 2018-19	Results 2019-20	Results 2020-21	Our progress
Outcome: People of all abilities are able to move freely, safely and sustainably around the city					
Indicators					
Fewer transport-related accidents, injuries and fatalities in the municipality.	7.50% decrease (2016-17 result)	12.97% decrease (2017-18 result)	9.22% decrease (2018-19 result)	7.79% decrease (2019-20 result)	The City of Melbourne monitors data provided by the Department of Transport on injuries and fatalities resulting from police-attended transport accidents in the city. Results for 2019-20 indicated there were 899 injuries and fatalities, 76 less than 2018-19, or a reduction of approximately 8 per cent. This was despite increasing movements of vehicles and pedestrians across the city. While there are many factors that contribute to the occurrence of these injuries and fatalities, the City of Melbourne will continue to prioritise measures from our Transport Strategy that contribute to road safety.
An increase in the share of all trips to, from and within the municipality made on foot. ▲	Not available	Not available	36.49% (2018 result)	Not available	This data is only collected every few years. The last available result was in 2018 which indicated walking trips represented a 36.49 per cent share of all trips originating within the municipality on an average weekday.
The percentage of trips made to the city by bicycle. ▲	New indicator	New indicator	3.4% (2017-18 result)	Not available	This data is only collected every few years. The last available result was in 2018 which indicated bicycle trips represented a 3.4 per cent share of all trips originating within the municipality on an average weekday.
Outcome: Melbourne's street network is optimised for current and future travel modes					
Indicator					
Increased number of car-share spaces installed in the municipality.	11	137	46	44 decrease	The total number of car-share spaces in the municipality declined from 621 to 577 in 2020-21. This includes a reduction of 27 on-street and 17 off-street car share spaces in the last 12 months. The reduction is due to RACV and Green Car Share leaving the market and the remaining car share companies not taking up all their spaces due to sourcing issues for new cars. The COVID-19 pandemic has impacted car share over the last 15 months with a significant downturn in business. (Note: due to a reporting error in the previous annual report, the figures for 2019-20 have been updated.)

▲ This is also a health and wellbeing related indicator.

PRIORITIES AND INITIATIVES

The table below lists our Annual Plan and Budget initiatives against our four-year priorities in the Council Plan 2017-21.

A total of two 2020-21 initiatives were completed under 'a connected city'. One initiative is ongoing and will continue to be delivered in 2021-22.

Our four-year priorities were	Our 2017-18 focus was	Our 2018-19 focus was	Our 2019-20 focus was	Our 2020-21 focus was
We will provide high-quality major streetscapes and boulevards, including in urban renewal areas.	<ul style="list-style-type: none"> ↻ Design and commence implementation of stage two of Elizabeth Street Streetscape Improvements. 	<ul style="list-style-type: none"> ↻ Finalise design of stage two of Elizabeth Street and Elizabeth Street South and, subject to completion of localised development, commence construction of Elizabeth Street South. ✗ Engage the community on the final Racecourse Road Streetscape Improvements Plan and complete design documentation for improvements. 	<ul style="list-style-type: none"> ✓ Develop a Future Streets strategic framework to better define the future role, function and opportunities of Hoddle Grid streets in response to competing business, technology and mobility demands on our city's footpaths. ↻ Finalise Racecourse Road Strategic Opportunities Plan and advance discussions with VicRoads and key stakeholders to progress development of a co-funded implementation plan. ✓ Partner with the Victorian Government to consider updates to the Victorian Planning Provisions and City of Melbourne Advertising Signage Policy and other policies to ensure our public streets and civic spaces are appropriately regulated and aligned with community expectations. 	<p>Work supporting this priority is included in our regular business throughout the next year.</p>

Our four-year priorities were	Our 2017-18 focus was	Our 2018-19 focus was	Our 2019-20 focus was	Our 2020-21 focus was
<p>We will provide an expanded pedestrian network, including wider footpaths, to make the city more walkable and accessible. ▲</p>	<ul style="list-style-type: none"> ✓ (Major initiative) Develop options to manage pedestrian pressure points at train stations, particularly Southern Cross. ✓ (Major initiative) Work with the Victorian Government to deliver a master plan for the Flinders Street Station Precinct that builds on individual projects including the Melbourne Metro Tunnel, Flinders Street Station upgrade and Elizabeth Street improvements, and addresses pedestrian pressure. 	<p>Work supporting this priority was included in our regular business throughout the year.</p>	<p>Work supporting this priority was included in our regular business throughout the year.</p>	<p>Work supporting this priority is included in our regular business throughout the next year.</p>
<p>We will provide safer on- and off-street routes for cyclists to support Melbourne as a cycling city. ▲</p>	<ul style="list-style-type: none"> ✓ Implement year two of the Bike Plan, including full-time bike lanes on Albert Street, the Yarra River Corridor lighting upgrade, local bike route upgrades, Collins Street early starts for bikes and installation of bicycle corrals. 	<ul style="list-style-type: none"> ✓ Improve on our bicycle lane design standards by consulting with relevant transport safety experts and other cities to determine current best practices for bike lane infrastructure across a variety of riding environments. ✓ (Major initiative) Improve safety and increase usage of our bicycle network through high-quality extensions and improvements in Southbank Boulevard, Carlton, North Melbourne, Kensington and Southbank and the installation of an additional 500 bike storage hoops. 	<ul style="list-style-type: none"> ✓ Deliver cycling infrastructure, including protected bike lanes and new bike parking. 	<ul style="list-style-type: none"> ↻ (Major initiative) Deliver bike lanes. ✓ Plan for improved access in Alexandra Gardens.

▲ This is also a health and wellbeing priority.

Our four-year priorities were	Our 2017–18 focus was	Our 2018–19 focus was	Our 2019–20 focus was	Our 2020–21 focus was
<p>We will provide safer on- and off-street routes for cyclists to support Melbourne as a cycling city. [▲] (cont'd)</p>		<ul style="list-style-type: none"> ✓ Conduct analysis and consultation on west-east active transport links for the southern part of the central city. ✓ Continue to trial on-street bike parking using designated car parking bays to improve footpath amenity. 		
<p>We will partner to improve opportunities for more seamless travel for cyclists around the municipality and between neighbouring areas, including through the Inner Melbourne Action Plan.</p>	<p>Work supporting this priority was included in our regular business throughout the year.</p>	<p>Work supporting this priority was included in our regular business throughout the year.</p>	<p>Work supporting this priority was included in our regular business throughout the year.</p>	<p>Work supporting this priority is included in our regular business throughout the next year.</p>
<p>We will partner to manage the disruption to transport networks from the Melbourne Metro Project with the Victorian Government and the community.</p>	<p>Work supporting this priority was included in our regular business throughout the year.</p>	<p>Work supporting this priority was included in our regular business throughout the year.</p>	<p>Work supporting this priority was included in our regular business throughout the year.</p>	<p>Work supporting this priority is included in our regular business throughout the next year.</p>
<p>We will facilitate planning for alternative transport modes, including electric and autonomous vehicles, share-cars and water transport.</p>	<ul style="list-style-type: none"> ✓ (Major initiative) Review and refresh the Transport strategy. 	<ul style="list-style-type: none"> ✓ (Major initiative) Finalise the Transport Strategy Refresh and begin implementation of priority projects. ✓ Advocate to and work with the Victorian Government and related bodies to establish regulatory certainty and a strategic framework for share bikes within the municipality. 	<ul style="list-style-type: none"> ✓ (Major initiative) Deliver year one of the Transport Strategy. 	<p>Work supporting this priority is included in our regular business throughout the next year.</p>

[▲]This is also a health and wellbeing priority.

Our four-year priorities were	Our 2017-18 focus was	Our 2018-19 focus was	Our 2019-20 focus was	Our 2020-21 focus was
We will facilitate alternative future use of car parking spaces for new transport requirements or other community needs.	Work supporting this priority was included in our regular business throughout the year.	Work supporting this priority was included in our regular business throughout the year.	Work supporting this priority was included in our regular business throughout the year.	Work supporting this priority is included in our regular business throughout the next year.
We will facilitate the flow of people and goods by enhancing the inner Melbourne transport network, including last-kilometre freight.	Work supporting this priority was included in our regular business throughout the year.	✗ Progress the preferred vision for Spencer Street Station and Flinders Street Station precincts to improve pedestrian and bicycle capacity and safety, and progress concept design to inform delivery of short to medium-term public realm improvements	Work supporting this priority was included in our regular business throughout the year.	Work supporting this priority is included in our regular business throughout the next year.
We will advocate for an integrated public transport network that is carbon-neutral. ▲	Work supporting this priority was included in our regular business throughout the year.	Work supporting this priority was included in our regular business throughout the year.	Work supporting this priority was included in our regular business throughout the year.	Work supporting this priority is included in our regular business throughout the next year.
We will advocate for an expanded public transport network that includes a focus on the next metro line and rail link to the airport.	Work supporting this priority was included in our regular business throughout the year.	Work supporting this priority was included in our regular business throughout the year.	Work supporting this priority was included in our regular business throughout the year.	Work supporting this priority is included in our regular business throughout the next year.
We will advocate for the best interests of the municipality in regard to significant transport projects.	Work supporting this priority was included in our regular business throughout the year.	✓ Continue to contribute to the successful design and delivery of the Metro Tunnel Project in partnership with Rail Projects Victoria and Cross Yarra Partnership.	Work supporting this priority was included in our regular business throughout the year.	✓ (Major Initiative) Deliver priority actions of the Transport Strategy 2030.

Key

✓ Completed ↻ Ongoing ✗ Discontinued

Symbols for the previous year's initiatives have been updated to reflect the current status.

▲ This is also a health and wellbeing priority.

A DELIBERATIVE CITY



Melbourne will be a leader in using participatory, consultative and innovative approaches to decision-making. The diverse voices of Melbourne will be heard. New information technologies will be used to help citizens engage with local governance processes.

Progress measure

City of Melbourne major indicator

The level of community satisfaction with Council's community consultation and engagement.

Result

62 out of 100 people
satisfaction score

Our approach

A deliberative city is a city where people are encouraged to participate in civic activities, decision-making and information sharing. Communities are involved in how services that affect them are designed and delivered, and people feel empowered to be agents of their own lives.

The City of Melbourne recognises that our community is a great source of knowledge and expertise – made up of those who choose to live in our municipality and those who work, socialise and play here. This collective asset can be harnessed to help find solutions to local problems and complex city challenges.

As a local government, we strive for transparency and accountability in everything that we do. We share information through our open data platform, which currently makes datasets on land use and employment, parks and environment, parking, accessibility, and community services available to the public. By sharing our data, we can help improve public services and support social and economic innovation.

As a deliberative city, we encouraged community participation and strived for greater integrity and accessibility of data by:

- empowering people to participate in designing services, decision-making and problem-solving in ways that are meaningful to them
- embracing technological innovation in information sharing and engagement, delivering online systems that enable collaborative and community-driven solutions to city problems
- working across business, research, community, and government sectors to achieve innovation in providing and applying city data.

Major initiative

Design and deliver the Town Hall Commons on completion of the ground floor security upgrade

Last year, we transformed the ground floor of the Melbourne Town Hall Administration building to create a new Democratic Forum for Melbourne's community. The Forum Space provides a flexible, digitally enhanced meeting space for the Council to engage and participate with the community in determining the life and future of the city.

We optimised the underused floor area to accommodate Council and Future Melbourne Committee meetings, and a newly created space for City DNA. A collection of art by Aboriginal artists and a tapestry sets the tone for this new and safe democratic space.

The customer service function has been relocated to the Swanston Street frontage to improve its visibility and connection with customers, and the adjacent City Gallery refurbished to facilitate increased patronage.

The works were carried out during the COVID-19 lockdown so that disruption to staff and services was minimised.

The result is a refreshing contemporary upgrade that reimagines the ground floor as accessible, transparent, welcoming and engaging yet respectful of its heritage. In addition, the design incorporates several embedded digital technologies and platforms to enhance the community's experience and use of the space. It sets a benchmark for collaboration into the future.



Initiative

◀ City DNA ▲

City DNA is an exciting and innovative new platform and service that uses data visualisations power and the merging of digital and physical user experiences to enable entirely new ways for our community to engage in the decision-making of the city.

Four fundamental experience principles have guided the development of City DNA:

1. Encourage active participation, no matter the level of expertise.
2. Use diverse approaches to interactivity, visualisation and storytelling.
3. Continually prototype new modes of engagement.
4. Keep it human and accessible for all.

The City DNA concept was initially trialled with public users at Melbourne Knowledge Week in 2018 and 2019. As a new permanent feature in the Town Hall Ground Floor, it will continue to evolve as it moves from a discovery piece enabling community engagement to a more mature offering enabling collaboration and co-design.

Due to COVID-19, we scaled back the City DNA scope to deliver three self-guided discovery experiences in a COVID-safe QR format:

- Melbourne Landmarks and Built Form enables users to interact with a high-fidelity 3D model of built form and data projected onto a 3D printed model of the city.
- Aboriginal Melbourne is a City DNA exhibit developed with Traditional Owners, which includes various stories showing the fundamental relationship of Aboriginal communities to the area on which Melbourne is built. It demonstrates the critical and ongoing role of Traditional Owners in the future of Melbourne.
- Melbourne Images is a geo-referenced narrative of the Melbourne story using historic and current images from the State Library of Victoria.

In 2021-22, we will update the City DNA exhibit to support the community engagement activities outlined in the Council Plan 2021-25

City DNA is a unique concept that has the potential to promote the growth of social democracy in Melbourne. It aims to influence the way visitors to Town Hall think about Melbourne.

▲ Health and wellbeing related highlight.

HOW WE PERFORMED AGAINST OUR INDICATORS

The City of Melbourne aimed for several outcomes over the four years of its Council Plan 2017–21. We measured progress by the indicators below. Results are from 2017–18, 2018–19, 2019–20 and 2020–21 unless otherwise noted.

Outcome

People participate in co-creating Melbourne's future.

City of Melbourne major indicator

The level of community satisfaction with Council's community consultation and engagement.



Our progress

Satisfaction with our community consultation and engagement has increased since last year (previous index score of 60). Our current score of 62 is above the metro average (index score of 59) and the state-wide average (index score of 56). The highest score came from community members aged 18–34 years and the lowest from people aged 50–64 years.

City of Melbourne indicators

Outcomes and indicators	Results 2017-18	Results 2018-19	Results 2019-20	Results 2020-21	Our progress
Outcome: People participate in co-creating Melbourne's future					
Indicator					
The number of people who participated in City of Melbourne engagement initiatives.	6415	9359	4167	9454	The result includes people who took time to write a submission, answer a survey, attend an engagement activity, read or hear information and provide informed feedback. We saw a significant increase in online participation with 7628 contributors on Participate Melbourne, our highest number to date. The Dogs in Open Space policy review and Fitzroy Gardens Pavilion received the most interactions. This increase is due to the high number of projects in 2020-21, 53 in total, caused by the delay of projects in 2019-20, pushing projects into this financial year. We have also seen an overall increase in participant comfort in using online tools during the pandemic, making Participate Melbourne a more popular platform. This year we saw a 42.2 per cent increase in subscribers to our monthly Participate Melbourne newsletter, giving an additional 2000 people regular communication and access to the latest in engagement news and project updates. However, face-to-face engagement was lower due to COVID-19 restrictions.
Outcome: We are transparent and accountable to our community					
Indicator					
The percentage of decisions by the Council that are made public.	82%	85%	85.6%	83.81%	In 2020-2021 there were 309 Council and Future Melbourne Committee resolutions, of which 50 were made in a confidential session. Of the 50, nine called for the report and resolution to be made public after necessary actions. These have been or will be made public at a future date.
Outcome: City of Melbourne's open data platform is available for public use					
Indicator					
The total number of datasets available on the City of Melbourne's open data platform - owned by the City of Melbourne and other organisations.	180	202	216	222	The City of Melbourne continues to have the best range of open datasets available for community and business support. The total number of published datasets has now reached 222. This year we focused on supporting the business community with COVID-19 related datasets that could be used to inform city decisions.

Outcomes and indicators	Results 2017-18	Results 2018-19	Results 2019-20	Results 2020-21	Our progress
Outcome: City of Melbourne's open data platform is available for public use (continued)					
Indicator					
The average number of dataset views on the City of Melbourne's open data platform each month.	17,070	25,899	23,152	18,348	In 2020-21 there were a total of 220,187 page views on the open data platform. The year started very strongly with 42,026 page views in August alone. However, after this, there was an overall decrease of 18 per cent from the prior financial year. The reductions occurred in the months of the COVID-19 lockdowns. The cause could be a decrease in overseas students at Melbourne universities due to COVID-19.

Municipal indicator

Outcomes and indicators	Results 2017-18	Results 2018-19	Results 2019-20	Results 2020-21	Our progress
Outcome: People participate in co-creating Melbourne's future					
Indicator					
The percentage of people surveyed who have participated in specific engagement activities to address city issues, including through the use of digital technology. ▲	61.2%	59.1%	61.4%	58.33%	<p>The percentage of people surveyed who participated in specific engagement activities to address city issues was around 58 per cent. This included some people who used digital and online channels such as social media, websites, apps or email. Approximately 27 per cent of people engaged on city issues using digital technology. A selection of the engagement activities included attending a council meeting, writing a letter, participating in a workshop and joining a Citizen Advisory Committee or Citizen Jury.</p> <p>In relation to the trend over the past four years, the percentage of people surveyed who participated in specific engagement activities to address city issues decreased by 2.9 per cent from 61.2 per cent (2018) to 58.3 per cent (2021).</p>

▲ This is also a health and wellbeing related indicator.

PRIORITIES AND INITIATIVES

The table below lists our Annual Plan and Budget initiatives against our four-year priorities in the Council Plan 2017–21.

One 2020–21 initiative was completed under 'a deliberative city'.

Our four-year priorities were	Our 2017–18 focus was	Our 2018–19 focus was	Our 2019–20 focus was	Our 2020–21 focus was
We will provide opportunities for all members of the community to participate in civic decision-making. ▲	<ul style="list-style-type: none"> ✓ Run an Open Innovation Competition on city accessibility, using relevant data from the City of Melbourne open data platform to encourage third party development of digital tools. ✓ Investigate new methods for capturing input for Council meetings. 	<ul style="list-style-type: none"> ✓ Establish a children's forum to empower children to speak up and engage in Council decision making. ✓ Trial new community engagement techniques to increase participation, inclusion and accessibility for a diverse range of participants. 	Work supporting this priority was included in our regular business throughout the year.	Work supporting this priority is included in our regular business throughout the next year.
We will provide a network of physical and digital spaces for ratepayers and city users to collaborate using new technologies to solve city problems. ▲	Work supporting this priority was included in our regular business throughout the year.	Work supporting this priority was included in our regular business throughout the year.	✓ (Major initiative) Deliver Melbourne City DNA engagement and participation hub on the ground floor of the Melbourne Town Hall.	✓ (Major Initiative) Design and deliver the Town Hall Commons on completion of the ground floor security upgrade.
We will provide continued leadership on transparency in local government.	Work supporting this priority was included in our regular business throughout the year.	<ul style="list-style-type: none"> ✓ Strengthen our communications approach to better connect Council, policies and strategies to valued outcomes for the community, businesses, residents and ratepayers. ↻ Refresh the 10 Year Financial Plan with a focus on shaping future options for sustainable revenue streams, and engage community and stakeholders as necessary. 	Work supporting this priority was included in our regular business throughout the year.	Work supporting this priority is included in our regular business throughout the next year.

▲ This is also a health and wellbeing priority.

Our four-year priorities were	Our 2017-18 focus was	Our 2018-19 focus was	Our 2019-20 focus was	Our 2020-21 focus was
We will provide access to open municipal data and insights with appropriate privacy protection.	Work supporting this priority was included in our regular business throughout the year.	✓ (Major initiative) Improve community outcomes from the Census of Land Use and Employment by enhancing our processes and making Census of Land Use and Employment data accessible to other councils and local businesses.	Work supporting this priority was included in our regular business throughout the year.	Work supporting this priority is included in our regular business throughout the next year.
We will partner to introduce a city data platform that can be contributed to, and used by, other government agencies, universities, businesses, non-profit organisations and individuals.	✓ (Major initiative) Develop a City Data Centre pilot to engage the community using emerging technologies and visual tools such as 3D, augmented reality and virtual reality.	✓ (Major initiative) Design and pilot the next phase of the City Data Centre, including active participation by individual community members and businesses.	Work supporting this priority was included in our regular business throughout the year.	Work supporting this priority is included in our regular business throughout the next year.
We will advocate for other organisations to adopt an open data policy to support their participation in a city data platform.	Work supporting this priority was included in our regular business throughout the year.	Work supporting this priority was included in our regular business throughout the year.	Work supporting this priority was included in our regular business throughout the year.	Work supporting this priority is included in our regular business throughout the next year.

Key

✓ Completed ↻ Ongoing

Symbols for the previous year's initiatives have been updated to reflect the current status.



A CITY PLANNING FOR GROWTH

Melbourne will be a leader in planning for growth and technological advancement. We will guide and influence the future development of the city for the benefit of all city users and in a way that values and celebrates its historical and cultural identity.

Progress measures

Municipal major indicator

Commercial and industrial floor space use as a proportion of the total floor area in the municipality.

Result

15.93% of total floor space

Municipal major indicator

A net increase in public open space by population.

Result

0.19 sq.m decrease

Our approach

Melbourne has built a strong reputation as a great place to live, work and visit. The central city is a magnet for young professionals, students, and visitors alike. Melbourne's density and proximity benefit businesses by concentrating firms and resources in the most economically productive ways.

In the future, more can be done to fully unlock the city's assets by extending good planning and design to other areas of the municipality. Melbourne must keep pace with future growth while having a clear vision of the type of city we want to be.

The City of Melbourne continued to be an exemplar of urban planning and innovation by:

- leading in the design and development of resilient neighbourhoods that demonstrate environmental sustainability, liveability, connectivity and diversity
- recognising and valuing Aboriginal history and land management
- supporting liveability and prosperity by exploiting the advantages of density and proximity that allow seamless connections between people, places and resources
- working closely with government and private sector partners to ensure the city can fund and manage growth in sustainable ways
- championing high-quality design in buildings, streets and public spaces as the basis of a healthy, safe and people-friendly environment
- looking to the future by harnessing the opportunities presented by new technological innovations
- respecting the past by enhancing the character and distinctive identity of the city's heritage buildings, spaces and landscapes.

Major initiative

Queen Victoria Market Precinct Renewal Program ▲

We've made significant progress on the precinct renewal program. We continue to work with traders, the community and stakeholders on the careful restoration and revitalisation of this seven-hectare site in the city's heart.

We are almost halfway through the \$30 million restoration of the heritage sheds, returning them to their former glory and improving the environment for traders and the shopping experience for customers. The second stage of works is close to completion, with all 12 of the heritage-listed sheds restored by mid-2022. As part of restoration works, we've installed more than 800 solar panels to help generate power across the entire market.

Construction of the city's most extensive new community hub at the Munro site, which includes affordable housing units, community facilities and new open space and laneways, reached a significant milestone in December 2020. The development also includes 500 car spaces for market customers.

The dramatic impact of COVID-19 on visitation to the market created an opportunity to assist with the city's recovery by encouraging the return of shoppers and visitors. We will create a pop-up parklet to drive visitation and economic activation in the future Queens Corner Building footprint.

Planning and heritage applications for critical market infrastructure were approved with conditions by the relevant authorities. Investing in this purpose-build will deliver safe loading and unloading, more cold and dry storage for traders, trader amenities, more public toilets, and much-needed recycling and waste management facilities that will help reduce the market's environmental footprint. In anticipation of works commencing in early 2022, detailed disruption planning is underway with Queen Victoria Market to ensure the market remains operational during renewal works.



Other projects include gazettal of the road discontinuance to enable the progression of the Southern Site and endorsement of Food Hall concept designs. In addition, we are preparing heritage and planning permit applications and Heritage Victoria approval for the canopy installation between sheds E and F to improve weather protection.

While progressing the renewal program, the City of Melbourne has continued to provide support to Queen Victoria Market traders to help them navigate the COVID-19 pandemic with a comprehensive package that includes rent relief, business grants, and free business-related mentoring.

▲Health and wellbeing related highlight.

Initiatives and highlights

■ Facilitate high-quality urban renewal in Arden ▲

Arden is a new neighbourhood in North Melbourne. Plans for Arden will see the precinct transform from a predominantly industrial area to a thriving mixed-use neighbourhood located around the new Arden train station, providing new parks, community spaces, and employment opportunities. Planning for the urban renewal of the Arden Transport Precinct continued in 2020–21.

In July and August 2020, the City of Melbourne and Victorian Planning Authority undertook community consultation and engagement on the draft Arden Structure Plan. The draft Plan included proposed plans, objectives and strategies. In eight weeks, we reached 350,000 people and collected the views of 490 people via a range of platforms. People were interested in various matters, including the character and scale of buildings, sustainability, affordable housing, parks and open space, and car parking. We also met with landowners in the precinct to discuss the draft Plan. A summary of the community engagement process and findings was released in February 2021 and is available on Participate Melbourne.

Since completing our engagement, we have been working in partnership with the Victorian Planning Authority to respond to feedback and undertake additional analysis and technical studies. We have carried out further testing on transport, built form, economic feasibility, stormwater management, affordable housing and infrastructure planning. In addition, in November 2020, the Victorian Government announced \$10 million to plan for a new hospital in Arden as part of the redevelopment of the Royal Melbourne Hospital and Royal Women's Hospital. This information, among other planning developments, has informed the updated Structure Plan.

We worked with the Victorian Planning Authority to prepare a draft planning scheme amendment and Development Contributions Plan to support the implementation of the Arden Structure Plan and facilitate development over the next 25 years. The planning package will be released later in 2021.

We are working with the Victorian Government on the development plans for state-owned land in Arden that will be a catalyst for development in the precinct to coincide with the opening of Arden Station in 2025.

▲ Health and wellbeing related highlight.

■ Protect and enhance Melbourne's heritage

Significant progress was made in 2020–21 to preserve and enhance Melbourne's cherished heritage on several fronts. We have been working hard to provide up-to-date heritage controls and policies and celebrate Melbourne's heritage brand. Major milestones include:

- The Minister for Planning gazetted the Amendment C258 Heritage Policies Review and West Melbourne Heritage on 10 July 2020. The Amendment translates the categorisation of existing heritage places into the best practice, contemporary heritage classification system, and updates heritage policies to respond to the new types of development in the central city. Design Guides for heritage owners and heritage policies supported the amendment to make information accessible and understandable to customers.
- Amendment C396 completed a public exhibition to finalise the Heritage Places Inventory established under Amendment C258. Once the amendment process is complete, the Heritage Inventory will be accurate and up to date.
- The Minister for Planning gazetted Amendment C305 Southbank Heritage on 23 April 2021, applying a heritage overlay to 15 significant places.
- Amendment C387 Hoddle Grid Heritage Review, including the protection of 137 individual places and five precincts in the CBD, has completed its public exhibition. Unresolved submissions are to be heard by an independent planning Panel between 23 August and 20 September 2021.
- Amendment C394 Fishermans Bend In-Depth Heritage includes protecting three industrial sites and has recently undergone public exhibition. Unresolved submissions are likely to be referred to an independent planning panel in September.
- Two expert heritage reviews have been finalised for Carlton and North Melbourne by independent heritage consultants. The reviews and their recommendations regarding heritage protection through the Planning Scheme are scheduled to be presented to the Future Melbourne Committee early in 2021–22.
- A heritage review for South Yarra is being finalised by independent heritage consultants and will likely be presented to Future Melbourne Committee next financial year.
- The Parkville Heritage Review has been prepared for procurement, following confirmation of budget in 2021–22. Subject to availability of consultants, it will begin early in the new financial year.

- The Melbourne Heritage Restoration Fund funded several heritage restoration projects, such as the podium floor of the Temple of the Winds at the Botanic Gardens and reinstatement of the original entry gates at Deaf Children Australia in St Kilda Road.
- In 2021–22, we will begin the finalisation of the scoping phase of establishing a heritage database and public web interface to communicate accurate heritage data.

■ Pursue a COVID-19 economic recovery stimulus infrastructure program

On 28 September 2020, in direct response to impacts of COVID-19, the City of Melbourne and the Victorian Government announced a \$100 million Melbourne City Recovery Fund. The jointly-funded pool aims to drive visitors to the municipality and support businesses and city activations.

Between October 2020 and 30 June 2021, the fund has supported businesses and precinct associations to adjust to a new operating environment, activated vacant shopfronts, and encouraged visitors through events, activations and unique marketing campaigns.

We've also delivered physical infrastructure to support businesses to create a safe, vibrant and welcoming CBD for all visitors, including:

- A successful program of extended outdoor dining to help the food industry cope with indoor dining restrictions and impacts on customer numbers. More than 900 additional permits were issued, and we installed infrastructure for 206 on-street parklets across 404 parking bays. A total of 69 permits were issued for businesses to trade in laneways across 24 laneway locations. These permits supported over 650 businesses operating on footpaths, parks, promenades, and closed streets and laneways.
- An economic assessment indicated a positive benefit to the broader economy, with more than 18,000 seats created for cafes, restaurants and bars, and 75 per cent of businesses surveyed indicating they had generated at least \$1642 per week from extended outdoor dining.
- Accelerated completion of more than 15 km of protected bike lanes, resulting in commuter cycling volumes exceeding the estimated office occupancy figures in June 2021. Cycling activities also increased on recently upgraded routes, including Rathdowne, Queensbridge and Peel streets.
- Installation of 20 km per hour shared zones in 28 Little Street segments to prioritise pedestrian access and provide additional safety for cyclists.

■ Sunlight to Parks

Who doesn't enjoy catching some winter sunshine in one of the City of Melbourne's beautiful parks? Council has been working to make sure that the development of new buildings in the city happens in a way that still allows the winter sun to shine into our parks. To do this, we have developed an amendment to the Planning Scheme called C278 Sunlight to Parks.

The demand for public parks is much greater today than 20 years ago when Melbourne Planning Scheme's new format came into effect. Since 2001, the municipal residential population has more than tripled with a consequent increase in the scale and heights of buildings. As buildings got taller, shadows over parks increased. The amendment seeks to reasonably protect a level of solar access in parks to future proof parks as a community asset for today and into the future.

The public hearing on Amendment C278 was held before a three-member panel of Planning Panels Victoria. The Panel issued its report on 1 June 2021, and the Council will consider the report in August 2021.

The amendment proposed innovative mandatory winter sunlight controls to parks over an increased span of hours across the municipality except for the Hoddle Grid and Southbank, which have their own winter sunlight protection controls, and Docklands and Treasury Square noting Ministerial authorisation. The Panel's report was favourable, effectively supporting and elevating community use of parks as a land use through the Melbourne Planning Scheme. We all benefit from high amenity public parks, and they play a significant role in the health and wellbeing of Melburnians.

■ Sustainable building design – Planning Scheme Amendment C376

Recognising that we are in a climate change and biodiversity emergency, the City of Melbourne has committed to reaching zero net emissions by 2040.

Buildings are the most significant contributor to emissions in our municipality, accounting for 66 per cent of all emissions. Therefore, we are taking bold action by raising the Environmentally Sustainable Design and green infrastructure standards in our Planning Scheme. These standards are necessary to achieve our target of net zero emissions by 2040.

Planning Scheme Amendment C376 proposes to introduce new best-practice Environmentally Sustainable Design Standards into the planning scheme. The new standards will mean that new buildings and significant additions will need to achieve specific targets for solar panels, green roofs and walls, better insulation and bike racks.

Sustainable buildings help reduce emissions and improve the city's liveability as the climate gets hotter and more extreme. Sustainably designed buildings stay warmer in winter and cooler in summer, meaning less need for heaters and air conditioners, thereby saving money for occupants. In addition, sustainable buildings include green spaces, which supports biodiversity and attracts wildlife, provides beautiful spaces for recreation and socialising and reduces the urban heat island effect.

Sustainable buildings also mean that cycling and electric vehicle facilities and waste and recycling facilities improve and are easier to use.

Many cities and companies worldwide are already moving towards more sustainable development because this is what tenants and buyers want. Planning Scheme Amendment C376 will help reduce emissions, respond to the current climate change emergency, make the city more liveable and beautiful, and ensure Melbourne remains competitive globally.

■ Trial 5G and Internet of Things (IoT) urban infrastructure and services

During 2020–21 the City of Melbourne continued to work with the community, businesses, universities, researchers and startups to test emerging technology in the municipality.

We continued piloting microclimate sensors in the municipality to collect data on temperature, humidity, pressure, wind speed and air quality. These sensors will help researchers and planners understand different conditions around the city and inform city cooling initiatives. In addition, the data will be available on the City of Melbourne's open data platform for others to use in their analyses.

We installed a microclimate sensor on a City Circle tram. The data has helped us to understand the viability of mobile sensing. In addition, the sensor can be used to assess the comfort of passengers and employees at tram stops and along routes without installing large numbers of sensors.

We installed several sensors in Argyle Square in Carlton to collect data on park activity and the environment. The data helped us understand all manner of park-related information ranging from rubbish bin fill levels, pedestrian numbers, and environmental conditions, including humidity, temperature and air quality. We are using the data to improve Argyle Square for the community.

We also worked with Monash University in Argyle Square on a collaborative research project to understand how the community perceives sensing technology. This valuable research will guide future activity on the best ways to engage with the community about emerging technology and data collection in the future.

We ran a testbed challenge focused on reimagining the city to support economic activation and selected three winners from more than 40 submissions with voting from the community. The City of Melbourne will partner with the winners and the community to pilot their submissions in the coming year.

The pilots have helped us understand better how people use our city spaces. They will enable us to make data-led decisions, create better city experiences for our community and inform our capital works programs and service improvements.

HOW WE PERFORMED AGAINST OUR INDICATORS

The City of Melbourne aimed for several outcomes over the four years of its Council Plan 2017–21. We measured progress by the indicators below. Results are from 2017–18, 2018–19, 2019–20 and 2020–21 unless otherwise noted.

Outcome

Melbourne's commercial, retail and residential development will meet the needs of a growing working and residential community.

Municipal major indicator

Commercial and industrial floorspace use as a proportion of the total floor area in the municipality.

Results
2020–21 15.93%
2019–20 17.6%
2018–19 New indicator
2017–18 New indicator

Our progress

The result is based on the area of commercial (office space) and industrial (manufacturing) built floor space use (5,907,401 square metres) as a proportion of the total floor area in the municipality. This represents a 1.76 per cent decrease of built floor space from the previous financial year and a 2.97 per cent decrease over four years, from when the data was first recorded (2017–18).

Outcome

The built form of the city reflects high quality design.

Municipal major indicator

A net increase in public open space by population. ▲

Results
2020–21 0.19 sq.m increase
2019–20 0.79 sq.m decrease
2018–19 1.66 sq.m decrease
2017–18 2.42 sq.m decrease

Our progress

There was a net increase of 0.19 square metres of open space per resident in the municipality. This is the first time in four years that there has been an increase in open space per resident. The additional open space is the expanded area of University Square in Carlton and the new Wominjeka Park in West Melbourne. The indicator includes City of Melbourne spaces and Crown land. It also includes some key median strips roadside open space and areas that are partially paved, for example Queensbridge Square and Federation Square. The calculation is based on open space square metres per population and indicates the change between 2019–20 and 2020–21.

▲ This is also a health and wellbeing related indicator.

City of Melbourne indicators

Outcomes and indicators	Results 2017-18	Results 2018-19	Results 2019-20	Results 2020-21	Our progress
Outcome: There is a clear vision and direction for sustainable growth across the municipality					
Indicators					
The area of the municipality with structure plans and built form policies in place.	17.41 sq.kms	12.04 sq.kms	12.61 sq.kms	12.61 sq.kms	As of June 2021, 12.61 square kilometres or 33.5 per cent of the municipality is covered by either a Structure Plan (since 2010) or other current built form policy (introduced since 2013). The Plans include Arden Macaulay Structure Plan 2012, West Melbourne Structure Plan 2018, City North Structure Plan 2012, and Southbank Structure Plan 2012. In 2019-20, the Draft Arden Structure Plan 2020 and Draft Macaulay Structure Plan were endorsed for consultation. Both plans will be released in late 2021.
The area of the municipality with development contribution schemes in place.	0.84 sq.kms	0.84 sq.kms	1.34 sq.kms	1.34 sq.kms	The planning scheme overlay areas for the currently active structure plan areas (the Macaulay Precinct, Arden Precinct and Lorimer Precinct in Fishermans Bend) have not changed since the last reporting period. These areas may be amended slightly once development or infrastructure contribution plans have been prepared and incorporated into the planning scheme. An investigation is currently underway for an infrastructure contribution scheme for the Employment Precinct in Fishermans Bend. This 2.3 square kilometre precinct does not have an interim overlay and will need to be added to the indicator for reporting in future years.
Outcome: Melbourne respects and preserves its heritage					
Indicator					
The area of the municipality with heritage controls is informed by heritage reviews.	14.15 sq.kms	14.47 sq.kms	14.47 sq.kms	14.44 sq.kms	At the end of 2020-21, the number of places and precincts covered by a Heritage Overlay was 1090, an increase of 315 since the end of 2010-11. Some precincts may have many properties, so the number of properties covered by a Heritage Overlay is higher. Planning scheme amendments to implement heritage reviews in West Melbourne and Southbank were finalised in 2020-21. In the case of Southbank, this included removing an interim heritage precinct in response to planning panel recommendations and resulted in a slight decrease in the area of the municipality with heritage controls. In addition, heritage reviews were progressed for Hoddle Grid, Fishermans Bend, Carlton, North Melbourne and South Yarra. These will progress as planning scheme amendments in 2021-22.

Outcomes and indicators	Results 2017-18	Results 2018-19	Results 2019-20	Results 2020-21	Our progress
Outcome: The built form of the city reflects high quality design					
Indicator					
The net increase in public open spaces. ▲	7	1	3	1	There was a net increase of one new open space in 2020-21 – Wominjeka Park in West Melbourne. This brings a total of 12 new open spaces introduced in the municipality over the last four years.
Outcome: People have access to green spaces and recreation spaces					
Indicator					
The ratio of indoor and outdoor recreational space to population. ▲	59.52 sq.m	51.96 sq.m	50.15 sq.m	47.96	<p>In 2020 there was 47.96 square metres per capita of indoor and outdoor recreation space in the municipality, down from 50.15 square metres per capita in 2019. The total amount of indoor and outdoor space in the municipality was 8,813,784 square metres. This comprised outdoor space totalling 7,794,027 square metres, including parks and reserves, outdoor sports and recreation space, squares and promenades and publicly accessible private outdoor space. It also included indoor space of 1,019,757 square metres, which refers to indoor entertainment / recreation space.</p> <p>Over the past four years, a decrease of 19.4 per cent from 59.52 (2017) to 47.96 (2020) square metres has occurred in the ratio of indoor and outdoor recreational space to population. Furthermore, the ratio has declined for each year of the four-year period resulting in an overall downward trend. We are almost 20 per cent worse-off than what we were four years ago.</p>

▲ This is also a health and wellbeing related indicator.

Outcomes and indicators	Results 2017-18	Results 2018-19	Results 2019-20	Results 2020-21	Our progress
Outcome: Melbourne's housing meets the diverse needs of its population					

Indicator

The number of affordable housing units in City of Melbourne projects. ▲	96	96	96	144	<p>City of Melbourne has committed to deliver 25 per cent affordable housing in developments on its own land. This is included as a priority in the Council's Affordable Housing Strategy which was endorsed in December 2020.</p> <p>In 2020-21 the following commitment has been made or under construction: 50 units for the Make Room projects at 602 Little Bourke Street, Melbourne, 54 units for Therry Street, Melbourne (under construction) and 40 units for the Boyd Building.</p>
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Outcome: Melbourne is prepared for future technological change

Indicator

The number of new smart infrastructure prototypes implemented in the municipality.	802	14	45	18	<p>To ensure we can plan and prepare for the future, 18 smart infrastructure prototypes were implemented in the municipality in 2020-21 to help us gather data to plan and manage our city better for our community. These smart infrastructure projects included:</p> <ul style="list-style-type: none"> • two video analytics installations to understand waste behaviour trends in laneways • two fibre sound sensors to test accuracy at detecting city activity • a digital model and an interactive sculpture installed in Argyle Square to communicate use of sensors and data collection to transparently communicate to park users • 12 new pedestrian sensors installed in key locations.
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▲ This is also a health and wellbeing related indicator.

Municipal indicators

Outcomes and indicators	Results 2017-18	Results 2018-19	Results 2019-20	Results 2020-21	Our progress
Outcome: The built form of the city reflects high quality design					
Indicators					
The number of buildings in the municipality that win industry awards for design excellence.	22	25	28	19	A total of 19 awards and commendations were achieved within the municipality in 2020-21 (excluding two awards for gallery-based temporary works or installations). This included the Australian Institute of Architects State and National Awards, Victorian Premier's Design Award, Planning Institute of Australia, Australian Urban Design Awards, and Urban Development Institute Australia State and National Awards. Awards were won in various categories, including interior, residential, heritage, commercial and public architecture. The State Library Victoria Redevelopment received a Commendation in the Public Architecture Category at the National AIA Awards. It also received a Best in Category at the Premier's Design Awards. The Carlton Learning Precinct won the National AIA Colorbond Award for Steel Architecture. The State AIA Enduring Architecture award was awarded to Olympic Swimming Pool (1956).
The number of major development and capital works projects reviewed through a formal design review process.	12	8	11	11	A total of 11 projects within the municipality were reviewed by the Office of Victorian Government Architect's Design Review Panel. All projects were developments of Victorian significance. In addition, the City of Melbourne reviewed and provided recommendations on achieving high quality built form on 235 planning applications in 2020-21. This included 370 individual reviews as some developments required multiple reviews due to design iterations or planning permit amendments. Again, these figures are similar to last financial year.

Outcomes and indicators	Results 2017-18	Results 2018-19	Results 2019-20	Results 2020-21	Our progress
Outcome: People have access to green spaces and recreation spaces					

Indicator

The ratio of green space to population in the municipality. [▲]	34.3 sq.m	32.6 sq.m	31.8 sq.m	32 sq.m	There are approximately 32 square metres of open space per resident in the municipality. This indicator has been stable for the last three years but has reduced from 34 square metres per resident four years ago and from 52 square metres per resident at the time of the 2012 Open Space Strategy. The reduction reflects the increasing residential population rather than any loss of public open space. The indicator includes City of Melbourne spaces and Crown land. It also includes some key median strips roadside open space and areas that are partially paved, for example Queensbridge Square and Federation Square. The calculation is based on open space square metres per population and indicates the change between 2019-20 and 2020-21.
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Outcome: Melbourne's housing meets the diverse needs of its population

Indicator

The number of affordable housing units negotiated through development planning.	0	0	38	47	In 2020-21 there were 47 affordable housing units negotiated through development planning across four different developments. These include affordable dwellings in developments in Queen Street, CBD, Macaulay Road, Kensington, Spencer Street, Docklands and disability access studio accommodation in Elizabeth Street, CBD. This reflects a positive change in the amount of affordable housing that is being negotiated in the municipality, as well as the City of Melbourne's commitment to affordable housing outcomes.
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[▲]This is also a health and wellbeing related indicator.

PRIORITIES AND INITIATIVES

The table below lists our Annual Plan and Budget initiatives against our four-year priorities in the Council Plan 2017–21.

A total of eight 2020–21 initiatives were completed under 'a city planning for growth'. Two initiatives are ongoing and will continue to be delivered in 2021–22.

Our four-year priorities were	Our 2017–18 focus was	Our 2018–19 focus was	Our 2019–20 focus was	Our 2020–21 focus was
We will provide renewal of the Queen Victoria Market Precinct. ▲	✓ (Major initiative) Continue the Queen Victoria Market Precinct Renewal Program.	✓ Major initiative) Continue the Queen Victoria Market Precinct Renewal Program.	✓ (Major initiative) Continue the Queen Victoria Market Precinct Renewal Program.	✓ (Major Initiative) Continue the Queen Victoria Market Precinct Renewal Program.
We will provide staged urban renewal of Southbank and Docklands.	Work supporting this priority was included in our regular business throughout the year.	Work supporting this priority was included in our regular business throughout the year.	Work supporting this priority was included in our regular business throughout the year.	Work supporting this priority is included in our regular business throughout the next year.
We will provide clear guidance to ensure sustainable growth in West Melbourne, which respects its character, retains its mixed-use and improves its streets and spaces.	✓ Deliver the West Melbourne structure plan in collaboration with the Victorian Government and the community.	✓ Work with landowners and the community to develop a vision and strategic framework for West Melbourne Waterfront.	✓ Prepare a vision and planning framework for Maribyrnong River (West Melbourne Waterfront) to guide future development.	Work supporting this priority is included in our regular business throughout the next year.
We will provide policies to enable mixed-use that support local liveability and a strong and diverse economy in the central city. ▲	Work supporting this priority was included in our regular business throughout the year.	✗ (Major initiative) Finalise and implement the findings of the review of the Municipal Strategic Statement. Transitioned into 'Progress the next Municipal Planning Strategy.'	✓ Finalise the City Vision and consult with the Victorian Government to progress its implementation as the new Municipal Planning Strategy in the Melbourne Planning Scheme.	↻ Progress the next Municipal Planning Strategy.

▲ This is also a health and wellbeing priority.

Our four-year priorities were	Our 2017–18 focus was	Our 2018–19 focus was	Our 2019–20 focus was	Our 2020–21 focus was
<p>We will provide up-to-date heritage controls and policies throughout the municipality.</p>	<ul style="list-style-type: none"> ✓ Progress the Hoddle Grid (or Central City) Heritage Review. ✓ Progress work on incentives to property owners for ongoing heritage preservation and identify gaps to be addressed in 2018–19. 	<ul style="list-style-type: none"> ✗ Prepare a Master Plan for the restoration, refurbishment and future use of the heritage-listed Melbourne Town Hall buildings. ✓ Commission a North Melbourne Heritage review. ✓ Progress priority recommendations from commissioned research on incentives for heritage preservation. ✓ Further progress the Hoddle Grid Heritage Review and seek appropriate protections for significant places, including Aboriginal and post-contact heritage. 	<ul style="list-style-type: none"> ✓ Finalise a master plan for the restoration, refurbishment and future use of the heritage-listed Melbourne Town Hall buildings. ✓ Commission a South Yarra Heritage review. ↻ Update the Carlton Gardens Master Plan with a focus on world heritage management. 	<ul style="list-style-type: none"> ✓ Protect and enhance Melbourne’s heritage.
<p>We will provide recreational and environmental corridors for the city to support urban renewal. ▲</p>	<ul style="list-style-type: none"> ✓ Develop a strategic opportunities plan for the Moonee Ponds Creek throughout the municipality that advocates Council’s vision. ✓ Prepare a streetscape improvements plan for Racecourse Road, in collaboration with Moonee Valley Council. 	<p>Work supporting this priority was included in our regular business throughout the year.</p>	<ul style="list-style-type: none"> ✓ Complete the delivery of Southbank Boulevard. ✗ Progress investigation of Greenline, a connected network of green public spaces from Royal Park to the bay along Moonee Ponds Creek, Docklands, Yarra River Northbank, Birrarung Marr, Domain Parklands and St Kilda Road. <p>Transitioned into ‘Advancement of the Greenline.’</p>	<ul style="list-style-type: none"> ✓ Advancement of the Greenline.

▲ This is also a health and wellbeing priority.

Our four-year priorities were	Our 2017-18 focus was	Our 2018-19 focus was	Our 2019-20 focus was	Our 2020-21 focus was
<p>We will provide a review of the options for housing in the municipality, taking into account the needs of a diverse population. ▲</p>	<p>Work supporting this priority was included in our regular business throughout the year.</p>	<p>✓ Assess the key issues for student housing developments in the central city and define an action plan to improve the design quality of student housing in the city.</p>	<p>✓ Partner with the Victorian Government, universities and student accommodation providers to improve student housing design standards.</p>	<p>Work supporting this priority is included in our regular business throughout the next year.</p>
<p>We will provide a comprehensive evidence base to inform future decisions regarding land use and infrastructure. ▲</p>	<p>✗ Undertake municipal wide integrated land use and infrastructure planning to identify the long term land use and infrastructure opportunities and challenges.</p> <p>Transitioned into 'Create an infrastructure investment framework.'</p>	<p>✗ Develop and maintain a Local Area Infrastructure Priority List of local infrastructure needs initially focused on the Capital City Zone and urban renewal areas.</p> <p>Transitioned into 'Create an infrastructure investment framework.'</p>	<p>Work supporting this priority was included in our regular business throughout the year.</p>	<p>↻ Create an infrastructure investment framework.</p>
<p>We will partner to progress the design, planning and delivery of high-quality urban renewal in Arden Macaulay and Fishermans Bend that utilises their heritage assets.</p>	<p>✓ Work with the Victorian Government to influence the outcomes of the structure plan in Arden.</p> <p>✓ Work with the Fishermans Bend Taskforce to develop the Framework and provide leadership on the Neighbourhood Precinct Structure Plans for Lorimer and the Employment Precinct.</p> <p>✓ Work with the Victorian Government to deliver a master plan in Macaulay that facilitates the City of Melbourne's strategic outcomes, including the delivery of community facilities and open space.</p>	<p>✓ Review planning scheme controls for Macaulay, and work with the Victorian Government to progress strategic planning in Arden.</p>	<p>✓ Partner with the Victorian Government to prepare the Arden Structure Plan.</p> <p>✓ Victorian Government to prepare the precinct plans for Lorimer and the Employment Precinct in Fishermans Bend.</p>	<p>✓ Facilitate high-quality urban renewal in Arden.</p> <p>✓ Progress the planning and delivery of the Fishermans Bend Employment Precinct, including the GMH site.</p>

▲ This is also a health and wellbeing priority.

Our four-year priorities were	Our 2017–18 focus was	Our 2018–19 focus was	Our 2019–20 focus was	Our 2020–21 focus was
We will partner to design, plan and enable a world-class City North Innovation District and deliver public realm improvements.	<ul style="list-style-type: none"> ✓ Complete the City North Innovation District action plan and commence implementation. ✓ Prepare the evidence base to support development contributions for community infrastructure in City North and Southbank. 	Work supporting this priority was included in our regular business throughout the year.	✓ Advance the delivery of the City North Innovation District.	Work supporting this priority is included in our regular business throughout the next year.
We will partner to deliver a world-class arts precinct in Southbank, including significant public realm projects.	Work supporting this priority was included in our regular business throughout the year.	Work supporting this priority was included in our regular business throughout the year.	Work supporting this priority was included in our regular business throughout the year.	Work supporting this priority is included in our regular business throughout the next year.
We will partner to develop the city's vision for the Yarra River and its waterways.	<ul style="list-style-type: none"> ✓ Deliver a City River Concept Plan as a framework for integrated public realm improvements along the river. ✗ Develop a strategic approach to integrated waterfront access. 	✓ Advocate to Development Victoria to ensure that Melbourne's maritime heritage is considered as part of the development of Harbour Esplanade and Victoria Harbour.	<ul style="list-style-type: none"> ✓ Adopt a leadership and advocacy role with key stakeholders, with the objective of securing collaborative co-funding partnership agreements to deliver maritime legacy outcomes in the municipality, including interpretive maritime heritage signage and a maritime museum. ✓ Work with the Victorian Government, Parks Victoria and Development Victoria to progress planning, including establishing costs and funding arrangements for a Waterways Operations Precinct in the Bolte Precinct West. 	Work supporting this priority is included in our regular business throughout the next year.

Our four-year priorities were	Our 2017-18 focus was	Our 2018-19 focus was	Our 2019-20 focus was	Our 2020-21 focus was
<p>We will partner to ensure people have access to services and community facilities appropriate to their needs through all stages of life. ▲</p>	<p>✓ Prepare a plan for the renewal of North Melbourne Community Centre and surrounds.</p>	<p>✗ Complete design documentation for the North Melbourne Community Centre redevelopment.</p> <p>Transitioned into 'Plan for enhanced facilities, services and open space for the North Melbourne Community Centre precinct.'</p>	<p>Work supporting this priority was included in our regular business throughout the year.</p>	<p>✓ Pursue a COVID-19 economic recovery stimulus infrastructure program.</p>
<p>We will partner to ensure Melbourne is a leader in urban technology innovation, focusing on the Internet of Things and supporting networks such as 5G.</p>	<p>Work supporting this priority was included in our regular business throughout the year.</p>	<p>✓ Develop a business case that builds on sensor and open data initiatives to support practical involvement of local businesses and other key partners in the use and provision of advanced technology infrastructure.</p>	<p>✓ In collaboration with external partners, trial 5G and other digital urban infrastructure and services to provide reliable and efficient data about our city, solve city challenges and deliver on the overall digital urban infrastructure vision for the city.</p>	<p>✓ Trial 5G and Internet of Things (IoT) urban infrastructure and services.</p>
<p>We will partner to ensure the city has sustainable funding sources to support the delivery of better community infrastructure and services. ▲</p>	<p>✓ Scope and prepare concept design for the redevelopment of Kensington Community Recreation Centre.</p> <p>✓ Develop options for a redevelopment that realises the full potential of the Town Hall precinct properties.</p>	<p>✗ Pursue developer contributions for community infrastructure in City North and Southbank and advocate for a standard development contribution from the Victorian Government.</p> <p>Transitioned into 'Create an infrastructure investment framework.'</p> <p>✓ Create a property portfolio plan.</p>	<p>✗ Complete a Development Contributions Plan for City North and Southbank and investigate the feasibility of a municipal-wide plan.</p> <p>✓ Establish an Advancement Program for the City of Melbourne to enable the corporate and philanthropic sector to partner with the City of Melbourne to deliver our Council Plan goals.</p> <p>✗ Investigate the feasibility and timing (given the current proposed investment and borrowing requirements) for the establishment of a future fund to deliver ongoing revenue for the City of Melbourne.</p>	<p>Work supporting this priority is included in our regular business throughout the next year.</p>

▲ This is also a health and wellbeing priority.

Our four-year priorities were	Our 2017-18 focus was	Our 2018-19 focus was	Our 2019-20 focus was	Our 2020-21 focus was
<p>We will facilitate the development of a strategic vision with the community for E-Gate and Dynon to enable future urban renewal.</p>	<p>Work supporting this priority was included in our regular business throughout the year.</p>	<p>Work supporting this priority was included in our regular business throughout the year.</p>	<p>Work supporting this priority was included in our regular business throughout the year.</p>	<p>Work supporting this priority is included in our regular business throughout the next year.</p>
<p>We will advocate for continued public realm improvements in Docklands, including better connections to adjacent neighbourhoods.</p>	<p>Work supporting this priority was included in our regular business throughout the year.</p>	<p> X Partner with Development Victoria and the AFL to develop a stadium precinct master plan to deliver exemplar connected public spaces in Harbour Esplanade, Bourke and Latrobe streets, integrated with the future direction of Etihad Stadium, Southern Cross Station and Central Pier. </p> <p> X Prepare concepts for a transformative High Line-like project of public space connecting Flinders Street Station to Docklands along the northern bank of the Yarra River, incorporating Seafarers Park, linking with other proposed initiatives in the Docklands Victoria Harbour area and extending through to the Ron Barassi Senior Park. </p> <p> Transitioned into 'Advancement of the Greenline.' </p> <p> ✓ Progress planning and design for Waterways Operations Precinct in the Bolte Precinct West, to support effective growth of marine activities in Docklands. </p>	<p> ✓ Partner with Development Victoria to progress an integrated master plan for Harbour Esplanade and the stadium precinct. </p>	<p>Work supporting this priority is included in our regular business throughout the next year.</p>

Our four-year priorities were	Our 2017-18 focus was	Our 2018-19 focus was	Our 2019-20 focus was	Our 2020-21 focus was
<p>We will advocate for significant additional open space in urban renewal areas. ▲</p>	<ul style="list-style-type: none"> ✓ (Major initiative) Finalise design and commence implementation of Southbank Boulevard open space. ✓ Continue to deliver the Open Space Strategy with a focus on delivery of Carlton Gardens Master Plan, upgrade to Railway Miller Reserve, and the park expansion of Gardiner Reserve. 	<ul style="list-style-type: none"> ✓ (Major initiative) Deliver on the Open Space Strategy by creating two hectares of new open space through the delivery of Southbank Boulevard and Dodds Street, and University Square. ✓ Begin implementing year one of the Moonee Ponds Creek Strategic Opportunities Plan, including advocacy to the Victorian Government, key stakeholders and the community. 	<ul style="list-style-type: none"> ✓ Consider and assess future Committee of Management options for Westgate Park. ✓ Partner with the Victorian Government to commence delivery of the Moonee Ponds Creek Strategic Opportunities Plan. 	<p>Work supporting this priority is included in our regular business throughout the next year.</p>
<p>We will advocate for high-quality building design and public space through improved policy and the establishment of a design excellence program.</p>	<p>Work supporting this priority was included in our regular business throughout the year.</p>	<ul style="list-style-type: none"> ✗ (Major initiative) Commence the redevelopment of the Bourke Street Precinct, including preparation of a planning permit application for the proposed new buildings. ✓ Extend the City of Melbourne's commitment to high-quality urban design through advocacy, internal design review and investigation of design competitions on significant sites. 	<ul style="list-style-type: none"> ✗ Continue to progress the Bourke Street Precinct redevelopment. ✓ Partner with the Victorian Government and other councils to consider opportunities to improve planning, planning panel and Victorian Civil and Administrative Tribunal processes. 🔄 Progress implementation of a design excellence program including but not limited to the establishment of a City of Melbourne Design Review Panel to ensure Melbourne continues to be recognised as a patron of leadership in design. ✓ Work with the Victorian Government to review Federation Square design and usage patterns. 	<p>Work supporting this priority is included in our regular business throughout the next year.</p>

▲ This is also a health and wellbeing priority.

Our four-year priorities were	Our 2017-18 focus was	Our 2018-19 focus was	Our 2019-20 focus was	Our 2020-21 focus was
<p>We will advocate for increased influence in decision-making in all areas of significant change, including central city and urban renewal areas.</p>	<p>Work supporting this priority was included in our regular business throughout the year.</p>	<p>✓ Work with the Victorian Government on Fishermans Bend to progress the Employment Precinct and Lorimer structure plans to deliver ambitious, high-quality and sustainable urban renewal.</p>	<p>Work supporting this priority was included in our regular business throughout the year.</p>	<p>✓ Pursue Greater Melbourne local government partnerships, coordination and advocacy.</p>

Key

✓ Completed ↻ Ongoing ✕ Discontinued

Symbols for the previous year's initiatives have been updated to reflect the current status.





A CITY WITH AN ABORIGINAL FOCUS

Aboriginal heritage, culture, and knowledge will enrich the city's growth and development. For the Wurundjeri Woi Wurrung, Bunurong Boon Wurrung, Taungurung, Dja Dja Wurrung and Wadawurrung peoples who make the Eastern Kulin, Melbourne has always been and will continue to be an important meeting place and location for events and social, educational, sporting and cultural significance.

Progress measure

Municipal major indicator

An increase in the proportion of people who believe the relationship with Aboriginal and Torres Strait Islander peoples is important.

Result

95.72% of residents, workers and students

Our approach

The City of Melbourne was the first local government in Australia to have a Reconciliation Action Plan endorsed by Reconciliation Australia. As a capital city, our vision for reconciliation is to lead by example. We want to show how true reconciliation can happen, working in partnership with Traditional Owners, Aboriginal partners, and organisations such as Jawun and Supply Nation.

We are committed to ensuring that the Aboriginal cultural heritage of Melbourne is appropriately recognised, conserved and celebrated by all.

By creating more job opportunities for Aboriginal peoples and supporting Aboriginal businesses, the City of Melbourne and the broader community can improve economic outcomes for Aboriginal peoples.

In partnership with Traditional Owners and Aboriginal people, we strengthened our reputation locally, regionally and globally and developed a mature identity as a city with an Aboriginal focus by:

- acknowledging that Aboriginal and Torres Strait Islander people were the First Nations people of this land and respecting their customs, traditions, and special relationship with the land, waterways, and sea
- acknowledging the right of Aboriginal and Torres Strait Islander peoples to live according to their own values and customs, subject to Australian law
- recognising the valuable contribution made by Aboriginal and Torres Strait Islander peoples, including the diversity and strength of Aboriginal and Torres Strait Islander cultures to the heritage of all Australians
- supporting the ideal reconciliation with Aboriginal and Torres Strait Islander peoples to redress their serious social and economic disadvantage
- recognising, protecting and respecting Aboriginal and Torres Strait Islander heritage and cultures and understanding the impact of non-Aboriginal settlement in this country.

Major initiative

Highlight

▀ Advance our commitment to reconciliation ▲

In November 2020 Council endorsed its Innovate Reconciliation Action Plan 2020-23. In this, our fifth plan, we speak of respect, relationships, good governance and opportunities. These are powerful words that will be matched with actions as we implement reconciliation initiatives.

We have added another core pillar to our plan – a truth-telling process, to be honest about our past and how the past shapes today, and to be collaborative and positive about our future. Truth-telling enables healing. Truth-telling has been, for many communities globally, a foundational experience, a sharing of stories that underpins respect, relationships and opportunities.

The City of Melbourne recognises the importance of truth-telling to further our shared understanding of the impacts of colonisation and dispossession on Aboriginal people. Guided by national and international examples of formal processes in truth-telling, we will commit to further research and develop a series of discussions that create opportunities for healing, learning and change.

Truth-telling is an opportunity for Aboriginal people to share their history, heritage and culture with the broader community and voice and record evidence about past actions. It's an opportunity to impart knowledge of thousands of years of rich history, language and stories, and provide a form of restorative justice by acknowledging Aboriginal people's experiences of dispossession and inequity.



During 2020-2021 Aboriginal Melbourne has overseen the implementation of the Innovate Reconciliation Action Plan's first year. Highlights include:

- Reconciliation Australia conditionally endorsing the fifth Reconciliation Action Plan
- developing and implementing the Aboriginal Community Engagement Protocols
- completing Stage 1 – Aboriginal Melbourne Digital Project (Melbourne Town Hall)
- Truth Telling – Day of Morning Dawn Service and launch of the Blak Cook Book
- marking National Reconciliation Week with live-streamed oration with Professor Marcia Langton
- holding a Sorry Day lunch for Stolen Generation survivors
- establishing the Stolen Generations Installation Working Group
- creating the Aboriginal Melbourne brand
- creating the Aboriginal Employment and Retention Strategy 2021-24
- creating the Aboriginal Procurement Strategy 2021-24.
- reviewing cultural learning needs and implementing Bundyi Girri training for executive staff and councillors.

▲Health and wellbeing related highlight.

Initiatives and highlights

■ Celebrate and embed Aboriginal knowledge and culture in the city [▲]

A First Nations Cultural Precinct is a major Aboriginal economic development initiative proposed by the City of Melbourne. The precinct will be a world-first, large-scale precinct close to the CBD and the river, complete with an iconic cultural centre at its heart, purpose-designed community, economic, social and environmental quarters around an innovation hub serviced by Aboriginal businesses, shared and open spaces activation, events and festivals. It will include cultural areas for local Traditional Owner groups, Traditional Owners from the regions, and proposed partnerships with the Victorian Government and peak Aboriginal organisations.

The precinct pre-feasibility study includes a concept design, governance analysis, high-level assessment of possible sites, more detailed evaluation of preferred locations, an investment logic map, preliminary economic and social impact analysis, high-level costings and implementation roadmap. The City of Melbourne established this proposal as an Aboriginal-led development an implementation of a series of strategies to deliver a step-change in Aboriginal economic inclusion.

These strategies include:

- Economic Development strategy – an economic vision for the city, including COVID-19 recovery, focusing on the knowledge, creative and visitor economies, precincts, sustainability and inclusion, including a range of Aboriginal initiatives.
- Aboriginal Economic Development Strategy – will identify the value of Aboriginal businesses, knowledge and innovation in driving Melbourne’s economic recovery.
- Aboriginal Procurement Strategy – driving Aboriginal procurement, enterprise and employment opportunities through the City of Melbourne’s extensive purchasing power and established supply chain.
- Aboriginal Employment/Retention Strategy – will build Aboriginal employment and retention within the City of Melbourne.

Relevant Traditional Owner groups, Aboriginal businesses and community members were consulted as part of the strategies. The five Eastern Kulin Traditional Owner groups have been consulted on the precinct and have offered in-principle support, along with the other Registered Aboriginal Parties state-wide. Numerous Aboriginal groups and stakeholders, including Aboriginal businesses, were consulted in the development of the strategies. Aboriginal stakeholders, including Kinaway – the Victorian Aboriginal Chamber of Commerce – co-designed the Aboriginal Economic Development Strategy.

The precinct is expected to create a substantial positive impact for Victoria and our Aboriginal communities, including:

- Jobs and output – a major construction project and many direct and indirect jobs in the construction phase, creating significant Aboriginal enterprise and employment opportunities. Hundreds of new direct jobs and output will be created in the operations stage through new business and cultural and social sector activities in the precinct. In addition, it will provide a significant visitor and creative destination for Melbourne, filling a fundamental gap.
- Reconciliation – the iconic cultural centre can deliver a dramatic acceleration in the pace and depth of truth-telling reconciliation that will benefit all Aboriginal communities and the broader community.
- Innovation – the business, social, environmental and cultural quarters will be connected by a purpose-designed innovation hub that will bring together Aboriginal knowledge and know-how to solve a range of economic, social and environmental challenges for the state.
- Urban design – transforming an underutilised part of the city and connecting the city better along the river and the sports precinct.

[▲]Health and wellbeing related highlight.

■ **Explore the opportunity to forge an enduring principled relationship with local Traditional Custodians via a Memorandum of Understanding or Statement of Commitment**

Under the City of Melbourne's Reconciliation Action Plan 2020–23, we will develop a Memorandum of Understanding or Statement of Commitment in collaboration with the Traditional Owners on mutually agreed principles.

A Memorandum of Understanding or Statement of Commitment represents a fundamental and positive change in the relationship between the City of Melbourne and Traditional Owners and the broader Aboriginal community. A changed relationship will help Traditional Owners and Aboriginal communities to participate in decision-making about services. The document will be underpinned by the principle of self-determination and plans to ensure that Traditional Owners and Aboriginal communities have a genuine voice in determining how services are delivered. The right to self-determination has particular application to Aboriginal peoples as Australia's first peoples as was recognised by law in the historic High Court of Australia *Mabo (2)* decision.

The Australian Government is committed to a process of co-design to improve local and regional decision-making and an Indigenous Voice. This reflects the government's commitment to working in partnership with Indigenous Australians and their longstanding desire to have greater involvement in the issues that affect them. At a state level, the Victorian Government is leading the country through its work toward a treaty or treaties with Aboriginal Victorians.

As part of deliberative engagement with Traditional Owners outlined in the *Local Government Act 2020*, there is an opportunity to interface partnership arrangements between the City of Melbourne and Traditional Owners.

This Memorandum of Understanding or Statement of Commitment could be a formal binding agreement within respective powers informing how the City of Melbourne engages with its Traditional Owners and the broader Aboriginal community. It could contain principles, guidelines for future relationships, guarantees, and promises about culture, heritage, land, sovereignty, self-determination, and identity. In addition, a Statement of Commitment can add reputational, political and social legitimacy as a symbolic gesture of mutual recognition and respect.

As a result, it will require governance changes founded on mutual respect, good faith, trust and transparency, that matures over time as the partnership strengthens. It will need structured mechanisms and processes, with clear roles, responsibilities and expectations for all parties. When engagement is proactive, responsive and consistent, it supports Traditional Owners to build capacity and expertise and draws on the Aboriginal community to support two-way learning.

Developing best practice governance structures within the City of Melbourne could include:

- developing a local government engagement agreement
- inviting Traditional Owners to council events and activities
- establishing Land Management Agreements with Reconciliation Action Plans
- formalising the involvement of Reconciliation Action Plans in council structures and decision-making processes that impact land and heritage
- liaising with Reconciliation Action Plans during the development of planning schemes
- supporting Aboriginal participation in the management of public parks and places.

HOW WE PERFORMED AGAINST OUR INDICATORS

The City of Melbourne aimed for several outcomes over the four years of its Council Plan 2017–21. We measured progress by the indicators below. Results are from 2017–18, 2018–19, 2019–20 and 2020–21 unless otherwise noted.

Outcome

Melbourne acknowledges its Aboriginal history, heritage and identity.

Municipal major indicator

An increase in the proportion of people who believe the relationship with Aboriginal and Torres Strait Islander people is important. ▲

Results

2020–21
95.72%

2019–20
94.4%

2018–19
95.6%

2017–18
93.5%

Our progress

The proportion of people who feel the relationship with Aboriginal people is important was 95.7 per cent. This represents an increase of 1.3 per cent in comparison to the previous year. With respect to the past four years, there has been an increase of 2.2 per cent from 93.5 per cent (2018) to 95.7 per cent (2021). Although there was a decrease of 1.2 per cent from 95.6 per cent (2019) to 94.4 per cent (2020), overall an increasing four-year trend exists from 2018 to 2021 in the proportion of people who believe the relationship with Aboriginal and Torres Strait Islander people is important.

▲ This is also a health and wellbeing related indicator.

City of Melbourne indicators

Outcomes and indicators	Results 2017-18	Results 2018-19	Results 2019-20	Results 2020-21	Our progress
Outcome: Melbourne acknowledges its Aboriginal history, heritage and identity					
Indicator					
The percentage of staff who have participated in Aboriginal Cultural Awareness training.	New indicator	New indicator	31.5%	46%	The City of Melbourne has demonstrated an increase in this metric, moving up from 31.5 per cent to 46 per cent of the staff population having participated in Aboriginal Cultural Awareness training. Due to COVID-19, much of this learning moved to a virtual format to ensure continuity of education. Virtualisation of the teaching has been a valuable strategy to ensure the learning was able to continue effectively.
Outcome: Aboriginal and Torres Strait Islander peoples contribute to the city's cultural, social and economic life					
Indicators					
The number of City of Melbourne traineeships and jobs for Aboriginal and Torres Strait Islander people.	27	14	12	11	There has been a steady decline in the number of Aboriginal and Torres Strait Islander staff at the City of Melbourne over the past four years (from 27 to 11). As a key deliverable within our Innovate Reconciliation Action Plan, we will undertake the development of a new three-year Aboriginal Employment and Retention Strategy, which will be implemented from 2021-22. This strategy will first and foremost focus on creating a safe working environment for current and future Aboriginal staff by implementing a cultural maturity model and providing all City of Melbourne staff with ongoing Aboriginal cultural learning through experiential and didactic engagement opportunities. The strategy will also aim to create professional development opportunities for existing Aboriginal staff and, as our reputation of being an 'employer of choice' is more broadly known within Aboriginal communities, attract new Aboriginal staff over the initial three-year period and ongoing.
The City of Melbourne's total spend with Aboriginal suppliers.	\$602,000	\$317,386	\$1,111,276	\$1,811,099	There has been a significant increase in spend with Aboriginal suppliers. A large portion of this spend was in the Arts space, while the decision to purchase all COVID-19 personal protective equipment via a Aboriginal supplier also helped to increase the spend. Sustainable Procurement Framework was implemented which assisted with putting a renewed focus on sustainable procurement throughout the organisation. Over a four-year period, the spend with Aboriginal suppliers totalled more than \$3.8 million.

Municipal indicators

Outcomes and indicators	Results 2017-18	Results 2018-19	Results 2019-20	Results 2020-21	Our progress
Outcome: Melbourne fosters understanding about its Aboriginal heritage and culture					
Indicator					
An increase in people's understanding of Aboriginal culture. ▲	4.7%	7.3%	10.8%	10.5%	The proportion of residents, workers, students, national and international visitors who demonstrated an understanding of Aboriginal culture by being able to name both of the Traditional Owners of the land around Melbourne decreased by only 0.3 per cent from 10.8 per cent in 2020 to 10.5 per cent in 2021. During the last four years, there has been an increase of 5.8 per cent from 4.7 per cent (2018) to 10.5 per cent (2021). Although there was a decline of 0.3 per cent from 10.8 per cent (2020) to 10.5 per cent (2021), overall an increasing four-year trend exists in people's understanding of Aboriginal culture.
Outcome: Aboriginal and Torres Strait Islander peoples contribute to the city's cultural, social and economic life					
Indicator					
The number of people employed in the municipality who identify as Aboriginal and Torres Strait Islander.	1677 (2016 result)	Not available	Not available	Not available	There will not be an update on this indicator for years 2019 to 2021 as the data is from the census and there was no census during this time. The next census is due to be completed later in 2021 and a value would be available for 2022. According to the 2016 census, there are 1677 people employed in the municipality who identify as Aboriginal and or Torres Strait Islander. This represented a 67 per cent increase from 1003 people in the 2011 census.

▲ This is also a health and wellbeing related indicator..

PRIORITIES AND INITIATIVES

The table below lists our Annual Plan and Budget initiatives against our four-year priorities in the Council Plan 2017–21.

A total of three 2020–21 initiatives were completed under 'a city with an Aboriginal focus'. One initiative is ongoing and will continue to be delivered in 2021–22.

Our four-year priorities were	Our 2017–18 focus was	Our 2018–19 focus was	Our 2019–20 focus was	Our 2020–21 focus was
We will provide protection, recognition and promotion of Aboriginal culture, heritage and place.	Work supporting this priority was included in our regular business throughout the year.	✓ Deliver YIRRAMBOI Festival	Work supporting this priority was included in our regular business throughout the year.	Work supporting this priority is included in our regular business throughout the next year.
We will provide opportunities that support cultural, social and economic development for Aboriginal and Torres Strait Islander people. ▲	<ul style="list-style-type: none"> ✓ Provide a year-round program of support for Aboriginal artists and community members to develop and present creative projects, including the City of Melbourne's YIRRAMBOI Festival. ✓ Continue to strengthen Aboriginal procurement collaboration opportunities. 	Work supporting this priority was included in our regular business throughout the year.	<ul style="list-style-type: none"> ✓ Investigate and pilot a co-working space with the Aboriginal Chamber of Commerce to assist the development of Aboriginal-owned businesses in Melbourne. 	<ul style="list-style-type: none"> 🔄 Explore the opportunity to forge an enduring principled relationship with local Traditional Custodians via a Memorandum of Understanding or Statement of Commitment.
We will provide due recognition for Traditional Owners of the land through public events and commemorations and opportunities for elders to provide a welcome to country.	<ul style="list-style-type: none"> ✓ Look for opportunities to name places to recognise Aboriginal people and culture. 	Work supporting this priority was included in our regular business throughout the year.	Work supporting this priority was included in our regular business throughout the year.	Work supporting this priority is included in our regular business throughout the next year.
We will provide promotion of Aboriginal experiences for the public to celebrate Melbourne as an Aboriginal place.	Work supporting this priority was included in our regular business throughout the year.	Work supporting this priority was included in our regular business throughout the year.	Work supporting this priority was included in our regular business throughout the year.	Work supporting this priority is included in our regular business throughout the next year.

▲ This is also a health and wellbeing priority.

Our four-year priorities were	Our 2017-18 focus was	Our 2018-19 focus was	Our 2019-20 focus was	Our 2020-21 focus was
We will partner to educate the broader community about Aboriginal and Torres Strait Islander heritage and culture.	✓ Understand our current knowledge of Aboriginal culture and heritage within the city, categorised by council staff, residents, visitors, students and business.	✗ (Major initiative) Implement year one of the Aboriginal Melbourne Action Plan.	Work supporting this priority was included in our regular business throughout the year.	✓ Celebrate and embed Aboriginal knowledge and culture in the city.
We will partner to promote community understanding of reconciliation, including as part of National Reconciliation Week.	Work supporting this priority was included in our regular business throughout the year.	Work supporting this priority was included in our regular business throughout the year.	Work supporting this priority was included in our regular business throughout the year.	Work supporting this priority is included in our regular business throughout the next year.
We will advocate for the ideal of reconciliation with Aboriginal and Torres Strait Islander people including through a treaty or other instrument of reconciliation.	✓ (Major initiative) Develop a Stretch Reconciliation Action Plan for 2018-2021.	Work supporting this priority was included in our regular business throughout the year.	<ul style="list-style-type: none"> ✓ (Major initiative) Finalise the review of the combined Reconciliation Action Plan and Aboriginal Melbourne Action Plan, complete community consultation and commence delivery. ✓ Explore a cultural learning exchange with the First Nations people of Victoria, Canada, to learn from each other's experiences and approaches to reconciliation. 	<ul style="list-style-type: none"> ✓ (Major Initiative) Advance our commitment to Reconciliation. ✓ Fully recognise Aboriginal culture and knowledge in and around the Yarra River Birrarung.

Key

✓ Completed ↻ Ongoing ✗ Discontinued

Symbols for the previous year's initiatives have been updated to reflect the current status.





FUTURE DIRECTIONS 2021–25

The Council Plan 2021–25 describes the Council's and community's vision for the future, how the Council will strive towards that vision during its four-year term, focus its efforts, and measure progress. It also outlines how the Council will protect, improve and promote public health and wellbeing within the municipality.

Below are the six strategic objectives that respond to what the community told us we should focus on as we work towards the new Community Vision: a city of possibility.

Economy of the future

Over the next four years, 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.

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.

Aboriginal Melbourne

For the Wurundjeri Woi Wurrung, Bunurong Boon Wurrung, 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.

Climate and Biodiversity Emergency

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

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.

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.

Council Plan 2021–25

To find out more on our new Council Plan 2021–25, visit melbourne.vic.gov.au

OUR ORGANISATION





OUR FUNCTIONS

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

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

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

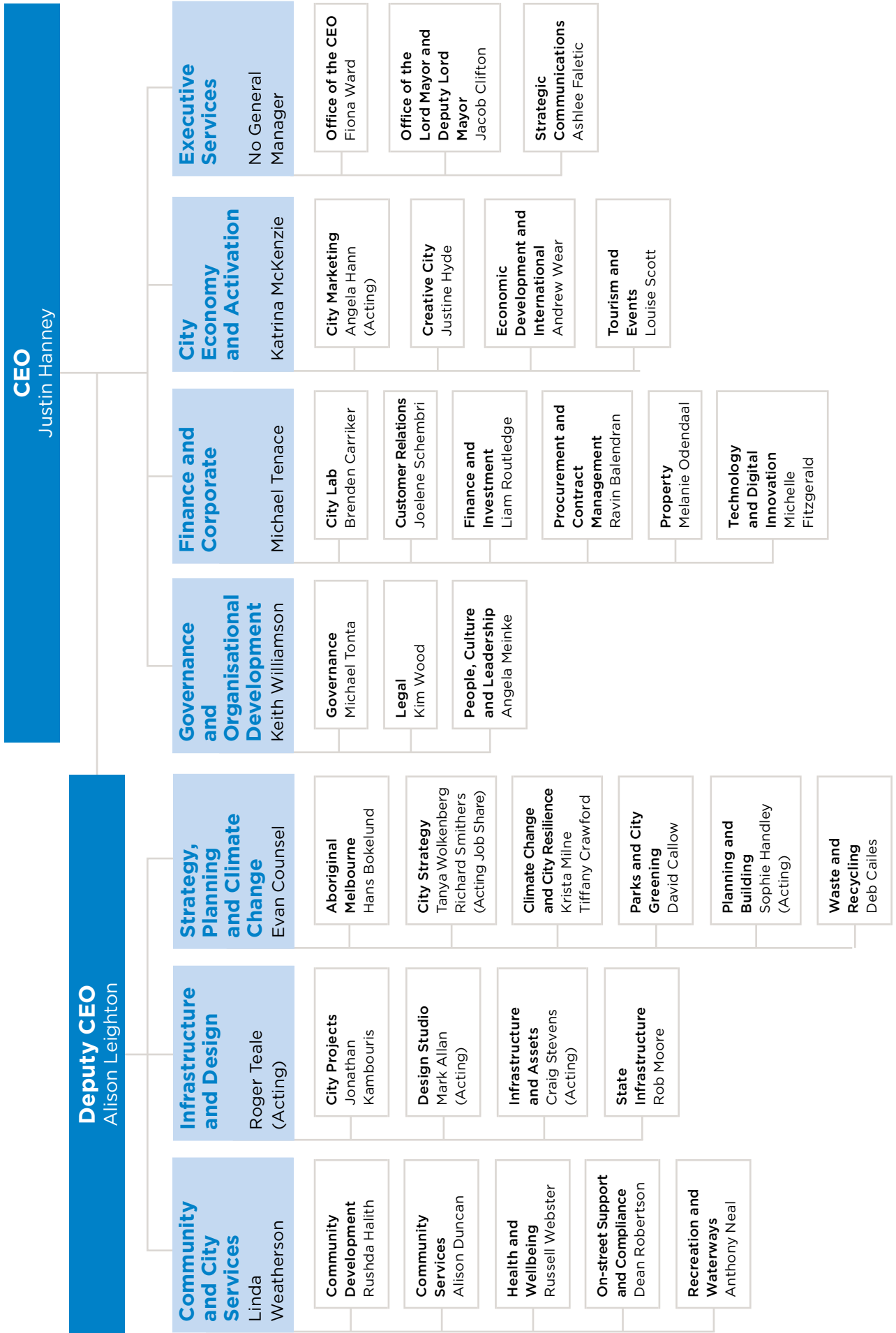
To view a list of our functions and services, visit our website at melbourne.vic.gov.au and enter 'functions and services' in the search box.

A list of the Acts and local laws we enforce is provided on our website at melbourne.vic.gov.au by entering 'acts and local laws' in the search box.

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

Our core administrative and operational functions are conducted out of three buildings: Melbourne Town Hall on Swanston Street and Council House 1 and Council House 2 on Little Collins Street.

Organisational structure (as of 30 June 2021)



SENIOR EXECUTIVE TEAM

The organisational structure comprises seven divisions, led by the CEO, Deputy CEO and six general managers.

The CEO, Deputy CEO and general managers manage our operations and ensure the Council receives the strategic information and advice it needs to plan for the municipality and make decisions.

Branches within each division perform specific functions, collaborate on projects and share their particular knowledge and expertise across the organisation. Information on the CEO, Deputy CEO, general managers and their divisions is provided on the following pages.



Justin Hanney
Chief Executive Officer

Commenced position in 2019

Justin has been CEO at the City of Melbourne since the beginning of 2019. In that time, he has introduced a program to enhance organisational culture and responsiveness and overseen a structural realignment to enhance the City of Melbourne's strategic, economic and capital works delivery capacity to enable Melbourne to best support residents, workers and businesses. This work has been particularly important with the current significant social and economic effects of the COVID-19 pandemic.

Prior to joining the City of Melbourne, Justin worked for the Victorian Government as the Head of the Employment, Investment and Trade Group within the Department of Economic Development, Jobs, Transport and Resources. His portfolio encompassed economy-wide work to attract and facilitate international and domestic investment, grow employment and expand Victoria's offshore trade. Justin had responsibility for development of Victoria's key sectors and oversight of key entities including Regional Development Victoria, Visit Victoria, Creative Victoria, Development Victoria, Resources and Agriculture Victoria, Trade and Investment Victoria, Small Business Victoria as well as the delivery of major projects nominated by the Victorian Government.

Justin was previously CEO at the City of Yarra and the City of Wangaratta, the CEO of statutory body Regional Development Victoria and Deputy Secretary at the Department of Premier and Cabinet.

Justin has a Bachelor of Arts (Major in Human Resources), Graduate Diploma in Business Management and Masters of Public Policy and Governance.

As the City of Melbourne's CEO, Justin has made it his priority that Melbourne continues to be a leading organisation for a leading city for all people, whether they come here to live, work, study or visit. The context of the global COVID-19 pandemic and the ongoing impacts of COVID-19 have dramatically changed the nature of this challenge, however the City of Melbourne remains committed to providing all the leadership and support necessary to ensure Melbourne's recovery and continuing success as a leading city.



Alison Leighton
Deputy Chief Executive Officer

Commenced position in 2020

Alison joined the City of Melbourne in April 2020 as the General Manager, Strategy, Planning and Climate Change and was promoted to the role of Deputy CEO in October of that same year. As Deputy CEO, Alison also had oversight of the Community and City Services and Infrastructure and Design divisions, while retaining responsibility for Strategy, Planning and Climate Change.

Prior to joining the City of Melbourne, Alison was the Chief Executive Officer at Baw Baw Shire Council and the Chief Operating Officer at Mornington Peninsula Shire.

Alison has acquired more than 15 years of progressive leadership experience in infrastructure, planning, operations and public sector business transformation.

Alison is a qualified engineer, an alumni of Harvard Business School, a graduate of the Australian Institute of Company Directors and holds a Masters in Business Administration. Alison was recognised with an award in the inaugural 'Top 50 Woman in the Victorian Public Sector'.



Katrina McKenzie
General Manager City
Economy and Activation

Commenced position in 2016

Katrina joined the City of Melbourne in 2015. Previously, Katrina held senior executive roles in the Australian, Victorian and local governments including with the Environment Protection Authority, Department of Environment and Primary Industries and the Department of Environment, Land, Water and Planning. Katrina holds a degree in Applied Science and Masters in Innovation and Service Management and is a Graduate of the Australian Institute of Company Directors.

Katrina has been the Executive Sponsor of the City of Melbourne Pride Network since its formation in 2018.

The City Economy and Activation division works to position Melbourne as the destination of choice for business and enterprise by nurturing a vibrant economy for those who work, live, study, visit and invest here. Its leadership as an event, creative, cultural and education destination has been key to growing the visitor economy.

The division focuses on establishing strong private and public sector relationships that position Melbourne as a world-class city in local, national and international markets. It works closely with ratepayers, business, retail, city visitors, tourists, major sporting bodies and government departments.

Following the extensive and ongoing impacts of COVID-19 on our city's business sector, international student community and creative and events industries, the City Economy and Activation division now plays a critical role in driving and supporting our city's economic recovery and building our economy of the future as we emerge from COVID-19.



Roger Teale
(Acting) General Manager
Infrastructure and Design

Commenced position in 2021

Roger joined the City of Melbourne in 2021. He has more than 25 years of senior executive leadership and management experience in the property and construction industry in Australia. His experience includes managing client and stakeholder relationships in both public and private sectors, collaborating with government stakeholders on large scale development and infrastructure projects within Victoria across state and local governments.

Roger previously worked at Lendlease within the property and construction businesses for 12 years, leading origination and new business development, as well as leading the organisation's government engagement. Roger has been appointed to a number of Victorian government advisory committees and boards including lead chair of Rebuilding Victoria's Recovery Taskforce, the Ministerial Advisory Committee on Planning Mechanisms for Affordable Housing, the Victorian Aboriginal Economic Board and the Building Industry Consultative Council. He has also been an active participant in a number of property and construction industry organisations over the past 15 years including being past-president and board member of the Property Council of Victoria, as well as a founding member of the Committee for Melbourne.

The Infrastructure and Design division is responsible for providing leadership and an integrated approach to city design, project delivery and the ongoing management of infrastructure in the municipality of Melbourne. The division plays a major role in shaping the city by ensuring the public realm remains a place for all people to live, learn, work and prosper in a high-quality, high-amenity sustainable urban environment.



Michael Tenace
General Manager
Finance and Corporate
(Chief Financial Officer)

Commenced position in 2019

Michael joined the City of Melbourne in 2018 as the Chief Financial Officer managing Finance and Procurement. He is an experienced senior executive with strategic, financial, transformational and commercial skills in both public and private sectors and in domestic and international markets. He has extensive experience leading multiple functions and has also held numerous company Director and Trustee roles.

Prior to joining the City of Melbourne Michael held numerous senior executive roles at Australia Post, BTR Nylex Plc and Cadbury Schweppes. Michael holds a Bachelor of Business (Major in Finance), is a Fellow of CPA Australia and is a Graduate of Australian Institute of Company Directors.

The Finance and Corporate division partners with the broader organisation to provide financial, information and digital technology, customer relations, procurement and property services. Through its CityLab team, the division also delivers transformational change and process redesign through inspiration and support for new thinking to increase efficiency and overall effectiveness. Michael is also leading the Workplace of the Future project.



Linda Weatherson
General Manager Community
and City Services

Commenced position in 2019

Linda joined the City of Melbourne in 1987. She holds a Diploma of Teaching (Primary) and a Graduate Diploma of Special Education. Linda has held management positions at the City of Melbourne in Family and Children’s Services, Human Resources, Business Development and Best Value. In 2004 Linda was appointed to Director Corporate Performance, and in 2007 was appointed as Director City Communities. In 2018 Linda became the Director City Operations before moving to her current position as General Manager Community and City Services in 2019. In June 2021, Linda was awarded a Public Service Medal for outstanding public service to social welfare initiatives in Victoria.

The Community and City Services division puts people, families and community at the forefront. It strives to ensure that Melbourne is a city for all, liveable, healthy and vibrant and meeting the needs of a diverse and growing population. It provides high-quality information, services, programs and spaces for the community and our customers.



Keith Williamson
General Manager Governance
and Organisational
Development

Commenced position in 2019

Keith joined the City of Melbourne in 2006. He holds a Diploma of Applied Science (Environmental Health) and a Post-Graduate Diploma in Business Administration. Keith previously held the position of Branch Manager Governance and Legal at the City of Melbourne. In 2019 Keith was appointed to the role of General Manager Governance and Organisational Development.

The Governance and Organisational Development division drives a positive workplace culture, embeds organisational leadership, ensures good governance and undertakes corporate planning and reporting. In addition, the division plays an essential part in supporting councillors. It ensures that the organisation’s reputation is maintained and enhanced, risks are anticipated and managed, responsibility and accountability are well-balanced, and the administration and Council make informed ethical decisions.

Evan Counsel

General Manager Strategy,
Planning and Climate Change

Commenced position in 2021

Evan joined the City of Melbourne in 2014. He holds a degree in Urban Planning and Development from the University of Melbourne. Evan previously held the role of Director Planning and Building at the City of Melbourne, complemented by prior roles in regional and metropolitan local government organisations and almost 15 years' experience as a high-performance sports coach. In 2021, Evan was appointed to the role of General Manager Strategy, Planning and Climate Change.

The Strategy, Planning and Climate Change Division partners with Traditional Owners, community and stakeholders to enable the city and organisation's future to be imagined and realised. Strategy, Planning and Climate Change shapes and delivers a vision for Melbourne as a global city, guiding the next generation of Melbourne's growth to continue as a bold, inspirational and sustainable city.

Comprising subject matter experts who are collaborative, outward facing, initiative-driven and customer-focused, Strategy, Planning and Climate Change ensures that the City of Melbourne is leading the public policy discussion and is on the cutting edge of Aboriginal recognition, resilience, city and precinct planning, urban planning and development, sustainability, partnerships, advocacy and engagement.

Executive team

The City of Melbourne executive team assists in the overall leadership and governance of the organisation. In particular, it:

- provides impartial and professional advice to Council
- implements Council decisions efficiently and effectively
- leads the organisation and its people, including enhancing collaboration and providing stewardship for the future
- manages ongoing programs and services
- supports good local governance in the community
- builds partnerships and advocates in the best interests of the community, consistent with Council priorities.

OUR PEOPLE

The City of Melbourne has a diverse, committed, experienced and competent workforce. The changing circumstances over the last eighteen months with COVID-19 have been met with professionalism and flexibility. Despite these challenging times, we have been able to carry out our business-as-usual roles and respond to the Melbourne community's new needs.

We have seen our people adapt to the significantly changed environment created by COVID-19 in a very short time. We mobilised the majority of our workforce to work from home. We adapted to new ways of working, ensuring that our focus was on communication and engagement and that the safety and wellbeing of our people remained our highest priority. In addition, we provided alternative duties for staff who were unable to work from home.

We endeavour to understand the workplace experience of our people and strive to improve their work experiences.

Each year the City of Melbourne undertakes a cultural measurement process. We share the data provided by two culture surveys, and all employees are involved in discussions that inform the development of Branch Culture Action Plans. These plans focus on developing the workplace culture preferred by all employees, which encourages people to be their most effective while enjoying their work. People are encouraged to demonstrate constructive behaviours and respect for our values.

A constructive culture encourages accomplishing organisational goals through people development, promotion of teamwork and strong interpersonal relationships. A culture that values quality over quantity encourages setting and achieving challenging goals and promotes individual growth.

The culture plans are further supported and enhanced through our Employee Experience survey and 'Leo', our digital survey companion, which asks employees probing questions using state-of-the-art artificial intelligence technology to translate responses into actionable insights. The employee experience survey provides another way to give every employee a voice to help us move towards our ideal culture.

For the first time in 2021, the People Matters Survey was offered to all City of Melbourne employees. This survey gathers data that will inform our Inclusion Strategy.

Through the cultural measurement surveys, the Employee Experience Survey, and the People Matters survey, we can better understand the work experience of employees and the demographic diversity. The surveys help us to continue creating an outstanding employee experience in a diverse and inclusive organisation.

A range of professional and personal development opportunities, flexible work arrangements, health and wellbeing programs also assist our employees in maintaining a healthy work-life balance and reaching their full potential.

Employee code of conduct

The code of conduct provided a practical set of principles, standards and expected behaviours to help our employees make informed and appropriate decisions in their day-to-day work.

Our code of conduct applies to everyone who works at the City of Melbourne, including all employees, contractors, consultants and agency staff. All employees are provided access to our code of conduct e-learning module. In addition, all new employees receive an electronic copy of the code of conduct with their offer of employment.

Enterprise agreement

The Melbourne City Council Enterprise Agreement 2016 is underpinned by the National Employment Standards, which together provide the legal framework through which our employment terms and conditions are established for the majority of our employees. For executive employees, employment terms and conditions are governed by the Standards, Local Government Industry Award 2010 and individual employment contracts.

The current enterprise agreement expired on 30 June 2019. The Enterprise Agreement 2016 conditions and entitlements will remain until a new enterprise agreement is approved by a majority of employees. The enterprise agreement covers 95 per cent of employees.

Staff classifications

- Classification 1 and 2 – Childcare workers, school crossing supervisors, fitness instructors, information officers.
- Classification 3 – Childcare workers, compliance officers, office administrative support.
- Classification 4 – Administrative support, environmental health, project officers and kindergarten teachers.
- Classification 5 and 6 – Professionals, analysts, programmers, technical staff, maternal and child health nurses, immunisation nurses and event managers.
- Classification 7 – Team leaders and professionals.
- Executive – directors, general managers, the Deputy CEO and the CEO.

Our volunteers

The City of Melbourne recognises the unique skills, strengths, experiences and passion that volunteers bring to the organisation. Volunteers make an invaluable contribution to our work. They bring expertise, insight and knowledge to the services we deliver to the community.

Our volunteer programs include:

- English as a Second Language Conversation Club in our libraries
- Library Services Digital Heritage Program
- events including Moomba, Melbourne Fashion Week, Melbourne Music Week and Melbourne Knowledge Week
- Carer Call Club
- Community Call Club
- Italian for Beginners
- advisory committees
- Gardens for Wildlife
- International Student Program
- visitor services.

Over the last 12 months, COVID-19 has significantly impacted our volunteer program. However, more than 1000 volunteers contributed over 14,000 hours to the organisation and the community. Volunteers were engaged in various roles including mentoring, event operations, customer service and support, carer and client support, as well as our city ambassadors and garden guides. In addition, other programs such as Gardens for Wildlife, ESL Conversation Club and Carers Call Club continue to support the community with the help of video conferencing and online resources.

With the easing of COVID-19 restrictions, we were thrilled to welcome back many of our volunteers in March 2021. We engaged more than 60 event operations volunteers for Moomba and Melbourne Knowledge Week, and we welcomed back Fitzroy Gardens Precinct and Bourke Street Hub visitor services volunteers.

We continue to work towards a best-practice volunteering program model. This year, we established our inaugural Volunteering Consultative Committee for volunteers to contribute to the continuous improvement of the program. A comprehensive volunteer management audit was also conducted against the Volunteering National Standards. We achieved a positive result, demonstrating our commitment to delivering a quality local government volunteer program.

In May 2021, we formally acknowledged our tourism and events volunteers. More than 200 volunteers attended an appreciation event to celebrate National Volunteer Week. It was great to see many of our volunteers face-to-face for the first time in more than a year. Deputy Lord Mayor Nicholas Reece and keynote speaker Simon Griffiths, co-founder of Who Gives a Crap, provided inspiring words of gratitude, encouragement and motivation.

'Let me express my heartfelt gratitude for the wonderful appreciation event City of Melbourne held during National Volunteer Week. It was a wonderful show of appreciation for what we do as volunteers. I have never expected anything in return but have always received much more than what I can give.'

Tourism and events volunteer

STAFF PROFILE

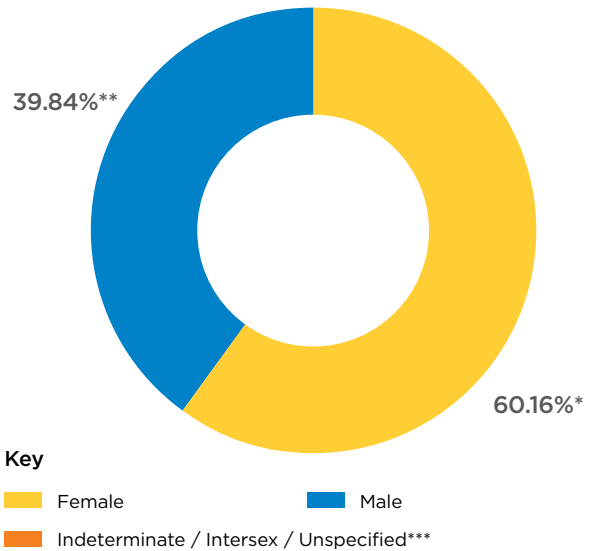
As of 30 June 2021, we employed 1604 people, with a full-time equivalent (FTE) of 1404.42. While our staff numbers increase slightly during summer due to a seasonal operating pool, direct employees of the organisation complete most of our work. A breakdown of our direct employees is:

- 972 permanent, full-time (964.57 FTE)
- 346 permanent, part-time (220.19 FTE)
- 234 maximum-term temporary - full-time and part-time (206.74 FTE)
- 52 casual (12.93 FTE)

Most of our employees work in the central city, with the remainder based at other sites across the municipality.

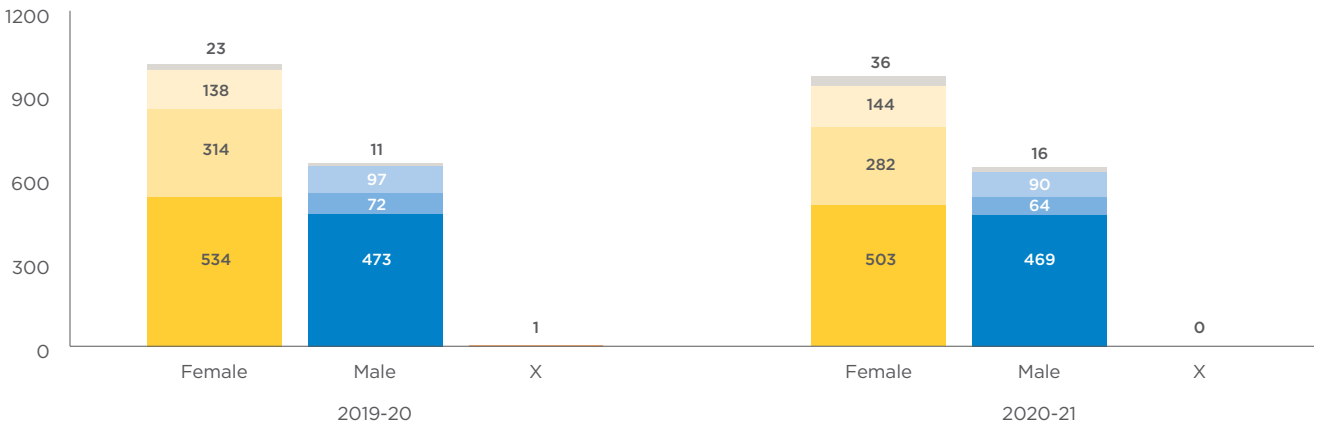
Note: Employee data includes active employees on payroll (employees could be on paid and unpaid leave) and excludes supervised worker data, as this is currently unavailable.

Total workforce by gender as of 30 June 2021



* 965 (819.24 FTE) previous year 60.7 %
 ** 639 (585.13 FTE) previous year 39.2%
 *** 0 (0 FTE) previous year 0.06%

Number of staff (headcount) by employment type and gender 2019-20 to 2020-21



Key

- Permanent full-time (Dark Blue)
- Permanent part-time (Light Blue)
- Maximum term (full / part-time) (Yellow)
- Casual (Grey)
- X = Indeterminate / Intersex / Unspecified

New staff by gender and age

Age	Female	Male	Indeterminate / Intersex / Unspecified	Total
Under 30 years	37 (30.04 FTE)	19 (13.94 FTE)	0 (0 FTE)	56 (43.98 FTE)
30-49 years 11 months	52 (46.44 FTE)	44 (38.85 FTE)	0 (0 FTE)	96 (85.29 FTE)
Over 50 years	9 (6.35 FTE)	8 (5.94 FTE)	0 (0 FTE)	17 (12.31 FTE)
Total	98 (82.84 FTE)	71 (58.73 FTE)	0 (0 FTE)	169 (141.57 FTE)

Our rate of new employee hires during the reporting period was 10.57 by headcount or 10.08 FTE. Last year's rate was 10.58 by headcount and 9.97 FTE.

Workforce turnover in 2020-21 by gender and age

Age	Female	Male	Indeterminate / Intersex / Unspecified	Total
Under 30 years	26 (23.45 FTE)	15 (15.00 FTE)	0 (1.00 FTE)	41 (38.45 FTE)
30-49 years 11 months	98 (86.46 FTE)	43 (41.48 FTE)	0 (0 FTE)	141 (127.94 FTE)
Over 50 years	41 (35.09 FTE)	26 (23.33 FTE)	0 (0 FTE)	67 (58.42 FTE)
Total	165 (145.00 FTE)	84 (79.81 FTE)	0 (0.00 FTE)	249 (224.81 FTE)

Number of staff (FTE) by organisational group, employment type and gender as of 30 June 2021

Employment type	Gender	Infrastructure and Design	City Economy and Activation	Community and City Services	Executive Services	Finance and Corporate	Governance and Organisational Development	Strategy, Planning and Climate Change	Total
Permanent full-time	Female	35.00	140.07	139.16	31.98	64.97	27.00	61.66	499.84
Permanent full-time	Male	62.75	56.39	150.95	8.50	104.73	17.00	64.43	464.74
Permanent part-time	Female	3.56	54.39	70.36	5.26	19.44	8.17	22.38	183.56
Permanent part-time	Male	1.97	13.35	12.40	0.93	3.88	0.00	4.62	37.15
Maximum term full-time	Female	13.00	13.40	18.96	6.00	16.56	4.80	23.00	95.72
Maximum term full-time	Male	12.80	7.00	6.50	1.00	16.71	4.00	17.70	65.71
Maximum term part-time	Female	3.45	8.33	11.42	1.60	1.68	0.00	5.39	31.87
Maximum term part-time	Male	2.86	1.56	2.19	0.00	1.73	0.00	5.12	13.46
Casual	Female	0.00	1.27	7.05	0.00	0.00	0.00	0.00	8.32
Casual	Male	0.00	1.40	3.21	0.00	0.00	0.00	0.00	4.61
Total	N/A	134.89	297.14	422.18	55.27	229.68	60.97	204.29	1404.42

City of Melbourne senior executive remuneration

Position	Name	Total employment package	Start at City of Melbourne	Current contract start	Current contract end
Chief Executive Officer	Justin Hanney	\$498,000	14 January 2019	14 January 2019	13 January 2023
Deputy Chief Executive Officer	Alison Leighton	\$435,000	30 March 2020	30 March 2020	29 March 2025
General Manager Strategy, Planning and Climate Change	Evan Counsel	\$330,000	17 July 2013	14 June 2021	13 June 2025
General Manager City Economy and Activation	Katrina McKenzie	\$368,377	21 January 2016	2 March 2020	1 March 2024
General Manager Finance and Corporate	Michael Tenace	\$360,000	22 October 2018	22 October 2018	21 October 2021
General Manager Infrastructure and Design	Roger Teale	Acting arrangements in place until 1 July 2021	1 February 2021 (as contractor)	1 July 2021	30 June 2025
General Manager Community and City Services	Linda Weatherson	\$368,377	7 December 1987	20 July 2020	19 July 2023
General Manager Governance and Organisational Development	Keith Williamson	\$325,000	1 May 2006	31 October 2017	31 July 2021

DIVERSITY AND INCLUSION

We embrace the benefits of inclusion and diversity and openly value the different skills, knowledge and perspectives our people bring with them. We know that diversity makes us an organisation that makes better decisions, has a higher sense of employee wellbeing and psychological safety, greater engagement and higher levels of commitment and satisfaction.

Our values are the foundation of our commitment to diversity and inclusion. We value integrity, courage, accountability, respect and excellence. Each of these values highlights and celebrates the diversity and inclusion ethos that is important to our culture.

This is how we can see our diversity and inclusion ethos shine through in our values:

Our values	How we see diversity and inclusion in our values
Integrity Be honest and reliable, have integrity	Challenge our own unconscious biases.
Courage Speak up, have courage, make things happen	Speak up when observing actions that are not supportive of our commitment to inclusion.
Accountability Act with accountability; be responsible for what you do and how you do it	Ensure you welcome, value and support your colleagues and customers.
Respect Stay open, be inclusive, value every voice, establish respect and collaborate	Be open to individuals' differences and experiences and enable them to participate fully.
Excellence Display excellence; work with energy and passion for the best possible results	Draw on the unique differences of our people (diversity of thought and experience) to achieve the best possible results.

In 2020-21 our Pride network continued the previous year's work in a new digital environment around the impacts of COVID-19 and the restrictions in place for Melbourne. The focus for City of Melbourne Pride this year was:

- Inclusion and advocacy: by supporting and empowering allies to foster a workplace culture where diversity is embraced.
- Support for our people: by connecting our people and encouraging participation in our networking activities.
- Visibility: by addressing barriers to inclusion and issues being addressed and faced by the LGBTIQ+ members and allies.

Many employees now wear pride lanyards across all work areas of the organisation. More than 680 employees have formally pledged to speak out and act against homophobia, biphobia, intersexism and transphobia. They will stand with or among LGBTIQ+ colleagues as members of the City of Melbourne Pride.

Some key Pride activities in 2020-21 included raising the rainbow flag at Town Hall to mark the International Day against Homophobia, Biphobia, Intersexism and Transphobia. The Town Hall was lit up in purple for Wear It Purple Day. We provided training on awareness and inclusion to staff through our online learning hub. We also recognised the importance of the LGBTIQ+ community with a customer sign made for Rainbow Alley, ceremoniously unveiled by Lord Mayor Sally Capp.

As a part of the annual Melbourne Awards, we are proud to see the introduction of the new LGBTIQ+ award category to recognise those in our community making significant contributions in this space. Another visible show of support was our participation in the Midsumma Carnival and the 2021 Pride March.

Our organisation continues to break down the barriers for gender equity through greater workplace flexibility, addressing everyday sexism and supporting the prevention of violence against women in our community. In addition, we actively encourage a culture of speaking up.

To help us assess how well our equality and diversity goals are being achieved, we collect data on our workforce's gender and age make-up and incidents of discrimination.

Ratio of basic salary and remuneration of women to men by employee category as of 30 June 2021

Award employees

(Class 1 to Class 7 also including senior officer staff)

1 female to 0.65 males

(2019-20 was 0.63 males, 2018-19 was 0.63, 2017-18 was 0.62, 2016-17 was 0.61)

1 male to 1.53 females

(2019-20 was 1.60 females, 2018-19 was 1.60, 2017-18 was 1.62, 2016-17 was 1.60)

Executive employees

(Executive 1 to Executive 5)

1 female to 1 male

(2019-20 was 1.06 males, 2018-19 was 1.00, 2017-18 was 1.07, 2016-17 was 1.10)

1 male to 1 female

(2019-20 was 0.94 females, 2018-19 was 1.00, 2017-18 was 0.94, 2016-17 was 0.91)

Note: ratio not completed for one Indeterminate / Intersex / Unspecified.

Employee classification by gender (FTE) as of 30 June 2021

Gender	Class 1	Class 2	Class 3	Class 4	Class 5	Class 6	Class 7 / Snr Off.*	Exec	Total
Female	11.68	31.55	149.90	165.89	174.85	171.25	81.98	32.19	819.29
Male	9.75	17.25	93.69	106.90	112.22	121.89	92.13	31.30	585.13
Indeterminate / Intersex / Unspecified	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Total	21.44	48.81	243.59	272.79	287.07	293.14	174.11	63.49	1404.42

*Snr Off. - Senior Officer Contract

Employee classification by age group (FTE)

Age group	Class 1	Class 2	Class 3	Class 4	Class 5	Class 6	Class 7 / Snr Off.*	Exec	Total
Under 30 years	12.13	16.05	35.16	34.06	18.92	8.80	1.00	0.00	126.12
30-49 years	2.08	22.52	119.03	166.00	186.15	193.72	105.63	36.19	831.32
50 years plus	7.22	10.22	89.39	72.72	82.00	90.62	67.48	27.30	446.98

*Snr Off. - Senior Officer Contract

EMPLOYEE HEALTH AND SAFETY

Our goal is to provide a safe and healthy workplace and environment for our staff, suppliers, contractors, volunteers and visitors. At the City of Melbourne, safety is everyone's responsibility. We integrate this messaging into our organisational values where each person is responsible for recognising workplace hazards and correcting or reporting them promptly.

We have several programs to support the wellbeing of our employees, including free flu vaccinations, a partnership with a local medical and allied health provider, safety committees and a wellbeing learning program. In addition, we have an extensive people-assist program to support staff with personal and work-related issues.

Managing the risks of COVID-19 in our community for our employees, contractors, and visitors has been a significant focus over the last 12 months. As a result, our front-line employees stayed safe while delivering services to the community, and those running community facilities maintained a secure operating environment.

The data below is representative of our employees and does not include contractors. There were no fatalities or occupational diseases recorded during 2020-21.

We have a proactive injury prevention strategy and an early intervention approach to all work-related injuries and illnesses that focuses on sustainable return-to-work programs.

Lost Time Injury Frequency Rate*	Total Recordable Injury Frequency Rate**	Occupational Disease Rate	Absentee Rate***	Total Work-Related Fatalities
5.23	11.42	0	4.68%	0

* Calculated as a number of Lost Time Injuries recorded in the reporting period divided by total hours worked multiplied by 1,000,000.

** Calculated as the number of Lost Time Injuries plus the number of Medical Treatment Injuries (MTIs) recorded in the reporting period divided by total hours worked multiplied by 1,000,000.

*** Is total sick leave absences as a percentage of ordinary time available. The previous year's AR rate was 5.46 per cent. This includes sick leave with and without a medical certificate, carers' leave, sick unpaid leave, sick leave pending a WorkCover claim and WorkCover. Please note, the absenteeism rate does not include special leave.

Lost time and medically treated injuries by type

Nature of injury (medically treated)	Number of reported incidents
Body stressing without handling object	10
Slips, trips and falls	7
Hit by moving object	3
Body stressing while handling object	1
Sound and pressure	1
Occupational violence	1
Manual handling with object	1
Total	24

WorkCover claims

We received 13 WorkCover claims in 2020–21, all of which were accepted. Our WorkCover premium rate for 2020–21 was 1.54 per cent. The performance rating, which will be applied to the new financial year, is 0.97. This indicates a significant performance improvement and has led to a projected reduction in premium for the 2021–22 financial year.

Financial year	Standard claims	Minor claims	Premium including GST (\$)	Performance rating
2020–21*	11	2	2,663,517.82	1.31
2019–20	15	2	2,110,586.47	0.98
2018–19	18	1	2,164,974.90	0.99
2017–18	19	11	1,779,287.36	0.80
2016–17	21	8	1,354,185.42	0.65

*Annual claims data will change retrospectively due to minor claims progressing to standard claims and claims being rejected.

EMPLOYEE DEVELOPMENT AND TRAINING

This year, we focused on responding to the impacts of the COVID-19 pandemic on the city and our employees.

We prioritised programs that promote safe work practices and COVID-safe plans. In addition, we built employee resilience and provided skills to support customers experiencing difficulties during the pandemic.

The compulsory compliance training program addressed staff responsibilities toward vulnerable community members and managing business risks such as information security, privacy and recognising and reporting fraud and corruption.

Learning delivery during COVID-19

Employees responded well to the challenges of learning and working remotely with many of our programs delivered online to maintain social distancing and to better cater for the needs of a remote workforce. Webinar and e-learning tools were the primary channels for delivering learning in 2020-21.

During the lockdown, staff could take advantage of practical yet straightforward innovations, which ensured critical learning could continue during this time. A notable example was Emergency First Aid Training, a course that faced practical challenges with online delivery due to the unavailability of costly CPR mannequins at individual homes. Safe participation was eventually made possible using inflatable CPR mannequins, which the training provider mailed to participants.

Core learning program engagement

There were 409 subjects delivered, leading to 20,531 course completions by staff this year. Most course completions were related to mandatory e-learning with less instructor-led training able to be delivered.

Overall, there was a high rate of completion with 4680 more completions recorded than last year and 21 more subjects offered. The increase in overall engagement could be due to staff being more accustomed to remote ways of working and self-led and instructor-led virtual learning.

Leadership development

We transitioned the City of Melbourne's 19-week Leadership Program to online delivery in response to COVID-19 requirements. As a result, 16 leaders completed the Leadership Program online.

New learning resources

Investment in new learning resources included developing new tailored e-learning modules to provide critical training on safety and wellbeing responsibilities at work, support for payment card industry compliance and reinforce the City of Melbourne Code of Conduct. There was also a significant annual investment in learning to prevent cybersecurity breaches through social engineering and phishing attacks.

INVOLVING THE COMMUNITY IN OUR DECISIONS

This year we engaged directly with our diverse community on 53 city-shaping projects. Community members shared their views on streets, parks, bike lanes, pavilions and libraries. Key themes across the year included health, disability, housing affordability, smoking, graffiti, heritage, reactivating the city and dogs in open spaces. Community members representing broad sections of the municipality also helped develop critical strategies, including our new Council Plan and the Economic Development Strategy.

The community also helped us develop our 10-year Community Vision and told us what priorities mattered most for Melbourne: a healthy and safe city that is inclusive, accessible, and affordable. We need to consider climate change in all we do. We also heard that community engagement continues to be essential and that consultation must be genuine, transparent and clear on the level of influence and impact. The community also wants to see more diverse voices included and consultation opportunities that are more accessible.

Our community engagement has influenced decision-making and improved policy, services and project outcomes across Council deliverables. Community satisfaction with our consultation and engagement increased this year (index score of 62), continuing to rank above the state-wide average, as measured by the 2021 Community Satisfaction Survey. The City of Melbourne strives to build on these high standards. This year we endorsed a Community Engagement Policy, which commits us to deeper participatory planning.

Online engagement on our Participate Melbourne platform continues to evolve with new and improved digital tools and formats, making it easier for the community to learn about and submit their ideas on projects, plans and strategies.

This year we saw a 42.2 per cent increase in subscribers to our monthly Participate Melbourne newsletter, giving an additional 2000 people regular communication and access to the latest in engagement news and project updates. More information is available at participate.melbourne.vic.gov.au

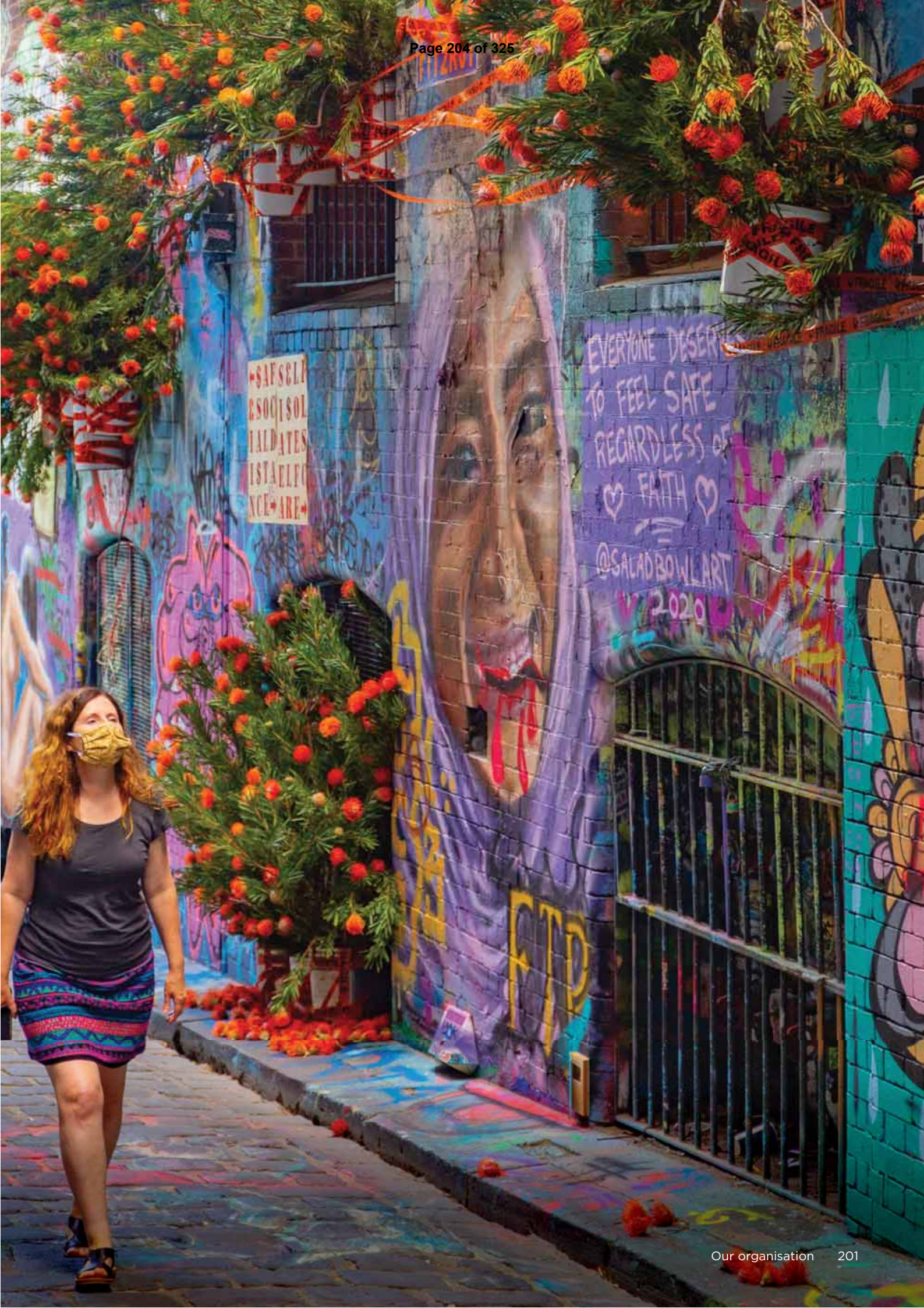
We have also brought the community into the conversation on long-term projects with the Victorian Government, especially in urban renewal areas. These projects include the Metro Tunnel Project, Fishermans Bend, Arden and Macaulay Renewal Areas, and Public Housing Renewal Program.

Our community helped shape the direction and detail of projects, including:

- COVID-19 Reactivation and Recovery Roadmap
- Community Vision
- Council Plan 2021-25
- Budget 2021-22
- Health and Wellbeing Plan 2021-25
- Economic Development Strategy
- Community Engagement Policy
- Future Libraries Framework
- Dogs in Open Space Policy
- Graffiti Management Plan
- South Yarra Heritage Review
- Towards Smoke-free Melbourne
- Southbank Promenade Upgrade
- Fitzroy Gardens Pavilion

Participate Melbourne metrics

2017-18	2018-19	2019-20	2020-21
109,696 website visitors	145,093 website visitors	125,179 website visitors	157,865 website visitors
8409 registered members	12,138 registered members	11,111 registered members	13,419 registered members



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OUR ENVIRONMENTAL PERFORMANCE

The Council Plan goal ‘a city that cares for its environment’ and the related city-wide strategies and plans drive our approach to reduce our organisational and city environmental impact. To lead and inspire action throughout the community, we continually reduce the impact of our own operations, with a current focus on three impact areas: greenhouse gas emissions, energy consumption and water management.

More information on our environmental approach, highlights and performance can be found in the ‘Performance against our goals’ section under ‘a city that cares for its environment’.

Energy and emissions

The City of Melbourne has set an ambitious target to become a zero emissions city. We recognise that we must lead by example to support the community to transition to a zero emissions future. Council has set corporate emissions reduction targets to reduce emissions from Council’s day-to-day operations in line with the Paris Climate Change Agreement. Our target to reduce emissions by 4.5 per cent each year will allow us to do our fair share to avoid a 1.5°C rise in global average temperature by 2050.

We are committed to maintaining our status as a certified carbon neutral organisation. Since 2012, we have calculated and publicly reported the emissions impact of our operations and supply chain through a submission to the Australian Government’s Climate Active Program. All residual emissions are offset by investing in projects that reduce or absorb emissions, allowing us to achieve this carbon neutrality status.

The 2020-21 financial year marks the last year of our Emissions Reduction Plan for our Operations 2016-21. This plan has guided our emission reduction activities for four years and helped us achieve a total emission reduction of 76 per cent from our 2011-12 baseline. Work is underway to refresh this plan. Our focus now shifts to eliminating gas and fuel use through electrification and reducing emissions from our supply chain, subsidiaries and events.

2020-21 results

This marks the first full year that all Council operations have been powered by 100 per cent renewable electricity through the Melbourne Renewable Energy Project. We also installed new solar PV arrays on the Lady Huntingfield childcare centre and ArtPlay, taking the total installed capacity across our buildings to more than 1000 kW. Our corporate fleet is also transitioning, with 62 per cent of our vehicles now either hybrid or fully electric.

Our 2019-20 carbon report shows that operational emissions have decreased 48 per cent from the previous year to 12,346 tonnes of carbon dioxide (CO₂) equivalent. This reduction far surpasses the 4.5 per cent per annum emissions reduction target established in Council’s Emissions Reduction Plan 2016-21.

All offsets retired by the City of Melbourne have been independently verified and selected to maximise social, economic and environmental co-benefits aligned to the United Nations Sustainable Development Goals.

To download the Emissions Reduction Plan 2016-2021 and view our achievements to date, visit melbourne.vic.gov.au and enter ‘emissions reduction plan’ in the search box.

Water management

The City of Melbourne has long recognised that integrated water management is essential for Melbourne's resilience and liveability. We achieve integrated water management through water sensitive urban design, which delivers multiple benefits that include: fit-for-purpose water supplies for the needs of our growing city, increased permeability across our highly urbanised catchments, enhanced resilience of our parks and gardens, and a reduction in the potential impact of pollutants within these water sources on our environment.

The role that water plays in our municipality is continuously evolving, particularly in the context of climate change. We recognise the need for smarter ways to source and access water. As we grow our urban forest, water demand is projected to increase to maintain new and existing trees under more normal drought conditions. City Redevelopment in urban renewal precincts will see an increased need for place-based water supply, urban greening and flood mitigation actions that are innovative and multifunctional. These conditions present an opportunity for water sensitive urban design and green infrastructure. In 2020-21, we delivered several tree pits and shrub beds to increase the number of permeable surfaces within the municipality.

This year, we developed robust integrated water management strategic directions to address existing and future challenges in our urban renewal areas. Fishermans Bend, Arden and Macaulay are located in low-lying areas and are subject to flooding from various sources. We need a holistic approach to flood management for these areas. We worked with stakeholders to develop integrated water management approaches to achieve the ambitious water management, sustainability and resilience targets for these areas.

We are working to create a healthy, green environment by securing alternative water sources for non-potable uses and adopting distributed flood storages to alleviate drainage infrastructure pressure. We are implementing water sensitive urban design to protect the health of our waterways. We are also keeping water in the landscape to support greening and reduce urban heat. We have created detailed case studies to help developers to deliver integrated water management and greening within the private realm across Fishermans Bend.

This year we started exploring how integrated water management can help us deliver the United Nations Sustainable Development Goals, especially those related to reducing water pollution, increasing water efficiency and strengthening resilience to climate-related hazards.

RISK MANAGEMENT

Three policies help to guide our risk management approach: the Risk Management Policy, Crisis and Business Continuity Policy and Fraud and Corruption Policy. They detail the objectives and key responsibilities, and timeframes for the review, reporting and approval of risks. We enact our policies through the Risk Management Framework and various processes and procedures. Our risk management approach is based on the international standard for risk management, ISO 31000:2018.

Risk management planning is an organisation-wide exercise covering strategic risks as well as operational and project risks. It is also part of the daily business activities of individual branches and contractors. Six-monthly reporting on operational risks is provided to the CEO and general managers. Significant risks are reported to the executive leadership team and also reported to the Audit and Risk Committee throughout the year.

Exercise Seismic

How do you prepare for an urgent and unexpected event? From extreme heat to a severe fire to a terrorist incident, the City of Melbourne has a vital role to play if and when these events happen in our city.

To understand how one of these events could play out, the City of Melbourne has long committed to running an annual exercise to strengthen our skills to respond to emergencies. In May 2021, we ran a hypothetical practice that covered the impacts of an earthquake in the greater Melbourne area. It helped us to evaluate our Municipal Emergency Management Plan and the plans of other organisations.

The City of Melbourne and Victoria State Emergency Service jointly facilitated Exercise Seismic. After a scene-setting presentation by Geoscience Australia on the impacts of an earthquake, participants worked in groups in response to the progressing scenario. Finally, they reported back to the group regarding considerations.

Participants looked at preparation, considerations, response and actions using the Municipal Emergency Management Plan and their response plans for each stage of the incident.

The plans included community messaging, evacuating parts of the city, and establishing an emergency relief centre. In addition, participants looked at business continuity plans and delivering critical services despite reduced workforce availability.

In challenging situations, we need to collaborate with our partners across the city. The exercise involved Victoria Police, Ambulance Victoria, Fire Rescue Victoria, the Department of Families, Fairness and Housing, Red Cross, Victoria State Emergency Services, Victorian Council of Churches, the Department of Transport, Southern Cross Station, Yarra Trams, VicRoads, V/Line, the Department of Justice, Royal Children's Hospital, Transurban, the Victorian Ports Corporation, Victoria University and Zoos Victoria.

This exercise helped us better understand the arrangements in place to manage the impacts of an earthquake on the community and provided opportunities for improvement.

AUDIT OPERATIONS

Audit and risk committee

In accordance with section 53 of the *Local Government Act 2020*, Melbourne City Council has operated an Audit and Risk Committee since 1999. The committee oversees the activities of our external and internal auditors. It gives us independent advice on appropriate accounting, auditing, internal control, risk management, compliance and reporting systems, processes and practices.

The Audit and Risk Committee met five times during 2020-21 and considered issues including our:

- risk profile
- statement of annual accounts and performance report as well as reports on our wholly-owned subsidiaries
- occupational health and safety risks
- information technology risks
- fraud and corruption risks
- business continuity planning and exercises
- governance responsibilities applicable to associated entities and trusts in which we have either an indirect interest or stake
- legal action reports
- internal and external audit reports.

Audit and risk committee members

Our Audit and Risk Committee comprises two Council representatives and three independent members. In 2020-21 the independent members were: Geoff Harry (Chair), Therese Ryan and Stuart Hall.

Council representatives Deputy Lord Mayor Arron Wood and Councillor Philip Le Liu served on the Committee for the two committee meetings in August 2020. Following the October 2020 Council elections, Councillors Philip Le Liu and Jamal Hakim were appointed to the Committee.

Geoff Harry – appointed July 2016 and as Committee Chair from July 2018

Geoff Harry, a Fellow of the Institute of Chartered Accountants, was an audit partner at PricewaterhouseCoopers for 25 years, and more recently held Chief Risk Officer positions at Fortescue Metals Group Ltd and Jemena Ltd. Geoff has had several appointments as an independent member or chairperson of a range of audit committees, including the Department of Premier and Cabinet, the City of Greater Geelong, Kingston City Council, the City of Whittlesea, the City of Greater Dandenong, IBAC, Agriculture Services Victoria and Orygen Mental Health. Geoff has a Bachelor of Economics from Monash University and is a Fellow of both the Institute of Chartered Accountants and CPA Australia. Geoff is a graduate member of the Australian Institute of Company Directors. In 2021 Geoff was reappointed to a new four-year term on the committee.

Therese Ryan – appointed July 2013

Therese Ryan is a professional non-executive director who sits on several listed, government and not-for-profit boards.

Therese was Vice President and General Counsel of General Motors International Operations and has more than 35 years of experience as a business executive and commercial lawyer. She is a graduate of the Australian Institute of Company Directors and holds a law degree from Melbourne University.

Stuart Hall – appointed August 2013

Stuart Hall is an independent mining consultant with more than 40 years of experience in corporate roles in the mining industry, most recently as CEO at Crosslands Resources. Prior senior management positions included roles at Marathon Resources, BHP Billiton and WMC Resources. Stuart is a graduate of the Australian Institute of Company Directors and holds a Masters of Arts from Lancaster University and a Bachelor of Science from Sussex University.

Internal audit

Our internal audit service helps us and our subsidiaries, Citywide Service Solutions Pty Ltd and Queen Victoria Market Pty Ltd, maintain robust, relevant and effective internal controls. NTT Australia Digital Pty Ltd (formerly Oakton Services Pty Ltd) has provided internal audit services under contract since July 2014, and in June 2018, were reappointed for a further three years, with this contract ending in June 2021. PricewaterhouseCoopers was appointed to deliver internal audit services for three years until June 2024.

External audit

The Victorian Auditor-General's Office is responsible for our external audit and that of our subsidiary companies. It focuses on three key areas: strategic planning, detailed audit system testing and financial statements.

Attendee	Role	7.08.20 Quarterly	27.08.20 Special	4.12.20 Quarterly	12.02.21 Quarterly	7.05.21 Quarterly
Geoff Harry	Chairman	✓	✓	✓	✓	✓
Therese Ryan	Member	✓	✓	✓	✓	✓
Stuart Hall	Member	✓	✓	✓	✓	✓
Deputy Lord Mayor Arron Wood	Council representative	✓	✓	X*	X*	X*
Councillor Philip Le Liu	Council representative	✓	✓	✓	✓	✓
Councillor Jamal Hakim	Council representative	X*	X*	✓	✓	✓

*Not a City of Melbourne councillor at this time

OUR PROCUREMENT AND SUPPLY CHAIN

City of Melbourne operates a centre-led model for managing procurement.

The model aims to improve our focus on delivering value and commercial outcomes by:

- simplifying the procurement process
- increasing the focus on sustainability within the procurement process
- introducing automation and efficiency with a new procurement and contract management system that will provide the appropriate controls, process improvements and consistency
- the implementation of a strategic supplier management framework to improve the overall delivery to the community by increasing value from contracts, enhancing the relationship with our suppliers and driving mutual benefits and innovation
- strengthening the contract management process
- centrally managing all tenders greater than \$150,000.

For service contracts with a value greater than \$150,000, strategic reviews are carried out to determine:

- whether the service is still required
- the strategic approach for the delivery and provision of the service
- alignment of the service to Council's strategic objectives
- analysis of the supplier market and a determination of the best procurement methodology and delivery.

During the year a total of 46 tenders were issued covering the following service categories:

- events services
- marketing services
- community services
- consultancy and other work
- capital works
- operational services
- technology.

Procurement policy updates

In accordance with the new *Local Government Act 2020*, the City of Melbourne has updated its procurement policy that reflects the changing requirements of Council, the community and suppliers. The focus is to:

- clarify and simplify procurement
- remove obsolete and ineffective processes
- minimise risk
- maximise value including delivering to the Council's sustainability goals
- realign of thresholds aligned to the risk and complexity of the procurement
- concentrate on local economic benefits.

The updated procurement policy was approved at a meeting of Council on 29 June 2021 with a three month window of implementation.

This year, the City of Melbourne had one contract that did not comply to section 186(5)(c) of the *Local Government Act 1989*.

Supplier	Citywide
Contract description	City Activation Program
Contract value	\$3 million
Rationale	Ministerial exemption was obtained for this contract, however the exemption expired prior to works being completed. Works were completed within agreed contract value but outside the timeframe of the approved exemption.

Otherwise, the City of Melbourne did not enter into any other contracts valued at \$150,000 or more for goods or services, or \$200,000 or more for works, without engaging in a competitive process.

We entered into the following contracts in 2020–201 in accordance with section 186(5)(c) of the *Local Government Act 1989*. These contracts were entered into in reliance on Ministerial exemption.

Ministerial exemption	Contract title
Procurement Australia	<ul style="list-style-type: none"> • Recruitment Training and Associated Services • Courier Services • Office Library Furniture • Stationery, office and workplace supplies • Library Collections, Furniture, Equipment and Associated Requirements • Debt Collection Services • Electricity and Associated Services • Provision of Printing and Related Services • IT Products and Services • Fleet Management Services • Metered Electricity Services • Recruitment Learning and Development • Commercial Furniture • Defined Facilities Management Services and Products • Natural Gas to Council Buildings • Security and Cash Collection Services • Melbourne Renewable Energy Project (MREP)
State Purchase Contract	<ul style="list-style-type: none"> • Computing equipment panel contract • WoG Cloud Services Panel • WoG ICT Panel • eServices Register State Purchase Contract • Media Buying (MAMS) • Print Management and Associated Services • Marketing Services Register (MSR) • Salesforce • Construction Supplier Register • Professional Advisory Services Panel • Mail & Postal Services • VIC Fleet Contracts • CAMMS Interplan Renewal DTA 02836 • Cloud Marketplace (CMP) • Adobe Licences
Municipal Association of Victoria	<ul style="list-style-type: none"> • VMware - VM4323 (Thomas Dureya) • Telecommunications - NPN1.18 • Energy efficient street lighting contract - SL3911 • Autodesk renewal - Insight Enterprise • Office Supplies, Products, Equipment and Accessories - OS4400 • EasyWeb Internet and Support Services
City of Melbourne	<ul style="list-style-type: none"> • Active Melbourne Recreation Facilities - YMCA • Edocs Maintenance Renewal - Konica Minolta • Accela Licensing, Maintenance and Support Services Agreement - Accela • Melbourne Rewards Program - WAIVPAY • Daily Support Team - Launch Housing • Integrated Night Safe Space Program - Salvation Army

INNER MELBOURNE ACTION PLAN 2016–26

The Inner Melbourne Action Plan Implementation Committee was a Special Committee of five councils working as one. Established in 2006 under section 86 of the *Local Government Act 1989*, it comprised representatives from the cities of Port Phillip, Yarra, Melbourne, Maribyrnong and Stonnington.

The IMAP Committee met quarterly to oversee implementation of the five goals and 27 strategies included in the Inner Melbourne Action Plan 2016–26. The Plan helped build creativity, liveability, prosperity and sustainability across a range of diverse neighbourhoods experiencing rapid growth. It operated under the brand ‘Making Melbourne More Liveable’.

While all IMAP members remained committed to the goals, there was keen interest from IMAP members in expanding the group and sharpening its strategic focus to strengthen the value proposition for constituents. There was unanimous agreement that the primary focus of IMAP moving forward should be advocacy, with a sharp focus on three to five key strategic issues. These issues could include affordable housing and homelessness, economic recovery and job creation subject to engagement with members. There was also a strong appetite to expand the group to include four additional councils to better represent the inner city and Greater Melbourne. A coalition of the nine innermost councils, unified with a shared vision for Melbourne, has the potential to be a major influence on Victorian and Commonwealth policy and funding and represent 18 per cent of the Victorian population, or almost 1.2 million people.

On 25 May 2021 the City of Melbourne resolved to join M9, joining the local governments of Darebin, Hobsons Bay, Moonee Valley, Moreland, Maribyrnong, Stonnington, Port Philip and Yarra in this new group with a clearly defined advocacy agenda.

To find out more about the IMAP Committee reforms, go to melbourne.vic.gov.au and enter ‘past meetings’ in the search box to browse the minutes and resolutions from the Council Meeting on 25 May 2021.

PROPERTY HOLDINGS

As part of our commitment to increasing transparency in our financial reporting, we include a list of the City of Melbourne's top 20 properties by value.

Address	2021 consolidated value \$ million	2020 consolidated value \$ million	2019 consolidated value \$ million
Royal Park, Flemington Road Parkville VIC 3052	\$325.41	\$325.73	\$325.08
Fitzroy Gardens, 230-298 Wellington Parade East Melbourne VIC 3002	\$219.83	\$217.19	\$191.80
Fawkner Park, 24-88 Commercial Road South Yarra VIC 3141	\$208.19	\$194.90	\$194.73
Kings Domain, Alexandra Avenue Melbourne VIC 3004	\$204.18	\$204.21	\$191.16
Flagstaff Gardens, 309-311 William Street West Melbourne VIC 3003	\$136.12	\$135.70	\$102.83
Princes Park, 200-590 Royal Parade Carlton North VIC 3054	\$115.68	\$115.75	\$114.83
Melbourne Town Hall (including Administration Building) 90-130 Swanston Street, Melbourne VIC 3000	\$105.08	\$104.21	\$96.88
Queen Victoria Market, 65-159 Victoria Street Melbourne VIC 3000	\$102.51	\$102.21	\$105.30
Council House 2, 218-242 Little Collins Street Melbourne VIC 3000	\$61.30	\$61.38	\$59.70
Council House, 196-212 Little Collins Street Melbourne VIC 3000	\$51.50	\$48.83	\$44.49
Treasury Gardens, Spring Street East Melbourne VIC 3002	\$46.60	\$45.40	\$26.91
Carlton Gardens South, Victoria Street Carlton VIC 3053	\$44.29	\$44.28	\$47.41
Carlton Gardens North, 1-111 Carlton Street Carlton VIC 3053	\$38.35	\$38.35	\$41.29
Birrarung Marr, Batman Avenue Melbourne VIC 3000	\$37.90	\$38.17	\$32.24
Alexandra Park, Alexandra Avenue Melbourne VIC 3004	\$36.00	\$35.59	\$34.60
Argyle Square, Lygon Street Carlton VIC 3053	\$32.14	\$32.14	\$34.52
Queen Victoria Gardens, St Kilda Road Melbourne VIC 3004	\$31.69	\$31.68	\$27.82
J.J. Holland Park, 67-121 Kensington Road Kensington VIC 3031	\$30.00	\$30.22	\$30.09
University Square, 190 Pelham Street Carlton VIC 3053	\$29.34	\$29.34	\$31.52
City Village, 219-225 Bourke Street Melbourne VIC 3000	\$25.25	\$21.16	\$16.26

- All valuations are as of 30 June of the respective year.
- The consolidated values in this list include land and building asset values applicable to the specific sites.
- The land values included in the Council Asset Register relate to land holdings both owned and controlled by the Council.
- The City of Melbourne has significant Crown land holdings controlled on behalf of the Crown via various structures, including Crown grants, committees of management and other reservations.
- The Council is required to value land and building assets pursuant to the provisions of AASB 116 and AASB 13. The 'fair value' applicable to land value assessments, specifically parks and alike, are significantly adjusted against full market value, reflecting legislative provisions, site control, use restrictions and other limitations directly associated with their public use. The valuations are done in accordance with International Valuation Standard 2020 (released 31 January 2020), which aligns with the AASB.



GOVERNANCE AND MANAGEMENT CHECKLIST 2020–21

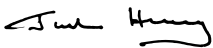
The following are the results in the prescribed form of council's assessment against the prescribed governance and management checklist.

Governance and management items	Assessment
1 Community engagement policy (policy under section 55 of the 2020 Act outlining Council's commitment to engaging with the community on matters of public interest)	Adopted in accordance with section 55 of the 2020 Act Date of adoption: 23 February 2021 <input checked="" type="checkbox"/>
2 Community engagement guidelines (guidelines to assist staff to determine when and how to engage with the community)	Guidelines Date of adoption: 23 February 2021 <input checked="" type="checkbox"/>
3 Financial Plan (plan under section 91 of the 2020 Act outlining the financial and non-financial resources required for at least the next 10 financial years)	Adopted in accordance with section 91 of the 2020 Act Date of adoption: To be adopted on 26 October 2021 This item is not required to be adopted until 31 October 2021. Date of adoption of current plan: 10 Year Financial Plan 29 May 2018 <input type="checkbox"/>
4 Asset Plan (plan under section 92 of the 2020 Act setting out the asset maintenance and renewal needs for key infrastructure asset classes for at least the next 10 years)	Adopted in accordance with section 92 of the 2020 Act Date of adoption: To be adopted on 26 October 2021 This item is not required to be adopted until 31 October 2021. Date of adoption of current plans: Roads and Footpaths Asset Management Plan 31 December 2020 Drainage Asset Management Plan 31 December 2020 Bridges Asset Management Plan 31 December 2020 Metered Public Lighting Asset Management Plan 31 December 2020 Marine Structure Asset Management Plan 31 December 2020 Buildings Asset Management Plan 31 December 2020 Parks and Outdoor Recreation Asset Management Plan 31 December 2020 Safe City Camera Program Asset Management Plan 3 February 2020 <input type="checkbox"/>

Governance and management items		Assessment	
5	Revenue and Rating Plan (plan under section 93 of the 2020 Act setting out the rating structure of Council to levy rates and charges)	Adopted in accordance with section 93 of the 2020 Act Date of adoption: 29 June 2021	<input checked="" type="checkbox"/>
6	Annual budget (plan under section 94 of the 2020 Act setting out the services to be provided and initiatives to be undertaken during the budget year and the funding and other resources required)	Adopted in accordance with section 94 of the 2020 Act Date of adoption: 29 June 2021	<input checked="" type="checkbox"/>
7	Risk policy (policy outlining Council's commitment and approach to minimising the risks to Council's operations)	Policy Date of commencement of current policy: 28 February 2020	<input checked="" type="checkbox"/>
8	Fraud policy (policy outlining Council's commitment and approach to minimising the risk of fraud)	Policy Date of operation of current policy: 31 December 2019	<input checked="" type="checkbox"/>
9	Municipal emergency management plan (plan under section 20 of the <i>Emergency Management Act 2013</i> for emergency prevention, response and recovery)	Complies with the requirements of the <i>Emergency Management Act 2013</i> , including having regard to any of the relevant guidelines under section 77 of that Act Date of preparation: 26 April 2021	<input checked="" type="checkbox"/>
10	Procurement policy (policy under section 108 of the 2020 Act outlining the principles, processes and procedures that will apply to the purchase of goods and services by the Council)	Adopted in accordance with section 108 of the 2020 Act Date of approval: 29 June 2021	<input checked="" type="checkbox"/>
11	Business continuity plan (plan setting out the actions that will be undertaken to ensure that key services continue to operate in the event of a disaster)	Plan Date of operation of current plan: 31 January 2020	<input checked="" type="checkbox"/>
12	Disaster recovery plan (plan setting out the actions that will be undertaken to recover and restore business capability in the event of a disaster)	Plan Date of operation of current plan: 24 May 2021	<input checked="" type="checkbox"/>
13	Risk management framework (framework outlining council's approach to managing risks to the Council's operations)	Framework Date of operation of current framework: 1 May 2021	<input checked="" type="checkbox"/>
14	Audit and Risk Committee (advisory committee of Council under sections 53 and 54 of the 2020 Act whose role is to oversee the integrity of a council's financial reporting, processes to manage risks to the council's operations and for compliance with applicable legal, ethical, and regulatory requirements)	Established in accordance with sections 53 and 54 of the 2020 Act Date of establishment: 28 July 2020 Original date of establishment: 1 July 1999	<input checked="" type="checkbox"/>
15	Internal audit (independent accounting professionals engaged by the council to provide analyses and recommendations aimed at improving council's governance, risk and management controls)	Engaged Date of engagement of current provider: 1 June 2021	<input checked="" type="checkbox"/>

Governance and management items		Assessment	
16	Performance reporting framework (a set of indicators measuring financial and non-financial performance, including the performance indicators referred to in section 131 of the 1989 Act)	Framework Date of operation of current framework: 1 July 2014	<input checked="" type="checkbox"/>
17	Council Plan report (report reviewing the performance of the council against the Council Plan, including the results in relation to the strategic indicators, for the first six months of the financial year)	Report Date of report: 3 March 2021	<input checked="" type="checkbox"/>
18	Financial reporting (quarterly statements to Council under section 138(1) of the 1989 Act comparing budgeted revenue and expenditure with actual revenue and expenditure)	Quarterly statements presented to Council in accordance with section 138(1) of the 1989 Act Date statements presented: 18 August 2020, 24 November 2020, 23 February 2021, 25 May 2021	<input checked="" type="checkbox"/>
19	Risk reporting (six-monthly reports of strategic risks to council's operations, their likelihood and consequences of occurring and risk minimisation strategies)	Reports Date of reports: 20 October 2020, 25 March 2021	<input checked="" type="checkbox"/>
20	Performance reporting (six-monthly reports of indicators measuring the results against financial and non-financial performance, including performance indicators referred to in section 131 of the 1989 Act)	Reports Date of reports: 20 October 2020, 3 March 2021	<input checked="" type="checkbox"/>
21	Annual report (annual report under sections 131, 132 and 133 of the 1989 Act to the community containing a report of operations and audited financial and performance statements)	Considered at a meeting of Council in accordance with section 134 of the 1989 Act Date statements presented: 20 October 2020	<input checked="" type="checkbox"/>
22	Councillor Code of Conduct (Code under section 139 of the 2020 Act setting out the conduct principles and the dispute resolution processes to be followed by Councillors)	Reviewed in accordance with section 139 of the 2020 Act Date adopted: 15 December 2020	<input checked="" type="checkbox"/>
23	Delegations (documents setting out the powers, duties and functions of Council and the Chief Executive Officer that have been delegated to members of staff, in accordance with sections 11 and 47 of the 2020 Act)	Reviewed in accordance with section 11(7) of the Act and a register kept in accordance with sections 11(8) and 47(7) of the 2020 Act Date of review: 28 July 2020	<input checked="" type="checkbox"/>
24	Meeting procedures (Governance Rules under section 60 of the 2020 Act governing the conduct of meetings of Council and delegated committees)	Governance Rules adopted in accordance with section 60 of the 2020 Act Date Governance Rules adopted: 25 August 2020	<input checked="" type="checkbox"/>

I certify that this information presents fairly the status of Council's governance and management arrangements.



Justin Hanney
Chief Executive Officer
Dated: 14.09.2021



Sally Capp
Lord Mayor
Dated: 14.09.2021

LOCAL GOVERNMENT PERFORMANCE REPORTING FRAMEWORK

Report of operations

	Service performance indicators Service / indicator / measure	Results 2018	Results 2019	Results 2020	Results 2021	Material variations and comments
Aquatic facilities						
	Service standard					
AF2	<i>Health inspections of aquatic facilities</i> [Number of authorised officer inspections of Council aquatic facilities / Number of Council aquatic facilities]	1	2	2	1	All four City of Melbourne pools were inspected in the 2020-21 period.
	Utilisation					
AF6	<i>Utilisation of aquatic facilities</i> [Number of visits to aquatic facilities / Municipal population]	3.77	4.07	2.94	1.33	In 2020-21 total visitation to aquatic centres was 244,867, down from 525,913 in 2019-20. The COVID-19 pandemic has had a significant impact on visitation due to facility closures and restrictions on services.
	Service cost					
AF7	<i>Cost of aquatic facilities</i> [Direct cost of aquatic facilities less income received / Number of visits to aquatic facilities]	New in 2020	New in 2020	\$2.94	\$8.08	\$8.08 cost per visit in 2020-21 is an increase of 175 per cent from \$2.94 in 2019-20. This is due to the COVID-19 pandemic which has had a significant impact on visitation and income due to facility closures and restrictions on services. Note: From 2020, this measure replaced two previous measures: 'Cost of indoor aquatic facilities' and 'Cost of outdoor aquatic facilities', see retired measures.
Animal management						
	Timeliness					
AM1	<i>Time taken to action animal management requests</i> [Number of days between receipt and first response action for all animal management requests / Number of animal management requests]	1.56	1.77	1.92	2.09	On average, it takes 2 days to first respond to a customer's request. This is a slight increase on previous results and is a reflection of reduced resources during the COVID-19 period, however this response time still allows matters to be addressed in a timely manner ensuring a safety for pets and people of the city.

	Service performance indicators Service / indicator / measure	Results 2018	Results 2019	Results 2020	Results 2021	Material variations and comments
	Service standard					
AM2	Animals reclaimed [Number of animals reclaimed / Number of animals collected] x100	37%	43%	52%	33%	A total of 33 per cent of animals that were impounded were returned to their original owner, this is a 19 per cent decrease on 2020. This is a result of an increase in cat trapping programs in wild cat colonies and an increase in the number of pets delivered to vet clinics in the City of Melbourne. We have reviewed this data and have found many animals collected from our veterinary clinics were originally found outside of the City of Melbourne and brought in to the municipality. We are working with vets and neighbouring Council's to address this as pets must be delivered to the Council where they were found.
	Service standard					
AM5	Animals rehomed [Number of animals rehomed / Number of animals collected] x100	New in 2020	New in 2020	28%	28%	A total of 28 per cent of animals that were impounded were rehomed to new owners, this is equivalent of previous year's results. All avenues are explored to reunite animals with their owner prior to offering them up for adoption to new owners.
	Service cost					
AM6	Cost of animal management service per population [Direct cost of the animal management service / Population]	New in 2020	New in 2020	\$4.62	\$4.25	The City of Melbourne has a team of four Animal Management Officers who conduct proactive park patrols to minimise the risk of dog attacks and dogs creating a nuisance in public places, attend community events to promote responsible pet ownership and registration, conduct audits of domestic animal businesses annually as well as regular proactive spot checks. The City of Melbourne also provides a contracted 24 hour emergency service and pound facilities for animals. Over the last year we have seen an increase in the number of animals collected which has impacted the cost of the service. Whilst the overall cost of service has decreased, we see there being further opportunities for savings by reducing the number of animals collected through community education. Note: This measure is replacing previous 'Cost of animal management service' which was based on cost per number of registered animals, see retired measures.

Service performance indicators		Results	Results	Results	Results	Material variations and comments
Service / indicator / measure	2018	2019	2020	2021		
Health and safety						
AM7	Animal management prosecutions [Number of successful animal management prosecutions / Number of animal management prosecutions x100]	New in 2020	New in 2020	75%	100%	Four out of the five successful prosecutions relate to serious dog attacks, whilst the other one is as a result of repeated offending. Due to legislative framework the only resolution for these matters is by way of prosecution i.e. we cannot issue infringement notices for this offending. Note: This measure is replacing previous 'Animal management prosecutions' which was a measure of number, not proportion, see retired measures.
Food safety						
Timeliness						
FS1	Time taken to action food complaints [Number of days between receipt and first response action for all food complaints / Number of food complaints]	2.2	2.5	2.5	2.4	Food complaint numbers have declined during the course of the year due to forced lockdowns. Our response times remain steady.
Service standard						
FS2	Food safety assessments [Number of registered class 1 food premises and class 2 food premises that receive an annual food safety assessment in accordance with the Food Act 1984 / Number of registered class 1 food premises and class 2 food premises that require an annual food safety assessment in accordance with the Food Act 1984] x100	100%	100%	99.5%	36%	Food businesses in the CBD were closed for extended periods of time. Surveys conducted by council indicated there were between 56 per cent and 61 per cent food businesses permanently closed or not operating during this reporting period. This resulted in a lower number of food businesses being able to be assessed.
Service cost						
FS3	Cost of food safety service [Direct cost of the food safety service / Number of food premises registered or notified in accordance with the Food Act 1984]	\$642.33	\$932.67	\$906.15	\$718.30	This year saw a reduced cost compared to last year mainly due to reduced employee and agency costs. This was due to 15 staff being seconded to the state government to assist with the pandemic response.

	Service performance indicators Service / indicator / measure	Results 2018	Results 2019	Results 2020	Results 2021	Material variations and comments
FS4	<p>Health and safety <i>Critical and major non-compliance outcome notifications</i></p> <p>[Number of critical non-compliance outcome notifications and major non-compliance notifications about a food premises followed up / Number of critical non-compliance outcome notifications and major non-compliance notifications about a food premises] x100</p>	100%	100%	100%	100%	City of Melbourne received 69 critical and major non-compliance outcome notifications within the reporting period and have completed follow-up on all 69.
Governance						
G1	<p>Transparency <i>Council decisions made at meetings closed to the public</i></p> <p>[Number of Council resolutions made at ordinary or special meetings of Council, or at meetings of a special committee consisting only of Councillors, closed to the public / Number of Council resolutions made at ordinary or special meetings of Council or at meetings of a special committee consisting only of Councillors] x100</p>	26%	24%	19%	17%	50 out of the total 309 council and committee resolutions (16.92 per cent) were made in closed session. This is a reduction compared to the number of council and committee resolutions which were made in closed session in the 2019–20 financial year (19.27 per cent) and to the 2018–19 year (23.59 per cent).
G2	<p>Consultation and engagement <i>Satisfaction with community consultation and engagement</i></p> <p>Community satisfaction rating out of 100 with how Council has performed on community consultation and engagement</p>	63	62	60	62	The level of community satisfaction with how Council has performed on community consultation and engagement in 2021 is three points higher than other councils across metropolitan Melbourne and six points higher than the state wide average for councils who participate in the same community satisfaction survey.

Service performance indicators		Results	Results	Results	Results	Material variations
Service / indicator / measure		2018	2019	2020	2021	and comments
Attendance						
G3	Councillor attendance at council meetings [The sum of the number of Councillors who attended each ordinary and special Council meeting / (Number of ordinary and special Council meetings) × (Number of Councillors elected at the last Council general election)] x100	92%	87%	85%	99%	Councillor attendance at Council meetings in this financial year has increased when compared to the previous year. This result indicates that councillors are committed to active participation in decision making and to representing their community when available.
Service cost						
G4	Cost of elected representation [Direct cost of the governance service / Number of Councillors elected at the last Council general election]	\$86,500.36	\$85,697.20	\$85,301.18	\$80,664.73	The allowances set by the Victorian Government for councillors (including the Lord Mayor and Deputy Lord Mayor) are higher for the capital city council than those for other municipalities. There has been a further reduction in cost this year compared to 2019–20 due to a reduction in travel during the COVID-19 pandemic.
Satisfaction						
G5	Satisfaction with council decisions [Community satisfaction rating out of 100 with how council has performed in making decisions in the interest of the community]	63	65	65	68	The level of community satisfaction with how Council has performed in making decisions in the interest of the community in 2021 is seven points higher than other councils across metropolitan Melbourne and twelve points higher than the state wide average for councils who participate in the same community satisfaction survey.

Service performance indicators		Results	Results	Results	Results	Material variations
Service / indicator / measure		2018	2019	2020	2021	and comments
Libraries						
LB1	<p>Utilisation <i>Physical library collection usage</i></p> <p>[Number of library collection item loans / Number of library collection items]</p>	5.5	5.4	4.3	2.2	<p>There has been a decrease in the usage of City of Melbourne Library physical collections from 4.3 to 2.2. This decrease represents a drop in loans of physical material due to COVID-19 lockdowns. There was a large increase in eLibrary usage during this period but this is not reflected in this measure.</p> <p>Note: From 2019–20, this indicator measures the performance of physical library items as a subset of the wider library collection.</p>
LB2	<p>Resource standard <i>Recently purchased library collection</i></p> <p>[Number of library collection items purchased in the last 5 years / Number of library collection items] x100</p>	83%	69%	62%	65%	<p>This year's result reflects a decrease in the age of the library collection (a positive result) compared to 2019–20 due largely to a systematic weeding program of older collection materials.</p>
LB4	<p>Participation <i>Active library borrowers in municipality</i></p> <p>[Number of active library borrowers in the last three years / The sum of the population for the last three years] x100</p>	30%	28%	27%	25%	<p>City of Melbourne libraries were able to adapt their services to COVID-19 restrictions to continue to meet the needs of the community.</p>
LB5	<p>Service cost <i>Cost of library service per population</i></p> <p>[Direct cost of the library service / Population]</p>	New in 2020	New in 2020	\$65.28	\$62.60	<p>The result this year is \$62.60 compared with \$65.28 in the previous year, which presents no significant change from the previous year result.</p> <p>Note: This measure is replacing the previous 'Cost of library service' indicator which measured based on number of visits, see retired measures.</p>

Service performance indicators Service / indicator / measure		Results 2018	Results 2019	Results 2020	Results 2021	Material variations and comments
Maternal and child health (MCH)						
MC2	<p>Service standard <i>Infant enrolments in the MCH service</i></p> <p>[Number of infants enrolled in the MCH service (from birth notifications received) / Number of birth notifications received] x100</p>	100%	99%	99%	102%	High participation rates demonstrate the importance and value of Maternal and Child Health services for infants and their families.
MC3	<p>Service cost <i>Cost of the MCH service</i></p> <p>[Cost of the MCH service / Hours worked by MCH nurses]</p>	\$82.69	\$81.32	\$76.61	\$82.90	Maternal and Child Health provided a greater level of support due to the COVID-19 pandemic which contributed to increased costs.
MC4	<p>Participation <i>Participation in the MCH service</i></p> <p>[Number of children who attend the MCH service at least once (in the year) / Number of children enrolled in the MCH service] x100</p>	80%	76%	82%	85%	Participation in the Maternal and Child Health service is voluntary. Regular reminders for missed visits are sent. Family participation can vary between years.
MC5	<p>Participation <i>Participation in the MCH service by Aboriginal children</i></p> <p>[Number of Aboriginal children who attend the MCH service at least once (in the year) / Number of Aboriginal children enrolled in the MCH service] x100</p>	83%	70%	79%	85%	The City of Melbourne has a small Aboriginal community, and family participation in maternal and child health services will vary significantly between years. Families are also able to attend the Victorian Aboriginal Health Service (VAHS) to receive MCH services.
MC6	<p>Satisfaction <i>Participation in 4-week Key Age and Stage visit</i></p> <p>[Number of 4-week key age and stage visits / Number of birth notifications received] x100</p>	New in 2020	New in 2020	90%	89%	City of Melbourne Maternal and Child Health make contact with 100 per cent of families following a birth. In some cases, families opt to seek alternative family support services as their child grows. Our service assists families to connect with other community support services and networks.

	Service performance indicators Service / indicator / measure	Results 2018	Results 2019	Results 2020	Results 2021	Material variations and comments
Roads						
R1	<p>Satisfaction of use <i>Sealed local road requests</i></p> <p>[Number of sealed local road requests / Kilometres of sealed local roads] x100</p>	173	192	230	148	The number of sealed road requests received during the last six months has decreased compared to the previous reporting period. It may be due to decrease in road use as a result of COVID-19 lockdowns.
R2	<p>Condition <i>Sealed local roads maintained to condition standards</i></p> <p>[Number of kilometres of sealed local roads below the renewal intervention level set by Council / Kilometres of sealed local roads] x100</p>	78%	79%	95%	95%	The number of kilometres of sealed local roads below the renewal intervention level set by Council for the last six month is very close to the previous reporting period.
R3	<p>Service cost <i>Cost of sealed local road reconstruction</i></p> <p>[Direct cost of sealed local road reconstruction / Square metres of sealed local roads reconstructed]</p>	\$277.18	\$265.85	\$286.89	\$261.31	The direct cost of sealed local road reconstruction has decreased during the 2020-21 financial year compared to the previous year. This is due to the decreased traffic management costs associated with works undertaken within the municipality due to COVID-19 shut downs making it easier to carry out road works.
R4	<p>Service cost <i>Cost of sealed local road resealing</i></p> <p>[Direct cost of sealed local road resealing / Square metres of sealed local roads resealed]</p>	\$44.34	\$53.88	\$48.94	\$48.36	The direct cost of local road resealing has decreased slightly during the 2020-21 financial year compared to the previous year. This is due to the decreased traffic management costs associated with works undertaken within the municipality due to COVID-19 shut downs.
R5	<p>Satisfaction <i>Satisfaction with sealed local roads</i></p> <p>[Community satisfaction rating out of 100 with how council has performed on the condition of sealed local roads]</p>	70	73	67	70	The level of community satisfaction with how Council has performed on the condition of sealed local roads in 2021 is two points higher than other councils across metropolitan Melbourne and 14 points higher than the state wide average for councils who participate in the same community satisfaction survey.

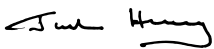
Service performance indicators		Results	Results	Results	Results	Material variations and comments
Service / indicator / measure		2018	2019	2020	2021	
Statutory planning						
SP1	Timeliness					
	<i>Time taken to decide planning applications</i>	95	101	99	107	A median of 107 days to decide planning applications represents an eight per cent increase from the previous year. This in line with the longer term trend of steadily increasing timeframes and is attributed to an increase in both the complexity of applications received and higher volumes of applications not included in the measure, such as ministerial referrals and extension of time requests. The issue of increasing timeframes is currently being addressed through internal resourcing changes.
	[The median number of days between receipt of a planning application and a decision on the application]					
	Service standard					
<i>Planning applications decided within required time frames</i>	59%	66%	57%	52%		
	[((Number of regular planning application decisions made within 60 days) + (Number of VicSmart planning application decisions made within 10 days) / Number of planning application decisions made) x100]					This year 52 per cent of planning applications were decided within the required time frame. This represents a decrease of 5 percentage points from the previous year. This in line with the longer term trend of steadily increasing timeframes and is attributed to an increase in both the complexity of applications received and higher volumes of applications not included in the measure, such as ministerial referrals and extension of time requests. The issue of increasing timeframes is currently being addressed through internal resourcing changes.
SP3	Service cost					
	<i>Cost of statutory planning service</i>	\$2451.90	\$2383.38	\$2802.54	\$3530.32	The cost of the statutory planning service per planning application received has increased by 25 per cent from the previous year. This is attributed to the number of planning applications submitted being lower than previous years while associated costs have remained the same.
	[Direct cost of the statutory planning service / Number of planning applications received]					
SP4	Decision making					
	<i>Council planning decisions upheld at VCAT</i>	68%	53%	81%	56%	The number of VCAT outcomes that uphold council's decision has decreased this year, from 81 per cent to 56 per cent. The year on year variation is due to the low total number of appeal decisions considered as part of the measure. In 2020-21 only 16 appeals were included in this reporting. An additional 18 appeals were resolved with the consent of all parties and are excluded from this measure.
	[Number of VCAT decisions that did not set aside council's decision in relation to a planning application / Number of VCAT decisions in relation to planning applications] x100					

Service performance indicators		Results	Results	Results	Results	Material variations and comments
Service / indicator / measure		2018	2019	2020	2021	
Waste collection						
WC1	Satisfaction					
	<i>Kerbside bin collection requests</i> [Number of kerbside garbage and recycling bin collection requests / Number of kerbside bin collection households] x1000	61	55	56	50	The number of kerbside bin collection requests has reduced compared to 2019-20. The number of service requests has reduced across the range of service types measured, with no single indicator reducing dramatically.
WC2	Service standard					
	<i>Kerbside collection bins missed</i> [Number of kerbside garbage and recycling collection bins missed / Number of scheduled kerbside garbage and recycling collection bin lifts] x10,000	4.7	3.7	1.8	1.6	The number of kerbside collection bins missed has decreased compared to the 2019-20 financial year.
WC3	Service cost					
	<i>Cost of kerbside garbage bin collection service</i> [Direct cost of the kerbside garbage bin collection service / Number of kerbside garbage collection bins]	\$237.33	\$246.32	\$416.92	\$352.08	The cost of the kerbside garbage collection service has decreased compared to the 2019-20 financial year. This decrease is associated with a reduction in the amount of waste collected as a result of lower occupancy rates in our residential properties due to COVID-19. The growth in the number of residential properties over recent years has not been matched by growth in the number of bin assets serviced due to Council moving to a model of shared waste facilities serviced more regularly, as opposed to all individual properties having separate bin assets. This results in a higher cost per bin asset, but lower cost per residential property serviced. The cost is higher when compared to other local councils due to the provision of a five day per week bin based and waste compactor service provided to multi-unit developments. For example, the City of Melbourne may collect one bin asset up to five times per week, however this metric assumes that it is collected once per week to be consistent with other local councils.

Service performance indicators		Results	Results	Results	Results	Material variations and comments
Service / indicator / measure	2018	2019	2020	2021		
Service cost						
WC4	<i>Cost of kerbside recyclables collection service</i>	\$62.56	\$93.99	\$235.04	\$174.57	The cost of the kerbside recycling collection service has decreased compared to the 2020–21 financial year. This decrease is associated with a reduction in the amount of recycling collected as a result of lower occupancy rates in our residential properties due to COVID-19. The growth in the number of residential properties over recent years has not been matched by growth in the number of bin assets serviced due to Council moving to a model of shared waste facilities serviced more regularly, as opposed to all individual properties having separate bin assets. This results in a higher cost per bin asset, but lower cost per residential property serviced. The cost is higher when compared to other local councils due to the provision of a five day per week bin based and waste compactor service provided to multi-unit developments. For example, the City of Melbourne may collect one bin asset up to five times per week, however this metric assumes that it is collected once per week to be consistent with other local councils.
	[Direct cost of the kerbside recyclables bin collection service / Number of kerbside recyclables collection bins]					
Waste diversion						
WC5	<i>Kerbside collection waste diverted from landfill</i>	27%	26%	21%	25%	Results show an improvement in the percentage of waste diverted from landfill compared to the 2019–20 financial year due to the recovery from the closure of Council's contracted recycling processing facility from July to September 2019. Lack of significant organics collection service continues to lower City of Melbourne's overall recovery rate by half in comparison to results from similar councils in 2019–20. The introduction of a food organics and garden organics collection service in June 2021 is expected to improve the future diversion rate.
	[Weight of recyclables and green organics collected from kerbside bins / Weight of garbage, recyclables and green organics collected from kerbside bins] x100					

	Service performance indicators Service / indicator / measure	Results 2017	Results 2018	Results 2019	-	Comments
Retired Measures						
	Aquatic Facilities Service cost					
AF4	<i>Cost of indoor aquatic facilities</i> [Direct cost of indoor aquatic facilities less income received / Number of visits to indoor aquatic facilities]	\$1.98	\$4.05	\$2.42	Retired in 2020	This measure was replaced by AF7 from 1 July 2019.
AF5	<i>Cost of outdoor aquatic facilities</i> [Direct cost of outdoor aquatic facilities less income received / Number of visits to outdoor aquatic facilities]	\$2.14	\$3.36	\$2.51	Retired in 2020	This measure was replaced by AF7 from 1 July 2019.
	Animal Management Service cost					
AM3	<i>Cost of animal management service</i> [Direct cost of the animal management service / Number of registered animals]	\$104.66	\$122.59	\$126.78	Retired in 2020	This measure was replaced by AM6 from 1 July 2019
AM4	Health and Safety <i>Animal management prosecutions</i> [Number of successful animal management prosecutions]	6	10	4	Retired in 2020	This measure was replaced by AM7 from 1 July 2019.
	Libraries Service cost					
LB3	<i>Cost of library service</i> [Direct cost of the library service / Number of visits]	\$7.82	\$7.93	\$7.65	Retired in 2020	This measure was replaced by LB5 from 1 July 2019.
	Maternal and Child Health (MCH) Satisfaction					
MC1	<i>Participation in first MCH home visit</i> [Number of first MCH home visits / Number of birth notifications received] x100	104.5%	101.1%	102.6%	Retired in 2020	This measure was replaced by MC6 from 1 July 2019.

I certify that this information presents fairly the status of Council's LGPRF - Report of Operations.



Justin Hanney
Chief Executive Officer
Dated: 14.09.2021

CITY OF MELBOURNE 2020-21 PERFORMANCE STATEMENT

For the year ended 30 June 2021

Description of municipality

The Melbourne municipality is the heart of greater Melbourne and covers the central city and 14 inner city suburbs. Just over 180,000 people call the municipality home and a further 778,000 people visit every day for work and recreation. Our population is diverse: 48 per cent of our residents speak a language other than English at home. As more people seek out the cultural, business, education, work and lifestyle opportunities the city offers, the population is expected to continue growing rapidly. The weekday population is forecast to increase by around 50 per cent by the year 2036.

The Local Government Area covers an area of 37.7 square kilometres and has 4.9 square kilometres of parks and reserves.

The COVID-19 pandemic has had a significant impact on public health and wellbeing, the local economy, and our ways of operating as a local government. In particular, a number of services and operations had to temporarily close or be put on hold. This included libraries, swimming pools and leisure centres, club sport, festivals and public events. Council has had to be agile and rethink how we do business to ensure we support our residents and businesses during this time. This has impacted our revenue streams and budget and will continue to have an impact in the future.

Where COVID-19 pandemic has had an impact on our performance on particular indicators, appropriate specific commentary has been provided.

SUSTAINABLE CAPACITY INDICATORS

For the year ended 30 June 2021

<i>Indicator</i> / measure	Results				Material variations
	2018	2019	2020	2021	
Population					
<i>Expenses per head of municipal population</i>	\$2728	\$2706	\$2703	\$2820	No material variation.
[Total expenses / Municipal population]					
<i>Infrastructure per head of municipal population</i>	\$12,084	\$11,826	\$11,883	\$11,727	No material variation.
[Value of infrastructure / Municipal population]					
<i>Population density per length of road</i>	663	700	737	755	No material variation.
[Municipal population / Kilometres of local roads]					
Own-source revenue					
<i>Own-source revenue per head of municipal population</i>	\$2654	\$2587	\$2640	\$2283	The reduction from prior year is a direct result of decreased traffic through the city that translates to a reduction in parking fees and fines, and a decrease in permit revenue for businesses relating to COVID-19 lockdowns during 2020-21. This is expected to increase in the forecast years as the city recovers.
[Own-source revenue / Municipal population]					
Recurrent grants					
<i>Recurrent grants per head of municipal population</i>	\$119	\$116	\$108	\$99	No material variation.
[Recurrent grants / Municipal population]					
Disadvantage					
<i>Relative socio-economic disadvantage</i>	7	7	7	7	No material variation.
[Index of Relative Socio-economic Disadvantage by decile]					
Workforce turnover					
<i>Resignations and terminations compared to average staff</i>	11.4%	11.3%	9.3%	9.6%	No material variation.
[Number of permanent staff resignations and terminations / Average number of permanent staff for the financial year] x100					

Definitions

“adjusted underlying revenue” means total income other than:

- (a) non-recurrent grants used to fund capital expenditure; and
- (b) non-monetary asset contributions; and
- (c) contributions to fund capital expenditure from sources other than those referred to above

“infrastructure” means non-current property, plant and equipment excluding land
“local road” means a sealed or unsealed road for which the council is the responsible road authority under the *Road Management Act 2004*

“population” means the resident population estimated by council

“own-source revenue” means adjusted underlying revenue other than revenue that is not under the control of council (including government grants)

“relative socio-economic disadvantage”, in relation to a municipality, means the relative socio-economic disadvantage, expressed as a decile for the relevant financial year, of the area in which the municipality is located according to the Index of Relative Socio-Economic Disadvantage (Catalogue Number 2033.0.55.001) of SEIFA

“SEIFA” means the Socio-Economic Indexes for Areas published from time to time by the Australian Bureau of Statistics on its Internet website

“unrestricted cash” means all cash and cash equivalents other than restricted cash.

SERVICE PERFORMANCE INDICATORS

For the year ended 30 June 2021

Service / <i>indicator</i> / measure	Results				Material variations
	2018	2019	2020	2021	
Aquatic facilities					
Utilisation					
<i>Utilisation of aquatic facilities</i>	3.8	4.1	2.9	1.33	In 2020–21 total visitation to aquatic centres was 244,867, down from 525,913 in 2019–20. The COVID-19 pandemic has had a significant impact on visitation due to facility closures and restrictions on services.
[Number of visits to aquatic facilities / Municipal population]					
Animal management					
Health and safety					
<i>Animal management prosecutions</i>	New in 2020	New in 2020	75%	100%	Four out of the five successful prosecutions relate to serious dog attacks, whilst the other one is as a result of repeated offending. Due to legislative framework the only resolution for these matters is by way of prosecution i.e. we cannot issue infringement notices for this offending.
[Number of successful animal management prosecutions / Total number of animal management prosecutions] x100					
Food safety					
Health and safety					
<i>Critical and major non-compliance outcome notifications</i>	100%	100%	100%	100%	City of Melbourne received 69 critical and major non-compliance outcome notifications within the reporting period and have completed follow-up on all 69.
[Number of critical non-compliance notifications and major non-compliance notifications about a food premises followed up / Number of critical non-compliance notifications and major non-compliance notifications about food premises] x100					

Service / indicator / measure	Results				Material variations
	2018	2019	2020	2021	
Governance					
Satisfaction					
<i>Satisfaction with council decisions</i>	63	65	65	68	The level of community satisfaction with how Council has performed in making decisions in the interest of the community in 2021 is seven points higher than other councils across metropolitan Melbourne and twelve points higher than the state wide average for councils who participate in the same community satisfaction survey.
[Community satisfaction rating out of 100 with how council has performed in making decisions in the interest of the community]					
Libraries					
Participation					
<i>Active library borrowers in the municipality</i>	30%	28%	27%	25%	City of Melbourne libraries were able to adapt their services to COVID-19 restrictions to continue to meet the needs of the community.
[The sum of the number of active library borrowers in the last 3 years / The sum of the population in the last 3 years] x100					
Maternal and child health					
Participation					
<i>Participation in the MCH service</i>	80%	76%	82%	84%	Participation in the Maternal and Child Health service is voluntary. Regular reminders for missed visits are sent. Family participation can vary between years.
[Number of children who attend the MCH service at least once (in the year) / Number of children enrolled in the MCH service] x100					
<i>Participation in the MCH service by Aboriginal children</i>	83%	70%	79%	85%	The City of Melbourne has a small Aboriginal community, and family participation in maternal and child health services will vary significantly between years. Families are also able to attend the Victorian Aboriginal Health Service (VAHS) to receive MCH services.
[Number of Aboriginal children who attend the MCH service at least once (in the year) / Number of Aboriginal children enrolled in the MCH service] x100					
Roads					
Satisfaction					
<i>Satisfaction with sealed local roads</i>	70	73	67	70	The level of community satisfaction with how Council has performed on the condition of sealed local roads in 2021 is two points higher than other councils across metropolitan Melbourne and 14 points higher than the state wide average for councils who participate in the same community satisfaction survey.
[Community satisfaction rating out of 100 with how council has performed on the condition of sealed local roads]					

Service / indicator / measure	Results				Material variations
	2018	2019	2020	2021	
Statutory planning					
Decision making					
<i>Council planning decisions upheld at VCAT</i>	68%	53%	81%	56%	The number of VCAT outcomes that uphold council's decision has decreased this year, from 81 per cent to 56 per cent. The year on year variation is due to the low total number of appeal decisions considered as part of the measure. In 2020-21 only 16 appeals were included in this reporting. An additional 18 appeals were resolved with the consent of all parties and are excluded from this measure.
[Number of VCAT decisions that did not set aside council's decision in relation to a planning application / Number of VCAT decisions in relation to planning applications] x100					
Waste collection					
Waste diversion					
<i>Kerbside collection waste diverted from landfill</i>	27%	26%	21%	25%	Results show an improvement in the percentage of waste diverted from landfill compared to the 2019-20 financial year due to the recovery from the closure of Council's contracted recycling processing facility from July to September 2019. Lack of significant organics collection service continues to lower City of Melbourne's overall recovery rate by half in comparison to results from similar councils in 2019-20. The introduction of a food organics and garden organics collection service in June 2021 is expected to improve the future diversion rate.
[Weight of recyclables and green organics collected from kerbside bins / Weight of garbage, recyclables and green organics collected from kerbside bins] x100					

Definitions

“Aboriginal child” means a child who is an Aboriginal person

“Aboriginal person” has the same meaning as in the *Aboriginal Heritage Act 2006*

“active library member” means a member of a library who has borrowed a book from the library

“annual report” means an annual report prepared by a council under sections 131, 132 and 133 of the Act

“class 1 food premises” means food premises, within the meaning of the *Food Act 1984*, that have been declared as class 1 food premises under section 19C of that Act

“class 2 food premises” means food premises, within the meaning of the *Food Act 1984*, that have been declared as class 2 food premises under section 19C of that Act

“critical non-compliance outcome notification” means a notification received by council under section 19N(3) or (4) of the *Food Act 1984*, or advice given to council by an authorized officer under that Act, of a deficiency that poses an immediate serious threat to public health

“food premises” has the same meaning as in the *Food Act 1984*

“local road” means a sealed or unsealed road for which the council is the responsible road authority under the *Road Management Act 2004*

“major non-compliance outcome notification” means a notification received by a council under section 19N(3) or (4) of the *Food Act 1984*, or advice given to council by an authorized officer under that Act, of a deficiency that does not pose an immediate serious threat to public health but may do so if no remedial action is taken

“MCH” means the Maternal and Child Health Service provided by a council to support the health and development of children within the municipality from birth until school age

“population” means the resident population estimated by council

FINANCIAL PERFORMANCE INDICATORS

For the year ended 30 June 2021

Dimension / indicator / measure	Results				Forecasts			Material variations	
	2018	2019	2020	2021	2022	2023	2024		2025
Efficiency Expenses per property assessment [Total expenses / Number of property assessments]	\$3862	\$3832	\$3933	\$4018	\$4069	\$3845	\$3718	\$3835	No material variation.
Revenue level Average rate per property assessment [Total rate revenue / Number of property assessments]	New in 2020	New in 2020	\$2445	\$2446	\$2441	\$2480	\$2516	\$2590	No material variation.
Liquidity Working capital Current assets compared to current liabilities [Current assets / Current liabilities] x100	173.77%	183.28%	129.60%	128.26%	102.90%	128.85%	126.56%	126.26%	Stable in 2020-21 with cash balances to decrease in 2021-22 due to an aggressive capital works program.
Unrestricted cash Unrestricted cash compared to current liabilities [Unrestricted cash / Current liabilities] x100	-0.62%	68.44%	22.99%	18.57%	16.07%	54.34%	50.63%	45.94%	The result is due to a decrease in unrestricted cash as the public open space reserve increased in the current period. There will be a further decrease in the next period before public open space reserves are used, and unrestricted cash increases as the city begins to recover.
Obligations Loans and borrowings Loans and borrowings compared to rates [Interest bearing loans and borrowings / Rate revenue] x100	11.05%	9.93%	0.00%	0.00%	45.05%	68.64%	68.93%	66.47%	No loans drawn in 2020-21, however, we expect loan facilities to be used in 2021-22 and beyond to fund capital works.
Loans and borrowings Loans and borrowings repayments compared to rates [Interest and principal repayments on interest bearing loans and borrowings / Rate revenue] x100	0.37%	0.86%	9.55%	0.03%	0.05%	0.45%	1.36%	3.20%	The reduction from prior year is due to a combination of increase in rate revenue against borrowing costs which were low due to a loan being paid out during the year. Rate revenue is expected to increase further in the forecast years, as will borrowing costs as loans are drawn to enable capital spending and city recovery.

Dimension / indicator / measure	Results				Forecasts				Material variations
	2018	2019	2020	2021	2022	2023	2024	2025	
Indebtedness Non-current liabilities compared to own source revenue [Non-current liabilities / Own source revenue] x100	7.96%	7.54%	2.02%	2.25%	33.40%	49.48%	49.01%	47.08%	The 2020-21 increase on prior year is due to a decrease in own source income (mainly statutory fees and fines and other fees and charges) which more than offset the increase in rates revenue. The forecast years are expected to increase substantially as loan facilities are used to support an aggressive capital expenditure program.
Asset renewal Asset renewal compared to depreciation [Asset renewal and asset upgrade expenditure / Depreciation] x100	New in 2020	New in 2020	117.67%	152.37%	157.88%	150.12%	135.23%	113.99%	The result of an aggressive capital works program undertaken in asset renewal and upgrades in 2020-21. This will continue into the forecast years as the city recovers.
Operating position Adjusted underlying result Adjusted underlying surplus (or deficit) [Adjusted underlying surplus (deficit) / Adjusted underlying revenue] x100	3.64%	8.39%	3.98%	-4.93%	-3.57%	2.48%	3.50%	3.64%	The result is due to further reduction in revenue related to fees and charges, and an increase in expenditure due to CBD recovery programs and cleaning in 2020-21. A similar result with slight improvement is expected next year before the city recovers further in the following forecast years.
Stability Rates concentration Rates compared to adjusted underlying revenue [Rate revenue / Adjusted underlying revenue] x100	59.95%	57.15%	59.90%	64.01%	62.27%	63.09%	65.51%	65.27%	The increase in 2020-21 is due to an increase in rates revenue, against a decrease in other own source revenue (mainly statutory fees and fines and other fees and charges). This will remain fairly stable over the forecast years as increases are expected in both rates and own source revenue.
Rates effort Rates compared to property values [Rate revenue / Capital improved value of rateable properties in the municipality] x100	0.25%	0.24%	0.24%	0.23%	0.22%	0.23%	0.23%	0.23%	No material variation.

Definitions

“adjusted underlying revenue” means total income other than:

- (a) non-recurrent grants used to fund capital expenditure; and
- (b) non-monetary asset contributions; and
- (c) contributions to fund capital expenditure from sources other than those referred to above

“adjusted underlying surplus (or deficit)” means adjusted underlying revenue less total expenditure

“asset renewal expenditure” means expenditure on an existing asset or on replacing an existing asset that returns the service capability of the asset to its original capability

“current assets” has the same meaning as in the AAS

“current liabilities” has the same meaning as in the AAS

“non-current assets” means all assets other than current assets

“non-current liabilities” means all liabilities other than current liabilities

“non-recurrent grant” means a grant obtained on the condition that it be expended in a specified manner and is not expected to be received again during the period covered by a council’s Strategic Resource Plan

“own-source revenue” means adjusted underlying revenue other than revenue that is not under the control of council (including government grants

“population” means the resident population estimated by council

“rate revenue” means revenue from general rates, municipal charges, service rates and service charges

“recurrent grant” means a grant other than a non-recurrent grant

“residential rates” means revenue from general rates, municipal charges, service rates and service charges levied on residential properties

“restricted cash” means cash and cash equivalents, within the meaning of the AAS, that are not available for use other than for a purpose for which it is restricted, and includes cash to be used to fund capital works expenditure from the previous financial year

“unrestricted cash” means all cash and cash equivalents other than restricted cash.

Retired measures Service / indicator / measure	Results			
	2017	2018	2019	
Animal Management Health and Safety <i>Animal Management Prosecutions</i> [Number of successful animal management prosecutions]	6	10	4	Retired in 2020 This measure was replaced by AM7 from 1 July 2019.
Efficiency Revenue Level <i>Average Residential rate per residential property assessment</i> [Residential rate revenue / Number of residential property assessments]	\$1062	\$1109	\$1186	Retired in 2020 This measure was replaced by E4 from 1 July 2019.
Obligations Asset renewal <i>Asset renewal compared to depreciation</i> [Asset renewal expense / Asset depreciation] x100	74.65%	86.18%	65.36%	Retired in 2020 This measure was replaced by O5 from 1 July 2019.

OTHER INFORMATION

For the year ended 30 June 2021

1. Basis of preparation

Council is required to prepare and include a performance statement within its annual report. The performance statement includes the results of the prescribed sustainable capacity, service performance and financial performance indicators and measures together with a description of the municipal district and an explanation of material variations in the results. This statement has been prepared to meet the requirements of the *Local Government Act 1989* and Local Government (Planning and Reporting) Regulations 2014 (as per the transitional provisions of the *Local Government Act 2020*).

Where applicable the results in the performance statement have been prepared on accounting bases consistent with those reported in the Financial Statements. The other results are based on information drawn from council information systems or from third parties (e.g. Australian Bureau of Statistics).

The performance statement presents the actual results for the current year and for the prescribed financial performance indicators and measures, the results forecast by the council's strategic resource plan. The Local Government (Planning and Reporting) Regulations 2014 requires explanation of any material variations in the results contained in the performance statement. Council has adopted materiality thresholds relevant to each indicator and measure and explanations have not been provided for variations below the materiality thresholds unless the variance is considered to be material because of its nature.

The forecast figures included in the performance statement are those adopted by council in its strategic resource plan on 29 June 2021 and which forms part of the council plan. The strategic resource plan includes estimates based on key assumptions about the future that were relevant at the time of adoption and aimed at achieving sustainability over the long term. Detailed information on the actual financial results is contained in the General Purpose Financial Statements. The strategic resource plan can be obtained by contacting council.

CERTIFICATION OF THE PERFORMANCE STATEMENT



In my opinion, the accompanying performance statement has been prepared in accordance with the *Local Government Act 1989* and the Local Government (Planning and Reporting) Regulations 2014 (as per the transitional provisions of the *Local Government Act 2020*).

Michael Tenace (FCPA)

General Manager Finance and Corporate (Chief Financial Officer)

Melbourne

Dated: 14.09.2021

In our opinion, the accompanying Performance Statement of the Melbourne City Council for the year ended 30 June 2021 presents fairly the results of council's performance in accordance with the *Local Government Act 1989* and the Local Government (Planning and Reporting) Regulations 2014 (as per the transitional provisions of the *Local Government Act 2020*).

The Performance Statement contains the relevant performance indicators, measures and results in relation to service performance, financial performance and sustainable capacity.

At the date of signing, we are not aware of any circumstances that would render any particulars in the Performance Statement to be misleading or inaccurate.

We have been authorised by the Council and by the Local Government (Planning and Reporting) Regulations 2014 to certify this Performance Statement in its final form.

Sally Capp

Lord Mayor

Melbourne

Dated: 14.09.2021

Philip Le Liu

Councillor

Melbourne

Dated: 14.09.2021

Jamal Hakim

Councillor

Melbourne

Dated: 14.09.2021

Justin Hanney

Chief Executive Officer

Melbourne

Dated: 14.09.2021



Independent Auditor's Report

To the Councillors of Melbourne City Council

Opinion	<p>I have audited the accompanying performance statement of Melbourne City Council (the council) which comprises the:</p> <ul style="list-style-type: none"> • description of the municipality for the year ended 30 June 2021 • sustainable capacity indicators for the year ended 30 June 2021 • service performance indicators for the year ended 30 June 2021 • financial performance indicators for the year ended 30 June 2021 • other information for the year ended 30 June 2021 (basis of preparation) and • the the certification of the performance statement. <p>In my opinion, the performance statement presents fairly, in all material respects, the performance of the council for the year ended 30 June 2021 in accordance with the performance reporting requirements of Part 6 of the <i>Local Government Act 1989</i>.</p>
Basis for Opinion	<p>I have conducted my audit in accordance with the <i>Audit Act 1994</i> which incorporates the Australian Standards on Assurance Engagements. I further describe my responsibilities under that Act and those standards in the <i>Auditor's Responsibilities for the Audit of the performance statement</i> section of my report.</p> <p>My independence is established by the <i>Constitution Act 1975</i>. I and my staff are independent of the council in accordance with the ethical requirements of the Accounting Professional and Ethical Standards Board's APES 110 <i>Code of Ethics for Professional Accountants</i> (the Code) that are relevant to my audit of the performance statement in Victoria and have also fulfilled our other ethical responsibilities in accordance with the Code.</p> <p>I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.</p>
Councillors' responsibilities for the performance statement	<p>The Councillors are responsible for the preparation and fair presentation of the performance statement in accordance with the performance reporting requirements of the <i>Local Government Act 1989</i> and for such internal control as the Councillors determines is necessary to enable the preparation and fair presentation of the statement of performance that is free from material misstatement, whether due to fraud or error.</p>
Auditor's responsibilities for the audit of the performance statement	<p>As required by the <i>Audit Act 1994</i>, my responsibility is to express an opinion on the performance statement based on the audit. My objectives for the audit are to obtain reasonable assurance about whether the performance statement as a whole is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with the Australian Standards on Assurance</p>

Engagements will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the decisions of users taken on the basis of this performance statement.

As part of an audit in accordance with the Australian Standards on Assurance Engagements, I exercise professional judgement and maintain professional scepticism throughout the audit. I also:

- identify and assess the risks of material misstatement of performance statement, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the council's internal control
- evaluate the overall presentation, structure and content of the performance statement, including the disclosures, and whether performance statement represents the underlying events and results in a manner that achieves fair presentation.

I communicate with the Councillors regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that I identify during my audit.

MELBOURNE
27 September 2021



Sanchu Chummar
as delegate for the Auditor-General of Victoria

ANNUAL FINANCIAL REPORT 2020-21





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FINANCIAL REPORT



Certification of the Financial Statements

In my opinion the accompanying financial statements have been prepared in accordance with the *Local Government Act 1989*, the *Local Government (Planning and Reporting) Regulations 2014*, Australian Accounting Standards and other mandatory professional reporting requirements.

Michael Tenace (FCPA)

General Manager Finance and Corporate (Chief Financial Officer)

Melbourne

Date: 14.09.2021

In our opinion the accompanying financial statements present fairly the financial transactions of the Melbourne City Council Group and the Melbourne City Council for the year ended 30 June 2021 and the financial position of the Melbourne City Council Group and Melbourne City Council as at that date.

As at the date of signing, we are not aware of any circumstance, which would render any particulars in the financial statements to be misleading or inaccurate.

We have been authorised by the Council and by the *Local Government (Planning and Reporting) Regulations 2014* to certify the financial statements in their final form.

Sally Capp

Lord Mayor

Melbourne

Dated: 14.09.2021

Philip Le Liu

Councillor

Melbourne

Dated: 14.09.2021

Jamal Hakim

Councillor

Melbourne

Dated: 14.09.2021

Justin Hanney

Chief Executive Officer

Melbourne

Dated: 14.09.2021

Independent Auditor's Report

To the Councillors of Melbourne City Council



Opinion	<p>I have audited the consolidated financial report of Melbourne City Council (the council) and its controlled entities (together the consolidated entity), which comprises the:</p> <ul style="list-style-type: none"> • consolidated entity and council balance sheet as at 30 June 2021 • consolidated entity and council comprehensive income statement for the year then ended • consolidated entity and council statement of changes in equity for the year then ended • consolidated entity and council statement of cash flows for the year then ended • consolidated entity and council statement of capital works for the year then ended • notes to the financial statements, including significant accounting policies • certification of financial statements. <p>In my opinion, the financial report presents fairly, in all material respects, the financial positions of the consolidated entity and the council as at 30 June 2021 and their financial performance and cash flows for the year then ended in accordance with the financial reporting requirements of Part 6 of the <i>Local Government Act 1989</i> and applicable Australian Accounting Standards.</p>
Basis for Opinion	<p>I have conducted my audit in accordance with the <i>Audit Act 1994</i> which incorporates the Australian Auditing Standards. I further describe my responsibilities under that Act and those standards in the <i>Auditor's Responsibilities for the Audit of the Financial Report</i> section of my report.</p> <p>My independence is established by the <i>Constitution Act 1975</i>. My staff and I are independent of the council and the consolidated entity in accordance with the ethical requirements of the Accounting Professional and Ethical Standards Board's APES 110 <i>Code of Ethics for Professional Accountants</i> (the Code) that are relevant to my audit of the financial report in Victoria. My staff and I have also fulfilled our other ethical responsibilities in accordance with the Code.</p> <p>I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.</p>
Councillors' responsibilities for the financial report	<p>The Councillors of the council are responsible for the preparation and fair presentation of the financial report in accordance with Australian Accounting Standards and the <i>Local Government Act 1989</i>, and for such internal control as the Councillors determine is necessary to enable the preparation and fair presentation of a financial report that is free from material misstatement, whether due to fraud or error.</p> <p>In preparing the financial report, the Councillors are responsible for assessing the council and the consolidated entity's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless it is inappropriate to do so.</p>

Auditor's responsibilities for the audit of the financial report

As required by the *Audit Act 1994*, my responsibility is to express an opinion on the financial report based on the audit. My objectives for the audit are to obtain reasonable assurance about whether the financial report as a whole is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with the Australian Auditing Standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of this financial report.

As part of an audit in accordance with the Australian Auditing Standards, I exercise professional judgement and maintain professional scepticism throughout the audit. I also:

- identify and assess the risks of material misstatement of the financial report, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the council and the consolidated entity's internal control
- evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Councillors
- conclude on the appropriateness of the Councillors' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the council and the consolidated entity's ability to continue as a going concern. If I conclude that a material uncertainty exists, I am required to draw attention in my auditor's report to the related disclosures in the financial report or, if such disclosures are inadequate, to modify my opinion. My conclusions are based on the audit evidence obtained up to the date of my auditor's report. However, future events or conditions may cause the council and the consolidated entity to cease to continue as a going concern.
- evaluate the overall presentation, structure and content of the financial report, including the disclosures, and whether the financial report represents the underlying transactions and events in a manner that achieves fair presentation
- obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the council and the consolidated entity to express an opinion on the financial report. I remain responsible for the direction, supervision and performance of the audit of the council and the consolidated entity. I remain solely responsible for my audit opinion.

I communicate with the Councillors regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that I identify during my audit.

MELBOURNE
27 September 2021



Sanchu Chummar

as delegate for the Auditor-General of Victoria

FINANCIAL STATEMENTS

Comprehensive Income Statement

For the Year Ended 30 June 2021

	Consolidated		Note	Council	
	2021 \$'000	2020 \$'000		2021 \$'000	2020 \$'000
Income					
Rates and charges	315,896	301,534	3.1	316,147	301,765
Statutory fees and fines					
Parking fines	24,501	38,196	3.2	24,501	38,196
Other statutory fees and fines	11,743	13,694	3.2	11,747	13,694
User fees					
Parking fees	34,640	50,397	3.3	32,009	46,638
Other user fees	15,645	24,511	3.3	15,645	24,513
Grants - operating	62,595	19,484	3.4	62,595	19,484
Grants - capital	32,626	24,963	3.4	32,626	24,963
Contributions - monetary	31,700	39,815	3.5	31,700	39,805
Contributions - non monetary	490	-	3.5	490	-
Net gain/(loss) on disposal of property, infrastructure, plant and equipment	(467)	23,585	3.6	(1,114)	23,604
Fair value adjustments for investment properties	3,939	5,378	6.3	3,939	5,378
Other income	231,810	219,259	3.7	16,721	18,659
Total Income	765,118	760,816		547,006	556,699
Expenses					
Employee costs	290,481	260,036	4.1	167,152	169,799
Materials and services	301,922	291,919	4.2	216,067	196,745
Depreciation	76,769	73,606	4.3	63,393	61,048
Amortisation/Impairment - intangible assets	12,727	14,518	4.4	11,824	9,726
Amortisation - right of use assets	6,644	6,379	4.5	2,326	2,350
Bad and doubtful debts	7,274	14,503	4.6	7,262	14,464
Borrowing costs	289	542	4.7	82	339
Finance costs - leases	569	583	4.8	173	187
Other expenses	8,195	8,412	4.9	6,723	6,596
Grants and contributions	32,417	20,550	4.10	41,817	22,450
Impairment loss on asset revaluation	4,298	-	4.11	4,298	-
Total Expenses	741,585	691,048		521,117	483,704
Surplus For The Year	23,533	69,768		25,889	72,995
Other Comprehensive Income					
Items that will not be reclassified to surplus or deficit in future periods					
Net asset revaluation (decrement)/increment	12,941	142,978	9.1(a)	12,941	132,134
Gain on defined benefits plans	2,129	2,842	9.3	-	-
Total Other Comprehensive Income	15,070	145,820		12,941	132,134
Total Comprehensive Result	38,603	215,588		38,830	205,129

The Comprehensive Income Statement should be read in conjunction with the accompanying notes.

Balance Sheet

As at 30 June 2021

	Consolidated		Note	Council	
	2021 \$'000	2020 \$'000		2021 \$'000	2020 \$'000
Assets					
Current Assets					
Cash and cash equivalents	158,721	54,018	5.1 (a)	143,870	42,599
Trade and other receivables	74,187	56,745	5.1 (c)	39,594	36,754
Other financial assets	31,750	65,750	5.1 (b)	30,000	64,000
Inventories	1,610	712	5.2 (a)	-	-
Other assets	8,044	22,756	5.2 (b)	7,861	13,684
Total Current Assets	274,312	199,981		221,325	157,037
Non-Current Assets					
Other financial assets	33,626	63,488	5.1 (b)	33,626	63,488
Investment in subsidiaries, associates and trust	7,750	7,750	6.2	26,356	26,356
Property, infrastructure, plant and equipment	4,361,377	4,276,223	6.1	4,242,465	4,156,598
Right of use assets	27,606	23,643	5.8	5,655	5,493
Investment property	188,518	210,922	6.3	188,518	210,922
Intangible assets	70,546	62,176	5.2 (c)	36,798	41,886
Net assets of City of Melbourne's Defined Benefits	15,276	13,675	9.3	-	-
Total Non-Current Assets	4,704,699	4,657,877		4,533,418	4,504,743
Total Assets	4,979,011	4,857,858		4,754,743	4,661,780
Liabilities					
Current Liabilities					
Trade and other payables	157,278	103,459	5.3 (a)(c)	122,444	70,185
Trust funds and deposits	15,062	13,592	5.3 (b)	13,676	13,354
Provisions	53,253	48,943	5.5	37,313	36,217
Interest bearing liabilities	12,000	-	5.4	-	-
Lease liability	6,173	5,020	5.8	1,962	1,412
Total Current Liabilities	243,766	171,014		175,395	121,168
Non-Current Liabilities					
Trade and other payables	1,435	-	5.3 (a)	-	-
Trust funds and deposits	2,377	3,077	5.3 (b)	1,526	1,388
Provisions	4,978	5,168	5.5	3,992	3,909
Interest-bearing liabilities	6,200	-	5.4	-	-
Lease liability	21,047	17,994	5.8	3,922	4,237
Total Non-Current Liabilities	36,037	26,239		9,440	9,534
Total Liabilities	279,803	197,253		184,835	130,702
Net Assets	4,699,208	4,660,605		4,569,908	4,531,078
Equity					
Accumulated surplus	2,258,962	2,248,729		2,180,367	2,169,907
Reserves	2,440,246	2,411,876	9.1	2,389,541	2,361,171
Total Equity	4,699,208	4,660,605		4,569,908	4,531,078

The Balance Sheet should be read in conjunction with the accompanying notes.

Statement of Changes in Equity

For the Year Ended 30 June 2021

Consolidated	Note	Total Equity		Accumulated Surplus		Revaluation Reserve		Other Reserves	
		2021 \$'000	2020 \$'000	2021 \$'000	2020 \$'000	2021 \$'000	2020 \$'000	2021 \$'000	2020 \$'000
Balance at beginning of the financial year		4,660,605	4,445,017	2,248,730	2,168,729	2,337,715	2,194,737	74,161	81,553
Surplus for the year		23,533	69,768	23,533	69,768	-	-	-	-
Net asset revaluation increment/(decrement)	9.1	12,941	142,978	-	-	12,941	142,978	-	-
Investment in associates	9.1	-	-	-	-	-	-	-	-
Transfers to other reserves	9.1	-	-	(27,787)	(51,273)	-	-	27,787	51,273
Transfers from other reserves	9.1	-	-	12,358	58,665	-	-	(12,358)	(58,665)
Actuarial gain - City of Melbourne's Defined Benefits Superannuation Fund	9.3	2,129	2,842	2,129	2,842	-	-	-	-
Balance at the end of the financial year		4,699,208	4,660,605	2,258,962	2,248,730	2,350,656	2,337,715	89,590	74,161

Council	Note	Total Equity		Accumulated Surplus		Revaluation Reserve		Other Reserves	
		2021 \$'000	2020 \$'000	2021 \$'000	2020 \$'000	2021 \$'000	2020 \$'000	2021 \$'000	2020 \$'000
Balance at beginning of the financial year		4,531,078	4,325,949	2,169,907	2,089,520	2,287,010	2,154,876	74,161	81,553
Surplus for the year		25,889	72,995	25,889	72,995	-	-	-	-
Net asset revaluation increment/(decrement)	9.1	12,941	132,134	-	-	12,941	132,134	-	-
Investment in associates	9.1	-	-	-	-	-	-	-	-
Transfers to other reserves	9.1	-	-	(27,787)	(51,273)	-	-	27,787	51,273
Transfers from other reserves	9.3	-	-	12,358	58,665	-	-	(12,358)	(58,665)
Balance at the end of the financial year		4,569,908	4,531,078	2,180,367	2,169,907	2,299,951	2,287,010	89,590	74,161

The Statements of Changes in Equity should be read in conjunction with the accompanying notes.

Statement of Cash Flows

For the Year Ended 30 June 2021

	Consolidated		Note	Council	
	2021 \$'000	2020 \$'000		2021 \$'000	2020 \$'000
Cash Flows from Operating Activities					
Rates and charges	312,168	292,333		312,419	292,564
Statutory fees and fines	37,327	64,333		37,331	64,333
User fees	54,590	69,622		61,644	69,198
Grants - operating	96,653	20,428		96,653	20,428
Grants - capital	40,909	27,278		40,909	27,278
Contributions - monetary	31,922	33,688		31,922	33,678
Interest received	806	2,357		804	2,290
Dividends received	18	63		18	2,063
Other receipts	256,215	240,807		15,113	17,142
Net GST refund	6,498	12,264		20,796	24,298
Trust funds and deposits taken/(repaid)	632	3,562		(1,149)	3,582
Employee costs	(281,743)	(260,735)		(160,331)	(168,470)
Materials and services	(336,373)	(320,442)		(242,903)	(226,805)
Short-term, low value and variable lease payments	(963)	(943)		(867)	(680)
Grants and contributions	(36,538)	(20,550)		(45,983)	(22,450)
Other payments	(8,824)	(9,001)		(7,310)	(7,339)
Net cash provided by/(used in) operating activities	173,297	155,064	9.2	159,066	131,109
Cash Flows from Investing Activities					
Proceeds from sale of property, infrastructure, plant and equipment	27,136	25,182	3.6	26,282	23,943
Payments for property, infrastructure, plant and equipment	(155,436)	(146,228)		(145,569)	(127,780)
Proceeds/(payments) from/for sale of Investments	64,000	(72,002)		64,000	(73,000)
Payment to new business vendors as part of acquisition	(15,235)	-		-	-
Net cash provided by/(used in) investing activities	(79,535)	(193,048)		(55,287)	(176,837)
Cash Flows from Financing Activities					
Finance costs	(289)	(542)		(82)	(339)
Proceeds from borrowings	25,417	(150)		7,217	-
Repayment of borrowings	(7,217)	(28,482)		(7,217)	(28,482)
Interest paid - lease liability	(569)	(583)		(173)	(187)
Repayment of lease liability	(6,401)	(7,008)		(2,253)	(2,194)
Net cash provided by/(used in) financing activities	10,941	(36,765)		(2,508)	(31,202)
Net increase/(decrease) in cash and cash equivalents	104,703	(74,749)		101,271	(76,930)
Cash and cash equivalents at beginning of the financial year	54,018	128,767		42,599	119,529
Cash and cash equivalents at the end of the financial year	158,721	54,018		143,870	42,599
Financing arrangements			5.6		
Restrictions on cash assets			5.1		

The Statement of Cash Flows should be read in conjunction with the accompanying notes.

Statement of Capital Works

For the Year Ended 30 June 2021

	Consolidated		Council	
	2021 \$'000	2020 \$'000	2021 \$'000	2020 \$'000
Property				
Land	-	6	-	6
Total Land	-	6	-	6
Buildings				
Buildings	3,875	9,472	3,670	9,189
Heritage buildings	8,296	3,704	8,296	3,704
Building improvements	46,933	29,252	46,356	28,738
Total Buildings	59,104	42,428	58,322	41,631
Total Property	59,104	42,434	58,322	41,637
Plant & Equipment				
Plant, machinery and equipment	13,395	25,154	4,140	3,411
Fixtures, fittings and furniture	1,016	1,602	1,016	1,587
Computers and telecommunications	17,270	15,064	17,110	14,722
Library books	1,043	1,500	1,043	1,500
Total Plant & Equipment	32,724	43,320	23,309	21,220
Infrastructure				
Roads	9,229	8,758	9,229	8,758
Bridges	1,547	554	1,547	554
Footpaths and cycleways	18,392	10,135	18,392	10,135
Drainage	5,028	6,340	5,028	6,340
Recreational, leisure and community facilities	593	1,527	593	1,527
Waste management	327	-	327	-
Parks, open space and streetscapes	21,931	17,825	21,931	17,825
Other infrastructures	12,377	15,523	12,377	15,523
Total Infrastructure	69,424	60,662	69,424	60,662
Total Capital Works Expenditure	161,252	146,416	151,055	123,519
Represented by:				
New asset expenditure	52,999	60,185	43,661	38,116
Asset renewal expenditure	48,214	52,090	48,214	52,090
Asset expansion expenditure	10,801	13,567	10,801	13,567
Asset upgrade expenditure	49,238	20,574	48,379	19,746
Total Capital Works Expenditure	161,252	146,416	151,055	123,519

The Statement of Capital Works should be read in conjunction with the accompanying notes.

OVERVIEW

Introduction

These financial statements are the consolidated Group accounts for Melbourne City Council (the “Council”) and its controlled entities. Council is the ultimate successor at law to the Mayor Aldermen Councillors and Burgesses of the Town of Melbourne which was incorporated on 12 August 1842 by An Act to Incorporate the Inhabitants of the Town of Melbourne 6 Victoria No. 7. The name ‘Melbourne City Council’ replaced the former ‘Council of the City of Melbourne’ via the City of Melbourne Act 1993. The Town Hall is located at 90-120 Swanston Street, Melbourne VIC 3000.

Statement of compliance

These financial statements are a general purpose financial report that consists of a Comprehensive Income Statement, Balance Sheet, Statement of Changes in Equity, Statement of Cash Flows, Statement of Capital Works and Notes accompanying these financial statements. The report complies with Australian Accounting Standards (AAS), other authoritative pronouncements of the Australian Accounting Standards Board (AASB), the *Local Government Act 1989*, and the Local Government (Planning and Reporting) Regulations 2014.

Reporting Entity

The reporting entity comprises Melbourne City Council and its wholly owned subsidiaries Citywide Service Solutions Pty Limited (Citywide), Queen Victoria Market (QVM) and Enterprise Melbourne Pty Ltd. The results of the operations of these entities are included in the consolidated results of the Group. Refer to Note 6.2 for details of the subsidiary entities and Council’s consolidation principles.

Significant accounting policies

Application of Accrual Basis

The accrual basis of accounting has been used in the preparation of these financial statements, whereby assets, liabilities, equity, income and expenses are recognised in the reporting period to which they relate, regardless of when cash is received or paid.

Use of Judgements, Estimates and Assumptions

Judgements, estimates and assumptions are required to be made about the carrying values of assets and liabilities that are not readily apparent from other sources. The estimates and associated judgements are based on professional judgement derived from historical experience and various other factors that are believed to be reasonable under the circumstances. Actual results may differ from these estimates.

Revisions to accounting estimates to reflect better information or to reflect actual results are recognised in the period in which the estimates are revised and also in future periods that are affected by the revision. Judgements and assumptions made by management in the application of AAS’s that have significant effects on the financial statements and estimates relate to:

- the fair values of assets and liabilities (refer to Note 8.4 related to determination of fair value);
- the determination of depreciation for buildings, infrastructure, plant and equipment (refer to Note 6.1);
- the determination of employee provisions (refer to Note 5.5);
- the measurement of goodwill (refer to Note 5.2 (c));
- the determination of whether performance obligations are sufficiently specific so as to determine whether an arrangement is within the scope of AASB 15 Revenue from Contracts with Customers or AASB 1058 Income of Not-for-Profit Entities (refer to Note 3);
- the determination, in accordance with AASB 16 Leases, of the lease term, the estimation of the discount rate when not implicit in the lease and whether an arrangement is in substance short-term or low value (refer to Note 5.8)
- the analysis of Council results by program (refer to Note 2).
- the measurement of fair values of net assets and goodwill on Citywide acquisitions (Note 6.2 and Note 5.2 (c)).
- the determination of a financial liability due to a “Termination for Convenience” clause within the Melbourne City Recovery Fund (MCRF) grant.

Application of Accounting Policies

Unless otherwise stated, all accounting policies are consistent with those applied in the prior year. Where appropriate, comparative figures have been amended to accord with current presentation, and disclosure has been made of any material changes to comparatives.

Impact of COVID-19

On 16 March 2020 a state of emergency was declared in Victoria due to the global pandemic COVID-19 virus, known as coronavirus. A state of disaster was subsequently declared by the Victorian State Government on 2 August 2020. The impacts of the pandemic have continued through the 2020 calendar year, as businesses opened and then closed through state lockdowns, and into the 2021 calendar year with further lockdowns in February, May and June. Victoria is now into its 6th lockdown since the state of emergency was declared, which will further impact on the 2021-22 financial year. Council has noted the following impacts on its financial operations, and the financial operations of the Group (group information refer to note 6.2):

- Council and the Group's annual budgets were adjusted to reflect conditions that were expected to continue into the 2020-21 financial year as a result of COVID-19. Council own source revenue performed better than budget in 2020-21 due to higher volumes of traffic through the city than was originally expected. However, to show the full effect of COVID-19 on Council financial statements for the year, a comparison against the last pre-COVID budget (2019-20) is more relevant. The lower activity in the building and child care sectors, the closure of recreation and sports facilities and libraries during lockdown periods saw a further reduction in statutory fees and fines and user fees. Fees and charges reductions when measured against the 2019-20 full budget totalled \$51.0 million. In addition, Council provided assistance in the form of waivers and extensions in commercial rent and permits to the value of \$2.1 million, giving a total effect on revenue of approximately \$53.0 million for the year.
- Queen Victoria Market revenue was negatively impacted through the provision of further rent assistance to food, market stall and hospitality traders. When comparing the 2020-21 financial year to the last pre-COVID budget (2019-20), QVM revenue was reduced by \$7.2 million. The postponement of events added a further \$1.2 million in lost revenue. Citywide Service Solutions Pty Ltd were also impacted by a reduction in revenue from prior year of \$4.5 million in relation to LGA Capital Works programs, the Asphalt Joint Venture, and Commercial Waste contracts. The subsidiaries total revenue reductions were approximately \$13.0 million when compared to 2019-20 pre-COVID budgets.
- The Group incurred additional expense during the 2020-21 financial year directly related to COVID-19, for cleaning, city revitalisation, and various business support programs that were fully or partially funded by the Victorian State Government. Programs included in Councils 2020-21 result were: Work for Victoria (\$10.2 million); Melbourne City Recovery Fund (\$25.0 million); City Dining Scheme (\$8.3 million); Laneway Revitalisation (\$5.0 million); Small Business Transformation (\$1.2 million); and Food Vouchers (\$1.4 million). Based on the pre-COVID budget (2019-20), Council spent approximately \$30 million in additional Materials and Services, and Grants and Contributions that could be attributed to COVID-19. Citywide Service Solutions Pty Ltd result included the additional cleaning that was funded by Council, while QVM were able to reduce costs based on 2019-20 budgets.
- COVID-19 has also had a significant impact on the Group's balance sheet, and specifically its cash position as rates collections have been slow, with rates debtors outstanding increasing by \$12.9 million since 2019. Total debtors outstanding across the Group has increased by \$17.4 million in the twelve months to 30 June 2021, with Council increasing by \$3.2 million. All entities in the Group have closely reviewed bad and doubtful debts provisions at balance date to ensure that impairments have been identified and recognized. Group cash and cash equivalents improved by \$111.1 million over the year (Council \$101.3 million) and this has been assisted by State Government grants of \$137.0 million in 2021, following the \$47.7 million received in 2020 to support city programs as listed above and for prior year.
- The total financial impact of COVID-19 on the group result during 2020-21 has therefore been estimated at \$96 million, including an estimated impact on the City of \$83 million.

NOTES TO FINANCIAL STATEMENTS

Note 1 Performance against budget

The performance against budget notes compare Council's financial plan, expressed through its annual budget, with actual performance. The *Local Government Act 1989* and the *Local Government (Planning and Reporting) Regulations 2014* requires explanation of any material variances. Council has adopted a materiality threshold of the lower of 5 per cent and \$1 million where further explanation is warranted. Explanations have not been provided for variations below the materiality threshold unless the variance is considered to be material because of its nature.

The budget information provided only relates to Council. A consolidated budget is not required and therefore not prepared.

1.1 Income and expenditure

Council	Budget	Actual	Variance		
	2021 \$'000	2020 \$'000	2021 \$'000	%	Ref
Income					
Rates and charges	309,251	316,147	6,896	2%	1
Statutory fees and fines					
Parking fines	17,510	24,501	6,991	40%	2
Other statutory fees and fines	13,556	11,747	(1,809)	(13%)	3
User fees					
Parking fees	28,578	32,009	3,431	12%	4
Other user fees	6,186	15,645	9,459	153%	5
Grants - operating	14,948	62,595	47,647	319%	6
Grants - capital	23,954	32,626	8,672	36%	7
Contributions - monetary	24,593	31,700	7,107	29%	8
Contributions - non monetary	-	490	490	100%	9
Net gain/(loss) on disposal of property, infrastructure, plant and equipment	1,100	(1,114)	(2,214)	(201%)	10
Fair value adjustments for investment properties	-	3,939	3,939	100%	11
Other income	13,181	16,721	3,540	27%	12
Total Income	452,857	547,006	94,149	21%	
Expenses					
Employee costs	172,928	167,152	5,776	3%	13
Materials and services	178,067	216,067	(38,000)	(21%)	14
Depreciation	59,959	63,393	(3,434)	(6%)	15
Amortisation - intangible assets	13,357	11,824	1,533	11%	16
Amortisation - right of use assets	1,729	2,326	(597)	(35%)	
Bad and doubtful debts	5,909	7,262	(1,353)	(23%)	17
Borrowing costs	500	82	418	84%	18
Finance costs - leases	82	173	(91)	(111%)	
Other expenses	6,860	6,723	137	2%	
Grants and contributions	24,172	41,817	(17,645)	(73%)	19
Impairment loss on asset revaluation	-	4,298	(4,298)	100%	20
Total Expenses	463,564	521,117	(57,554)	(12%)	
Surplus/(Deficit) for the year	(10,707)	25,889	36,595	-342%	

Explanation of material variations

Ref.	Item	Explanation
1	<i>Rates and charges</i>	Rates and charges are above budget due to higher than expected supplementary rates revenue from assessments on major new developments (\$4.7million), and less general adjustments and exemptions given by the Valuer-General Victoria (\$2.1 million).
2	<i>Parking fines</i>	An above budget result as there was higher than expected volumes of infringements processed during the year due to a general increase in vehicle traffic to the city which was at 85% of Pre COVID-19 volumes.
3	<i>Other statutory fees and fines</i>	The decrease in fees and fines against budget is due to lower fines partly related to local litter laws as a result of lower foot traffic in the city, and lower than budgeted election fines.
4	<i>Parking fees</i>	Parking fees were higher than budget due to an increase in general vehicle traffic to the CBD, and higher than expected tow away fees from vehicles parked in incorrect zones.
5	<i>Other user fees</i>	The higher than budget result for the year is attributable to the following items: <ul style="list-style-type: none"> • An increase in rates hardship deferrals (replacing waivers) due to COVID-19, that is partially offset by: • lower than budget building fees as a result of low building activities impacted by COVID-19 • lower than budget fees and income from facilities that were closed or restricted during COVID-19 (including recreation centres, Town Hall, libraries, community centres), and • lower than budget carnival income from the 2020-21 Moomba event with less attractions available given the COVID-19 restrictions.
6	<i>Grants - operating</i>	Operating grants were higher than budget for the year as programs such as the Melbourne City Recovery Fund (\$24.5m), Working for Victoria (\$9.3m), CBD Dining (\$7.4m), Laneway Revitalisation (\$5.7m), and CBD Business Support – food voucher program (\$1.4m) were announced during the year and were not included in the 2020-21 budget.
7	<i>Grants - capital</i>	Capital grants finished higher than budget due to funds being received late in 2021 that were expected in 2022 financial year for CBD Security works and Swanston Street Security works.
8	<i>Contributions - monetary</i>	Contributions - monetary finished higher than budget as we received Public Open Space Contributions which were \$5.7 million higher than expected. Child care benefits received were also \$1.2m higher than budget due to additional government subsidies.
9	<i>Contributions - non monetary</i>	Contributions - non monetary relates to a gifted asset on City Road Dog Park, and the development of 185 Rosslyn Street which were unbudgeted.
10	<i>Net gain/(loss) on disposal of property, infrastructure, plant and equipment</i>	Net loss on disposal relates to losses recognized on the disposal of old computer equipment which was upgraded to facilitate more flexible working from home arrangements under COVID-19.
11	<i>Fair value adjustments for investment properties</i>	The result of a valuation increase of investment buildings of \$3.8 million on valuation.
12	<i>Other income</i>	Other income is above budget as a result of rent relief offered to Commercial renters to the value \$1.1 million due to COVID-19, and a \$4.2 million dividend declared by Citywide.

Explanation of material variations (cont'd)

Ref.	Item	Explanation
13	<i>Employee costs</i>	Employee costs are below budget for the year due to vacant positions across all branches, and external staff secondments to the State Government, mainly from the On Street Compliance and Health branches. This was partially offset by agency staff costs.
14	<i>Materials and services</i>	Material and services costs were above budget due to a combination of: <ul style="list-style-type: none"> • additional COVID-19 related contract costs including Work for Victoria cleaning (\$11.4m) and general facility cleaning (\$2.6m) within the CBD and surrounds, • higher than budget maintenance and contract and marketing costs associated with Melbourne City Recovery Fund (\$9.8m), • higher than budget costs associated with the Lane Revitalisation project (\$4.7m) • additional contract costs associated with towaway fees and contract management and marketing costs (\$4.3m) • higher than budget towing contract costs, offset by additional revenue (\$1.3m) • unbudgeted Small Business Recovery project valued at \$1.2 million • higher than budget legal costs relating to legal advice for projects (\$1.0m)
15	<i>Depreciation</i>	Depreciation is above budget due to priority capital projects being completed ahead of expectation.
16	<i>Amortisation - intangible assets</i>	Amortisation is below budget due to delays in some Technology and Digital Innovation (TDI) projects as a result of COVID-19 lockdowns.
17	<i>Bad and doubtful debts</i>	The increase in Bad and Doubtful Debts is directly a result of an increase in the Parking Infringement Notices (PIN) provision.
18	<i>Borrowing costs</i>	Lower than budget due to a lower than expected level of borrowing required during the year due to the timing of capital projects.
19	<i>Grants and contributions</i>	Higher than budget due to grants programs that were not included in the 2020-21 budget - Melbourne City Recovery Fund (\$8.7m), CBD Dining program (\$8.0m), CBD Business Support - food vouchers (\$1.4m), and QVM support grant of \$9.4 million.
20	<i>Impairment loss on asset revaluation</i>	The impairment loss is a result of the reduction in the valuation of trees due to an increase in the number of suppliers in the market, an over-supply of tree stock available, leading to reduced replacement costs.

1.2 Capital works

Council	Budget	Actual	Variance	%	Ref
	2021	2021	2021		
	\$'000	\$'000	\$'000		
Buildings					
Buildings	8,721	3,670	5,051	58%	1
Heritage buildings	12,707	8,296	4,411	35%	2
Building improvements	48,857	46,356	2,501	5%	3
Total Buildings	70,285	58,322	11,963	17%	
Total Property	70,285	58,322	11,963	17%	
Plant & Equipment					
Plant & equipment	2,842	4,140	(1,298)	(46%)	4
Fixtures, fittings & furniture	666	1,016	(350)	(53%)	
Computers and telecommunications	18,373	17,110	1,263	7%	5
Library books	1,000	1,043	(43)	(4%)	
Total Plant & Equipment	22,881	23,309	(428)	(2%)	
Infrastructure					
Roads	8,120	9,229	(1,109)	(14%)	6
Bridges	250	1,547	(1,297)	(519%)	7
Footpaths and cycleways	24,715	18,392	6,323	26%	8
Drainage	5,030	5,028	2	0%	
Recreational, leisure and community facilities	3,841	593	3,248	85%	9
Waste management	2,400	327	2,073	86%	10
Parks, open space and streetscapes	38,803	21,931	16,872	43%	11
Other Structures	9,912	12,377	(2,465)	(25%)	12
Total Infrastructure	93,071	69,424	23,647	25%	
Total Capital Works Expenditure	186,237	151,055	35,182	19%	
Represented by:					
New asset expenditure	59,182	43,661	15,521	26%	
Asset renewal expenditure	53,705	48,214	5,491	10%	
Asset expansion expenditure	18,187	10,801	7,386	41%	
Asset upgrade expenditure	55,163	48,379	6,784	12%	
Total Capital Works Expenditure	186,237	151,055	35,182	19%	

From the \$35.2 million variance to budget in total capital works expenditure for 2020-21, \$28.2 million will be carried forward to 2021-22 (2020: \$23.2 million was carried forward to 2020-2021) (refer to Note 5.1 (b) other financial assets). The balance of \$7.0 million of the budgeted funds not spent or carried forward to next financial year relate mainly to the following projects:

- Southbank Boulevard Upgrading,
- Community Sports Pavilion Upgrade,
- Swanston Street HVM Works, and
- Cycle Infrastructure.

These under budget spends were a result of delays due to COVID-19, planned deferrals, and project postponements. Required funding for these projects will be included in future budgets.

Explanation of material variations

Ref.	Item	Explanation
1	<i>Buildings</i>	<p>Council House Two Chillers Renewal Works - the consultants and contractors employed were delayed due to COVID-19 building access restrictions. Furthermore carrying out works while staff are in the office requires extensive consultation and relocation; options are currently being assessed to re-scope the project (\$2.5 million under spent).</p> <p>Property Services Renewal Works - this resulted in surplus funds due to COVID-19 impacting works and the awarding of tenders (\$1.4 million under spent); 2021-22 budget is available to complete the outstanding works in the next financial year.</p> <p>Kensington Community Recreation Precinct Redevelopment - resulted in surplus funds as the allocated budget was more than required for preliminary design (\$0.6 million under spent); construction is due to commence in 2021-22 with the project expected to be completed in 2023-24.</p>
2	<i>Heritage Buildings</i>	<p>Town Hall Buildings Restoration and Refurbishment Works - resulted in surplus funds due to COVID-19 which delayed the site survey, scoping and planning on levels three and four (\$1.4 million under spent).</p> <p>Property Services City Baths Renewal Works - the start of the works was delayed due to COVID-19. Furthermore, the complexity of carrying out construction works in the live environment above the pool, as well as identification of additional scope for turret and facade refurbishment led to further delays (\$1.0 million under spent); funds have been carried forward with works expected to be completed by November 2021.</p> <p>Office Accommodation project - this was placed on hold at the start of COVID-19 (\$1.0 million not spent); the scope of the project was then varied as City of Melbourne's office accommodation requirements were reconsidered in line with Government recommendations; funds have been carried forward.</p> <p>Town Hall Renewal and Priority Roof Works - the start of works was delayed due to COVID-19 with delivery delayed further due to inclement weather (\$0.9 million under spent); additional scope and funding were added in April 2021; funds have been carried forward with works expected to be completed by June 2022.</p>
3	<i>Building improvements</i>	<p>Queen Victoria Market Precinct Renewal - this was delayed due to COVID-19, contractor restrictions, and external authority approvals (\$1.8 million under spent); this has affected the shed restoration, the Munro site utilities work, and the Southern site divestment works, which are expected to be completed in the first quarter of 2021-22.</p>
4	<i>Plant and Equipment</i>	<p>Council incurred unbudgeted expenditure on Parking Technology Services (\$1.1 million); the funds were primarily used to purchase sensors and initial vendor transition costs.</p>
5	<i>Computers & Telecommunications</i>	<p>Technology and Digital Innovation works were delayed due to COVID-19 which affected vendors' supply chains, and availability of product due to shortages in the market (\$1.1 million under spent); it is anticipated these projects will be completed during the 2021-22 financial year.</p>
6	<i>Roads</i>	<p>Additional works were carried out above budgeted scope as a result of grant funding from the Commonwealth Government to deliver road and footpath renewal works under the Local Roads and Community Infrastructure Program (\$2.3 million).</p>
7	<i>Bridges</i>	<p>Works were carried out in addition to budgeted scope as a result of grant funding from the Department of Transport to install protection screen on the La Trobe Street Bridge (\$1.3 million); funds have been carried forward to complete the project.</p>
8	<i>Footpaths and Cycleways</i>	<p>Exhibition Street Bike Lane project was originally planned as a rapid implementation, however an opportunity to uplift the streetscape was identified. The streetscape was then delayed due to an increase in scope and design (\$3.4 million under spent); it is anticipated the project will be completed during the 2021-22 financial year.</p> <p>The Cycle Infrastructure program has delivered the construction of 23 kilometres of fast track bike lanes ahead of schedule; however the following streets have been delayed due to scope clarification: Alexander Avenue, Whiteman Street, Princess Bridge, Spring Street, Bourke Street and Flinders Street (\$2.5 million under spent); funds have been carried forward to complete the works.</p>
9	<i>Recreational, Leisure & Community Facilities</i>	<p>Western Pavilion Upgrade Works - the tender was delayed due to COVID-19 (\$2.4 million under spent); funds have been carried forward to complete the construction by February 2022.</p>
10	<i>Waste Management</i>	<p>Waste and Resource Recovery Hub Expansion Program - this was delayed due to COVID-19 and negotiations with CitiPower (\$2.1 million under spent); funds have been carried forward to complete the delivery of Hubs in quarter one and two of the 2021-22 financial year.</p>

i. Explanation of material variations (cont'd)

Ref.	Item	Explanation
11	<i>Parks, Open Space & Streetscapes</i>	<p>The Southbank Boulevard project was delayed due to the late award of the tender and access to site (\$6.9 million under spent); outstanding works will be completed early 2022.</p> <p>Parks Renewal Program works relating to JJ Holland Park Synthetic was postponed to give priority to the city reactivation initiatives (\$1.9 million under spent).</p> <p>New Climate Adaptation Urban Landscapes relating to the Bedford Street Pocket Park was delayed due to COVID-19 (\$1.4 million under spent); this is expected to be completed the end of quarter three 2022.</p> <p>The North Melbourne, West Melbourne and Docklands Transport and Amenity Program is a co funded project with the Department of Transport (DoT) in a matched funding arrangement. The projects have not been completed due to a lack of DoT resources and delays in obtaining approval from the West Gate Tunnel Project (\$1.1 million under spent). This will be absorbed in next financial year's budget.</p> <p>North Bank Open Space and Public Realm Projects were delayed due to delays on demolition and design approval from Metro Trains, and contractor resource availability (\$1.0 million under spent); funds have been carried forward to complete construction by September 2021.</p>
12	<i>Other Structures</i>	<p>Works were carried out which are in addition to budgeted scope, and were as a result of grant funding from the Department of Justice and Community Safety to design and install Vehicle Security Barriers across key locations in the Melbourne Central Business District (\$1.5 million above budget).</p> <p>Further grant funding was received from the Department of Justice and Community Safety to design and install Vehicle Security Barriers, including bollards and other barriers, at Federation Square in addition to the rectification of the underlying Swanston Street bridge structure, to the extent needed to undertake and complete the works (\$0.8 million above budget).</p> <p>The City of Melbourne has partnered with the Working for Victoria Fund on a program of works that will enhance the social qualities and economic possibilities of 40 of Melbourne's world renowned CBD laneways (\$0.5 million).</p>

Note 2 Analysis of council results by program

Council delivers its functions and activities through the following groups:

- Executive Services
- Finance and Corporate
- Infrastructure and Design
- Strategy, Planning and Climate Change
- Community and City Services
- City Economy and Activation
- Governance and Organisational Development

For more information on our groups and their functions, refer to annual report Our Functions.

Summary of revenues, expenses, assets and capital expenses by program

2021	Income	Expenses	Surplus / (Deficit)	Grants Income	Total assets
	\$'000	\$'000	\$'000	\$'000	\$'000
Executive Services	9,220	46,079	(36,859)	5,087	-
Finance and Corporate	332,804	91,316	241,488	4,162	3,156,873
Infrastructure and Design	72,969	92,427	(19,458)	46,501	1,371,493
Strategy Planning and Climate Change	54,479	106,243	(51,764)	7,892	177,166
Community and City Services	46,063	72,284	(26,221)	3,705	195
City Economy and Activation	30,983	94,298	(63,315)	27,874	49,016
Governance and Organisational Development	488	18,470	(17,982)	-	-
Total	547,006	521,117	25,889	95,221	4,754,743

2020	Income	Expenses	Surplus / (Deficit)	Grants Income	Total assets
	\$'000	\$'000	\$'000	\$'000	\$'000
Executive Services	20,431	22,474	(2,043)	83	-
Finance and Corporate	328,054	79,331	248,723	3,518	3,070,528
Infrastructure and Design	73,155	163,263	(90,108)	30,425	1,539,790
Strategy Planning and Climate Change	56,355	22,126	34,229	332	390
Community and City Services	67,303	92,310	(25,007)	7,025	259
City Economy and Activation	10,865	85,561	(74,696)	3,064	50,813
Governance and Organisational Development	536	18,639	(18,103)	-	-
Total	556,699	483,704	72,995	44,447	4,661,780

Infrastructure and Design was created by the merging of Capital Projects & Infrastructure and City Design during 2020-21. A further movement saw Waste Management come out of Infrastructure and Design and go to Strategy, Planning and Climate Change, which resulted in the increase in that groups expenses, and the reduction in Infrastructure and Design expenses in 2020-21.

Note 3 Funding for the delivery of our services

3.1 Rates and charges

Council uses 'net annual value' as the basis of valuation for all properties within the municipal district. The net annual value of a property approximates the annual net rental for a commercial property and five per cent of the capital improved value for a residential property.

The valuation base used to calculate general rates for 2020-21 was \$7.1 billion (2019-20 \$6.9 billion).

	Consolidated		Council	
	2021 \$'000	2020 \$'000	2021 \$'000	2020 \$'000
Residential	128,252	121,237	128,252	121,237
Non-residential	176,793	176,165	177,044	176,396
Culture & recreational	451	451	451	451
Supplementary rates and rate adjustments	10,298	3,093	10,298	3,093
Interest on Rates & Charges	102	588	102	588
	315,896	301,534	316,147	301,765

The increase in supplementary rates and rate adjustments was due to the number of major new developments that were completed during the year, and less general adjustments and exemptions given by the Valuer-General Victoria.

The date of the latest general revaluation of land (2021 General Valuation) for rating purposes within the municipal district was 1 January 2021 and the valuation will be first applied in the rating year commencing 1 July 2021.

Annual rates and charges are recognised as revenue when Council issues annual rates notices. Supplementary rates are recognised when a valuation and assessment is completed and a supplementary rates notice is issued.

3.2 Statutory fees and fines

	Consolidated		Council	
	2021 \$'000	2020 \$'000	2021 \$'000	2020 \$'000
Infringements and costs				
Parking fines	24,501	38,196	24,501	38,196
Total parking fines	24,501	38,196	24,501	38,196
Infringements and costs				
General fines	802	1,988	802	1,988
Town planning fees	6,118	6,062	6,118	6,062
Land Information Certificates	223	217	223	217
Permits	1,753	1,901	1,756	1,901
Food and Health Act registration	2,847	3,526	2,848	3,526
Total other statutory fees and fines	11,743	13,694	11,747	13,694
Total Statutory fees and fines	36,244	51,890	36,248	51,890

Statutory fees and fines (including parking fees and fines) are recognised as revenue when the service has been provided, the payment is received, or when the penalty has been applied, whichever first occurs.

3.3 User fees

	Consolidated		Council	
	2021 \$'000	2020 \$'000	2021 \$'000	2020 \$'000
Parking	34,640	50,397	32,009	46,638
Total parking fees	34,640	50,397	32,009	46,638
Aged and health services	69	309	69	309
Leisure centre and recreation	1,254	3,141	1,254	3,143
Child care/children's programs	1,077	1,479	1,077	1,479
Registration and other permits	373	922	373	922
Building services	10,964	14,260	10,964	14,260
Waste management services	507	618	507	618
Berthing	327	470	327	470
Other fees and charges	1,074	3,312	1,074	3,312
Total other user fees	15,645	24,511	15,645	24,513
Total user fees	50,285	74,908	47,654	71,151

User fees are recognised as revenue at a point in time, or over time, when (or as) the performance obligation is satisfied. Recognition is based on the underlying contractual terms.

3.4 Funding from other levels of government

Grants were received in respect of the following:

	Consolidated		Council	
	2021 \$'000	2020 \$'000	2021 \$'000	2020 \$'000
Summary of Grants				
Commonwealth funded grants	8,831	7,321	8,831	7,321
State funded grants	86,390	37,126	86,390	37,126
Total grants received	95,221	44,447	95,221	44,447

(a) Operating grants

	Consolidated		Council	
	2021 \$'000	2020 \$'000	2021 \$'000	2020 \$'000
<i>Recurrent - Commonwealth Government</i>				
Aging and Inclusion	717	2,457	717	2,457
Financial Assistance Grant	4,162	3,368	4,162	3,368
Other	222	23	222	23
<i>Recurrent - State Government</i>				
Aged care	428	757	428	757
Libraries	1,033	1,008	1,033	1,008
Maternal & Child Health	1,010	972	1,010	972
Pre School Services	366	284	366	284
Support Services for Families	751	795	751	795
Arts Programs	570	470	570	470
Events	170	150	170	150
Other	540	770	540	770
<i>Total Recurrent Operating Grants</i>	9,969	11,054	9,969	11,054
<i>Non-recurrent - Commonwealth Government</i>				
Other	70	109	70	109
<i>Non-recurrent - State Government</i>				
Roads & Streets	405	348	405	348
Resilience	-	285	-	285
Arts Programs	184	83	184	83
Melbourne City Recovery Fund	24,750	-	24,750	-
COVID-19 Impact	10,767	6,400	10,767	6,400
CBD Dining Voucher	7,400	-	7,400	-
Lane Revitalization	5,711	-	5,711	-
CBD Business Support Impacted by COVID-19	1,429	-	1,429	-
Other	1,910	1,205	1,910	1,205
<i>Total Non-recurrent Operating Grants</i>	52,626	8,430	52,626	8,430
Total Operating Grants	62,595	19,484	62,595	19,484

Operating grant revenue with sufficiently specific performance obligations are recognised over time as the performance obligations specified in the underlying agreement are met (Accounting Standard - AASB 15). Where performance obligations are not sufficiently specific, operating grant revenue is recognised on the earlier of receipt or when an unconditional right to receipt has been established (Accounting Standard - AASB 1058). For the Melbourne City Recovery Fund, City of Melbourne has concluded that a "Termination of Convenience" clause gives rise to a financial liability under AASB 9 Financial Instruments for all amounts received during the year. Income is subsequently recognised as the grant is spent. See Note 3.4 (c) below.

(b) Capital grants

	Consolidated		Council	
	2021 \$'000	2020 \$'000	2021 \$'000	2020 \$'000
<i>Recurrent - Commonwealth Government</i>				
Roads to recovery	469	469	469	469
Road & Streets	739	744	739	744
<i>Recurrent - State Government</i>				
Parking Levy	7,000	7,000	7,000	7,000
<i>Total Recurrent Capital Grants</i>	8,208	8,213	8,208	8,213
<i>Non-recurrent - Commonwealth Government</i>				
Local Roads and Community Infrastructure	2,452	151	2,452	151
<i>Non-recurrent - State Government</i>				
Public Security	14,905	14,583	14,905	14,583
Park & Gardens	3,896	496	3,896	496
Working for Victoria and City Recovery	1,321	1,520	1,321	-
Gateway to GMH site (Fishermans Bend)	1,844	-	1,844	-
Children's Centre construction	-	-	-	1,520
	21,966	16,599	21,966	16,599
<i>Total Non-recurrent Capital Grants</i>	24,418	16,750	24,418	16,750
Total Capital Grants	32,626	24,963	32,626	24,963

(c) Unspent grants received on condition that they be spent in a specified manner

	Consolidated		Council	
	2021 \$'000	2020 \$'000	2021 \$'000	2020 \$'000
Operating				
Balance at start of year	1,022	2,296	1,022	2,296
Received during the financial year and remained unspent at balance date	29,004	963	29,004	963
Received in prior years and spent during the financial year	(1,022)	(2,237)	(1,022)	(2,237)
Balance at year end	29,004	1,022	29,004	1,022
Capital				
Balance at start of year	1,758	2,654	1,758	2,654
Received during the financial year and remained unspent at balance date	5,466	545	5,466	545
Received in prior years and spent during the financial year	(1,486)	(1,441)	(1,486)	(1,441)
Balance at year end	5,738	1,758	5,738	1,758

Operating grants received during the year and unspent at balance date are mainly related to the Melbourne City Recovery Fund (\$24.7 million), the Victorian State Government Common Funding Agreement – State of Emergency (\$2.9 million) and Support for CBD Businesses (\$1.3 million). Performance obligations are expected to be fully met during the 2021-22 financial year. Capital grants related to road and bridge upgrades (\$3.1 million), emergency memorial funding (\$0.3 million), and sports pavilions (\$2.0 million).

3.5 Contributions

	Consolidated		Council	
	2021 \$'000	2020 \$'000	2021 \$'000	2020 \$'000
Public Open Space	27,105	34,510	27,105	34,510
Child Care Benefit	2,126	2,194	2,126	2,194
Sponsorships	1,085	1,000	1,085	990
Non-Government Capital	1,073	1,688	1,073	1,688
Other Contributions	311	423	311	423
Total Contributions - Monetary	31,700	39,815	31,700	39,805
Land	490	-	490	-
Total Contributions - Non Monetary	490	-	490	-

Monetary and non-monetary contributions are recognised as revenue when Council obtains control over the contributed assets. The non-monetary contribution received relates to gifted assets on the City Road Dog Park and the development of 185 Rosslyn Street which were both unbudgeted.

3.6 Net gain/(loss) on disposal of property, infrastructure, plant and equipment

	Consolidated		Council	
	2021 \$'000	2020 \$'000	2021 \$'000	2020 \$'000
Land & Buildings				
Proceeds of sales*	26,347	24,010	26,347	24,010
Written down value of assets disposed*	(26,410)	(406)	(26,431)	(406)
Gain/(Loss) on sale	(63)	23,604	(84)	23,604
Plant and Equipment				
Proceeds of sales	877	1,172	23	-
Written down value of assets disposed	(1,281)	(1,191)	(1,053)	-
Gain/(Loss) on sale	(404)	(19)	(1,030)	-
Proceeds of sale	27,224	25,182	26,370	24,010
Written down value of assets disposed	(27,691)	(1,597)	(27,484)	(406)
Total net gain/(loss) on disposal of property, infrastructure, plant and equipment	(467)	23,585	(1,114)	23,604

* Proceeds of sales includes sale of investment property land of Munro site development lot (\$26.3 million) in 2020-21. The written down value of the Munro site development lot is \$26.3 million. Refer Note 6.3

The profit or loss on sale of an asset is determined when control of the asset has been passed to the buyer.

3.7 Other income

	Consolidated		Council	
	2021 \$'000	2020 \$'000	2021 \$'000	2020 \$'000
Interest	806	2,357	804	2,290
Dividends	18	63	4,218	2,063
Investment property/market rentals*	7,317	20,026	3,560	5,701
Intercompany revenue	-	-	3,404	2,506
Sales & recoveries**	223,404	196,446	4,470	5,732
Project income	265	367	265	367
Total Other Income	231,810	219,259	16,721	18,659

* Consolidated income includes QVM stall holder revenue of \$3.8 million for 2020-21 (2019-20: \$14.3 million).

** Consolidated income includes Citywide revenue for rendering of contractual services of \$220.9 million for 2020-21 (2019-20: \$188.7 million).

Interest is recognised as it is earned. Other income is measured at the fair value of the consideration received or receivable and is recognised when the Group entities gain control over the rights to receive the income.

Note 4 The cost of delivering services

4.1 Employee costs

	Consolidated		Council	
	2021 \$'000	2020 \$'000	2021 \$'000	2020 \$'000
Wages and salaries	238,106	212,183	132,439	136,067
WorkCover	4,914	3,997	2,448	1,924
Superannuation contributions	22,459	21,446	14,544	14,912
Fringe benefit tax	620	571	158	414
Annual leave and long service leave	24,382	21,839	17,563	16,482
	290,481	260,036	167,152	169,799

The reduction in Council wages and salaries in 2020-21 is due to unfilled positions and secondments of Council staff to the Victorian State Government during COVID-19 lockdowns. The increase in Group wages and salaries is related to Citywide business acquisitions during 2020-21.

Superannuation contributions

	Consolidated		Council	
	2021 \$'000	2020 \$'000	2021 \$'000	2020 \$'000
Defined benefit fund				
Employer contributions to Local Authorities Superannuation Fund (Vision Super)	152	174	152	174
Melbourne City Council Superannuation sub-plan (Vision Super)	848	1,007	687	809
	1,000	1,181	839	983
Accumulation funds				
Employer contributions to Vision Super	11,037	10,756	7,540	7,903
Employer contributions - other funds	10,422	9,509	6,165	6,026
	21,459	20,265	13,705	13,929
Total Superannuation contributions	22,459	21,446	14,544	14,912
Employer contributions payable at reporting date	850	628	-	-

Refer to Note 9.3 for further information relating to Group's superannuation obligations.

4.2 Materials and services

	Consolidated		Council	
	2021 \$'000	2020 \$'000	2021 \$'000	2020 \$'000
Contract payments				
Strategy, Planning and Climate Change	62,581	82,024	62,581	56,438
Infrastructure and Design	27,152	18,481	27,152	27,507
City Economy and Activation	21,126	17,278	21,126	17,278
Finance and Corporate	18,476	16,315	18,476	16,431
Community and City Services	13,529	206	13,529	17,367
Other	4,493	21,065	8,824	3,002
Building maintenance	221	459	214	430
General maintenance	28,463	34,164	19,609	20,468
Utilities	12,018	11,596	7,803	8,204
Administration/Supplies	82,619	63,195	13,743	9,912
Information technology	10,360	8,671	8,144	5,966
Insurance	5,052	2,855	2,253	1,333
Consultants	15,832	15,610	12,613	12,409
	301,922	291,919	216,067	196,745

4.3 Depreciation

	Consolidated		Council	
	2021	2020	2021	2020
	\$'000	\$'000	\$'000	\$'000
Property	9,772	9,239	8,721	8,383
Plant and equipment	19,673	19,251	7,348	7,549
Infrastructure	47,324	45,116	47,324	45,116
Total depreciation	76,769	73,606	63,393	61,048

4.4 Amortisation/Impairment - intangible assets

	Consolidated		Council	
	2021	2020	2021	2020
	\$'000	\$'000	\$'000	\$'000
Software	12,250	9,975	11,824	9,726
Customer relations	477	4,543	-	-
Total amortisation/Impairment - intangible assets	12,727	14,518	11,824	9,726

Refer to Note 5.2(c), 5.8 and 6.1 for a more detailed breakdown of depreciation and amortisation charges and accounting policy.

4.5 Amortisation - Right of Use assets

	Consolidated		Council	
	2021	2020	2021	2020
	\$'000	\$'000	\$'000	\$'000
Property	4,833	4,449	1,935	1,995
Vehicles	1,811	1,930	391	355
Total amortisation - Right of Use assets	6,644	6,379	2,326	2,350

4.6 Bad and doubtful debts

	Consolidated		Council	
	2021	2020	2021	2020
	\$'000	\$'000	\$'000	\$'000
Parking fine debtors	7,150	13,879	7,150	13,879
Trade debtors	124	624	112	585
Total bad and doubtful debts	7,274	14,503	7,262	14,464

Movement in doubtful debts - parking infringements	Consolidated		Council	
	2021	2020	2021	2020
	\$'000	\$'000	\$'000	\$'000
Balance at the beginning of the year	81,300	67,754	81,300	67,754
New provisions recognised during the year	7,150	13,879	7,150	13,879
Amounts already provided for and written off as uncollectible	(724)	(377)	(724)	(377)
Amounts provided for but recovered during the year	46	44	46	44
Balance at the end of the year	87,772	81,300	87,772	81,300

Provision for doubtful debt is recognised based on an expected credit loss model. This model considers both historic and forward-looking information in determining the level of impairment.

4.7 Borrowing costs

	Consolidated		Council	
	2021	2020	2021	2020
	\$'000	\$'000	\$'000	\$'000
Interest - borrowings	289	542	82	339
	289	542	82	339

Borrowing costs are recognised as an expense in the period in which they are incurred, except where they are capitalised as part of a qualifying asset constructed by Council.

4.8 Finance costs - Leases

	Consolidated		Council	
	2021	2020	2021	2020
	\$'000	\$'000	\$'000	\$'000
Interest - lease liabilities	569	583	173	187
	569	583	173	187

Refer to Note 5.8 for a more detailed breakdown of lease finance costs and accounting policy.

4.9 Other expenses

	Consolidated		Council	
	2021	2020	2021	2020
	\$'000	\$'000	\$'000	\$'000
Auditors remuneration - VAGO audit of financial statements	283	235	158	150
Audit services - external acquittal and assessment	28	156	28	131
Audit services - internal	512	441	216	208
Fire brigade levy	176	130	176	130
Taxes & Levies	4,169	4,453	3,433	3,322
Other costs	3,027	2,997	2,712	2,655
	8,195	8,412	6,723	6,596

4.10 Grants and contributions

	Consolidated		Council	
	2021	2020	2021	2020
	\$'000	\$'000	\$'000	\$'000
Arts grant	4,312	6,582	4,312	6,582
Tourism and events*	4,031	2,855	4,031	2,855
Economic development**	10,743	7,578	20,143	7,578
Community and city services	1,468	2,071	1,468	3,971
Other	11,863	1,464	11,863	1,464
	32,417	20,550	41,817	22,450

* Tourism and events funding includes COVID-19 City Recovery grant (\$1.4 million) and events partnership program (\$2.1 million).

** Economic development funding includes COVID-19 City Recovery grant (\$9.2 million), CBD dining voucher (\$8.0 million) and CBD Business Support grant (\$1.4 million). A \$9.4 million grant paid by Council to QVM is eliminated on consolidation.

4.11 Impairment loss on asset revaluations

An impairment loss of \$4.3 million has been taken to account and relates to the valuation of Parks, Open Space and Streetscapes (tree assets) of Council. This is a result of the overall impairment loss being greater than the balance held in the reserve account at valuation. Under Australian Accounting Standards (AASB136 Impairment of Assets) where the loss is greater than the balance of the reserve, the loss amount in excess of the balance is taken to the Income Statement as an expense. For 2020-21 the valuation adjustment is due to an increase in suppliers to the market leading to an over-supply of tree stock, and a reduction in replacement and establishment costs.

Note 5 Our financial position

5.1 Financial assets

(a) Cash and cash equivalents

Cash and cash equivalents include cash on hand, deposits at call, and other highly liquid investments with original maturities of three months or less, net of outstanding bank overdrafts.

(b) Other financial assets

Other financial assets are valued at fair value (refer to Note 8.4) at balance date. Term deposits are measured at original cost. Any unrealised gains and losses on holdings at balance date are recognised as either a revenue or expense.

	Consolidated		Council	
	2021 \$'000	2020 \$'000	2021 \$'000	2020 \$'000
(a) Cash and Cash Equivalents				
Cash on hand	46	42	25	32
Cash at bank	158,675	45,976	143,845	34,567
Term deposits	-	8,000	-	8,000
Total Cash and cash equivalents	158,721	54,018	143,870	42,599
(b) Other financial assets				
Term deposits - current	31,750	65,750	30,000	64,000
Term deposits - non current*	33,626	63,488	33,626	63,488
Total other financial assets	65,376	129,238	63,626	127,488
Total financial assets	224,097	183,256	207,496	170,087

* Term deposits - non-current is the Acquisition Trust funds created in relation to the compulsory sale of City Square assets by Rail Projects Victoria (\$33.5 million in 2019-20). \$30.0 million in term deposits with maturity over 12 months held at 30 June 2020 were converted to cash during the year.

The Group's funds are subject to external restrictions that limit amounts available for discretionary use. These include:

	Consolidated		Note	Council	
	2021 \$'000	2020 \$'000		2021 \$'000	2020 \$'000
Trust funds and deposits	17,439	16,669	5.3	15,202	14,742
Acquisition trust*	33,626	33,488		33,626	33,488
Reserve funds (Public Open Space)	79,572	63,625	9.1	79,572	63,625
Total restricted funds	130,637	113,782		128,400	111,855
Unrestricted funds	93,460	69,474		79,096	58,232
Total Council funds	224,097	183,256		207,496	170,087

* Acquisition Trust funds created in relation to compulsory sale of City Square by Rail Projects. The Acquisition Trust funds received have been placed in a trust account until the City Square land is handed back to City of Melbourne.

Intended allocations

Although not externally restricted the following amounts have been allocated for future purposes specified by the Group:

	Consolidated		Council	
	2021	2020	2021	2020
	\$'000	\$'000	\$'000	\$'000
Cash held to fund carried forward capital works	32,403	23,624	28,248	23,189
Total funds subject to intended allocations	32,403	23,624	28,248	23,189

(c) Trade and other receivables

Current	Consolidated			Council	
	2021	2020	Note	2021	2020
	\$'000	\$'000		\$'000	\$'000
Statutory receivables					
Rate debtors	18,773	15,045		18,773	15,045
Infringement debtors	93,456	88,321		93,456	88,321
Provision for doubtful debts - Infringements	(87,772)	(81,300)	4.6	(87,772)	(81,300)
Non statutory receivables					
Trade debtors*	47,590	32,394		8,447	8,284
Provision for doubtful debts - Trade debtors	(1,069)	(1,342)		(767)	(856)
Net GST receivable	3,209	3,627		7,457	7,260
Total current trade and other receivables	74,187	56,745		39,594	36,754

* Consolidated trade debtors includes Citywide trade receivables of \$38.9 million, encompassing the trade debtors of the newly acquired Citywide Utilities businesses. (2020: \$21.1 million).

Short term receivables are recognised at the invoice amount. A provision for doubtful debts is recognised when there is objective evidence that impairment has occurred. Long term receivables are carried at amortised cost using the effective interest rate method.

(d) Ageing of receivables (trade debtors)

The ageing of the Group's trade and other receivables (excluding statutory receivables) that are not impaired was:

	Consolidated		Council	
	2021	2020	2021	2020
	\$'000	\$'000	\$'000	\$'000
Current (not yet due)	31,193	28,775	7,171	6,577
Past due by up to 30 days	7,956	1,397	469	312
Past due between 31 and 180 days	7,455	1,542	378	1,038
Past due between 181 and 365 days	686	467	426	329
Past due by more than 1 year	300	213	3	28
Total trade and other receivables	47,590	32,394	8,447	8,284

(e) Ageing of individually impaired receivables

At balance date, other debtors representing financial assets with a nominal value of \$1.1 million (2020: \$1.3 million) were impaired. The amount of the provision raised against these debtors was \$0.3 million (2020: \$0.3 million). They individually have been impaired due to their doubtful collection. Many of the long outstanding past due amounts relating to Council are in the hands of Council's debt collectors or are subject to payment arrangements.

The ageing of trade receivables that have been individually determined as impaired at reporting date was:

	Consolidated		Council	
	2021	2020	2021	2020
	\$'000	\$'000	\$'000	\$'000
Current (not yet due)	243	310	200	200
Past due by up to 30 days	-	98	-	-
Past due between 31 and 180 days	229	238	180	223
Past due between 181 and 365 days	591	542	381	332
Past due by more than 1 year	6	154	6	101
Total	1,069	1,342	767	856

5.2 Non-financial assets

(a) Inventories

	Consolidated		Council	
	2021	2020	2021	2020
	\$'000	\$'000	\$'000	\$'000
Inventory held for distribution*	1,610	712	-	-
Total inventories	1,610	712	-	-

*The increase in 2021 is due to inventory held at Citywide Utilities business acquisitions during the year.

Inventories held for distribution are measured at cost, adjusted when applicable for any loss of service potential. Where inventories are acquired for no cost or nominal consideration, they are measured at current replacement cost at the date of acquisition.

(b) Other assets

	Consolidated		Council	
	2021	2020	2021	2020
	\$'000	\$'000	\$'000	\$'000
Prepayments	3,859	4,375	2,016	2,889
Accrued income	4,185	18,381	5,845	10,795
Total other assets	8,044	22,756	7,861	13,684

(c) Intangible assets

	Consolidated		Council	
	2021	2020	2021	2020
	\$'000	\$'000	\$'000	\$'000
Software	37,565	43,075	36,798	41,886
Goodwill	30,391	19,101	-	-
Customer relationships	2,590	-	-	-
	70,546	62,176	36,798	41,886

Consolidated	Software	Goodwill	Customer relationships	Total
	\$'000	\$'000	\$'000	\$'000
Gross carrying amount				
Balance at 30 June 2020	91,154	28,440	1,500	121,094
Additions	11,414	11,290	3,067	25,771
WIP	(4,678)	-	-	(4,678)
Balance at 30 June 2021	97,890	39,730	4,567	142,187
Accumulated amortisation and impairment				
Balance at 30 June 2020	(48,079)	(9,339)	(1,500)	(58,918)
Amortisation expense	(12,246)	-	(477)	(12,723)
Balance at 30 June 2021	(60,325)	(9,339)	(1,977)	(71,641)
Net book value at 30 June 2020	43,075	19,101	-	62,176
Net book value at 30 June 2021	37,565	30,391	2,590	70,546

Council	Software	Goodwill	Customer relationships	Total
	\$'000	\$'000	\$'000	\$'000
Gross carrying amount				
Balance at 30 June 2020	89,655	-	-	89,655
Additions	11,414	-	-	11,414
WIP	(4,678)	-	-	(4,678)
Balance at 30 June 2021	96,391	-	-	96,391
Accumulated amortisation and impairment				
Balance at 30 June 2020	(47,769)	-	-	(47,769)
Amortisation expense	(11,824)	-	-	(11,824)
Balance at 30 June 2021	(59,593)	-	-	(59,593)
Net book value at 30 June 2020	41,886	-	-	41,886
Net book value at 30 June 2021	36,798	-	-	36,798

Goodwill

Goodwill is related to Council's subsidiary Citywide. Goodwill acquired in a business combination is measured at cost as established at the date of the business combination and subsequently measured at cost less any accumulated impairment losses. The cost represents the excess of the cost of a business combination over the fair value of the identifiable assets, liabilities and contingent liabilities acquired.

Impairment of assets

Goodwill has been reviewed for impairment at the year ended 30 June 2021. Citywide tests assets to ensure that they are not carried above their recoverable amounts:

- annually, or more frequently if events or changes in circumstances indicate that the assets may be impaired, for goodwill and intangible assets that have an indefinite useful life; and
- for all other assets whenever an indication of impairment may exist.

An impairment loss is recognised in profit or loss for the amount by which the asset's carrying amount exceeds its recoverable amount. For the purpose of assessing impairment, assets are grouped at the lowest levels for which there are separately identifiable cash inflows that are largely independent of the cash inflows from other assets or groups of assets (cash-generating units or CGUs).

The recoverable amount of the asset, being the higher of the asset's fair value less costs of disposal and fair value in use, is compared to the asset's carrying value. The excess of the asset's carrying value over its recoverable amount is expensed to other comprehensive income.

Non-financial assets other than goodwill that suffered impairment are reviewed for possible reversal of the impairment at each reporting date. When an impairment loss subsequently reverses, the carrying amount of the asset (or CGU) is increased to the revised estimate of its recoverable amount, but so that the increased carrying amount does not exceed the carrying amount that would have been determined had no impairment loss been recognised for the asset (or CGU). A reversal of an impairment loss is recognised immediately in profit or loss, unless the relevant asset is carried at a revalued amount, in which case the reversal of the impairment loss is treated as a revaluation increase.

Allocation of goodwill to Cash Generating Units (CGU)

For the purpose of annual impairment testing, goodwill is allocated to Citywide's operating divisions. The aggregate carrying amounts of goodwill allocated to each Cash Generating Unit (CGU) are as follows:

	2021	2020
	\$'000	\$'000
Victoria Operations	9,588	9,588
NSW/ACT Operations	3,325	3,325
Technigro	6,188	6,188
Gordon McKay	3,782	-
Frontline Electrical	2,700	-
Ultegra	4,808	-
	30,391	19,101

The recoverable amount of each CGU has been determined based on its value in use, determined by discounting the future cash flows to be generated from the continuing use of the CGU. The recoverable amount for each CGUs was determined to be in excess of the carrying value and therefore no impairment was recognised.

Key assumptions used in the discounted cash flow projections

Future cash flows have been based on the 2021-22 budget and overlaid with appropriate discount and growth rates. The discount and growth rate assumptions are as follows:

	2021	2020
Discount Rate (WACC)	5.80%	9.00%
Growth rate	2.20%	2.20%

The discount rate used is a post-tax measure based on the Citywide's weighted average cost of capital (WACC). The WACC has been determined in conjunction with professional valuation advice received from an independent consulting firm. Each CGU has five years of cash flows included in its discounted cash flow models and a terminal growth rate thereafter. In the model the first year of cash flows are based on the 2021-22 budget. The terminal growth rate in Net Profit After Tax is estimated by management using past experience and expectations for the future.

Estimation of recoverable amount

The recoverable amounts of CGUs have been determined based on value in use calculations using discounted cash flow projections based on the budget approved by the Board for the next financial year and management's forecasts covering a five-year period. These calculations require the use of assumptions as outlined above.

Fair value calculation

The fair value of customer relationships acquired is calculated considering the estimated future recurring revenues from existing customers in the acquired operations at the date of the acquisition. The calculation involves the development of expected cash flows discounted at an appropriate discount rate. Projecting the expected cash flows involves estimating the likelihood of existing customers extending and renewing long-term contracts based on historical observations. The estimated useful life for amortisation is determined based on that assessment.

5.3 Payables

(a) Trade and other payables

	Consolidated		Council	
	2021 \$'000	2020 \$'000	2021 \$'000	2020 \$'000
Current				
Trade payables	35,794	36,019	19,262	19,789
Accrued operating expenses	68,408	48,823	45,705	30,850
Accrued capital work expenses	9,776	9,406	18,319	12,855
	113,978	94,248	83,286	63,494
Non Current				
Trade payable	1,435	-	-	-
	1,435		-	-
	115,413	94,248	83,286	63,494

(b) Trust funds and deposits

	Consolidated		Council	
	2021 \$'000	2020 \$'000	2021 \$'000	2020 \$'000
Current				
Refundable deposits	7,614	7,312	6,338	7,124
Fire services levy	7,018	5,854	7,018	5,854
Retention amount	76	91	76	91
Other refundable deposits	354	335	244	285
	15,062	13,592	13,676	13,354
Non Current				
Refundable deposits	2,377	3,077	1,526	1,388
	2,377	3,077	1,526	1,388
Total trust funds and deposits	17,439	16,669	15,202	14,742

Amounts received as deposits and retention amounts controlled by the Group are held in trust until they are returned, transferred in accordance with the purpose of the receipt, or forfeited. Trust funds that are forfeited, resulting in the Group gaining control of the funds, are to be recognised as revenue at the time of forfeit.

Purpose and nature of items

Refundable Deposits - Deposits are taken by the Group as a form of surety in a number of circumstances, including in relation to building works, tender deposits, contract deposits and the use of civic facilities.

Fire Service Levy - Council is the collection agent for fire services levy on behalf of the State Government. Council remits amounts received on a quarterly basis.

Retention Amounts - The Group has a contractual right to retain certain amounts until a contractor has met specific requirements or a related warrant or defect period has elapsed. Subject to the satisfactory completion of the contractual obligations, or the elapsing of time, these amounts will be paid to the relevant contractor in line with the Group's contractual obligations.

Amounts received as deposits and retention amounts controlled by the Group are recognised as trust funds until they are returned, transferred in accordance with the purpose of the receipt, or forfeited. Trust funds that are forfeited, resulting in the Group gaining control of the funds, are recognised as revenue at the time of forfeit.

(c) Unearned income

	Consolidated		Council	
	2021	2020	2021	2020
	\$'000	\$'000	\$'000	\$'000
Grants received in advance - operating	29,004	965	29,004	965
Grants received in advance - capital	5,738	545	5,738	545
Other	8,558	7,701	4,416	5,181
	43,300	9,211	39,158	6,691

Refer to note 3.4 (c) for details of unspent grants.

5.4 Interest-bearing liabilities

	Consolidated		Council	
	2021	2020	2021	2020
	\$'000	\$'000	\$'000	\$'000
Current				
Borrowing - secured	12,000	-	-	-
Non-current				
Borrowing - secured	6,200	-	-	-
Total	18,200	-	-	-
Maturity profile for borrowing is:				
Not later than one year	12,000	-	-	-
Later than one year and not later than five years	6,200	-	-	-
Later than five years	-	-	-	-

Borrowings at 30 June 2021 relate to a Citywide secured bank loan. The bank loan facility of \$36.2 million is a secured facility with a first ranking fixed and floating charge over the net assets of Citywide. Subject to the continuance of satisfactory covenants achievement, the bank loan facility may be drawn at any time. The bank loan facility may be terminated by the bank if Citywide defaults under the loan agreement. The facilities expire on 27 July 2022.

5.5 Provisions

Summary of current and non-current provisions:

	Consolidated		Council	
	2021	2020	2021	2020
	\$'000	\$'000	\$'000	\$'000
Current provisions				
Employee provisions	50,947	45,988	35,571	34,403
Other provisions	2,306	2,955	1,742	1,814
	53,253	48,943	37,313	36,217
Non-current provisions				
Employee provisions	4,978	5,168	3,992	3,909
	4,978	5,168	3,992	3,909
Total provisions	58,231	54,111	41,305	40,126

Below is a summary of provisions by categories:

	Consolidated		Council	
	2021	2020	2021	2020
	\$'000	\$'000	\$'000	\$'000
Employee provisions				
Balance at the beginning of year	51,156	49,481	38,312	36,951
Additional provisions	24,382	21,839	17,563	16,482
Amounts used	(19,613)	(20,164)	(16,312)	(15,121)
Balance at the end of year	55,925	51,156	39,563	38,312
Insurance claims				
Balance at the beginning of year	1,814	1,847	1,814	1,847
Additional provisions	433	433	433	433
Amounts used	(505)	(466)	(505)	(466)
Balance at the end of year	1,742	1,814	1,742	1,814
Other provisions				
Balance at the beginning of year	1,141	849	-	-
Additional provisions	560	1,137	-	-
Amounts used	(1,137)	(845)	-	-
Balance at the end of year	564	1,141	-	-
Total provisions	58,231	54,111	41,305	40,126

(a) Employee provisions

	Consolidated		Council	
	2021	2020	2021	2020
	\$'000	\$'000	\$'000	\$'000
Current provisions expected to be wholly settled within 12 months				
Annual leave	21,882	16,986	12,200	11,248
Long service leave	2,294	2,727	1,798	1,812
	24,176	19,713	13,998	13,060
Current provisions expected to be wholly settled after 12 months				
Annual leave	71	65	-	-
Long service leave	26,700	26,210	21,573	21,343
	26,771	26,275	21,573	21,343
Total current employee provisions	50,947	45,988	35,571	34,403
Non-Current				
Long service leave	4,978	5,168	3,992	3,909
Total non-current employee provisions	4,978	5,168	3,992	3,909
Aggregate carrying amount of employee provisions				
Current	50,947	45,988	35,571	34,403
Non-current	4,978	5,168	3,992	3,909
Total aggregate carrying amount of employee provisions	55,925	51,156	39,563	38,312

The calculation of employee costs and benefits includes all relevant on-costs and are calculated as follows at reporting date.

Wages and salaries and annual leave

Liabilities for wages and salaries, including non-monetary benefits and annual leave expected to be wholly settled within 12 months of the reporting date are recognised in the provision for employee benefits in respect of employee services up to the reporting date, classified as current liabilities and measured at their nominal values.

Liabilities that are not expected to be wholly settled within 12 months of the reporting date are recognised in the provision for employee benefits as current liabilities, measured at the present value of the amounts expected to be paid when the liabilities are settled using the remuneration rate expected to apply at the time of settlement.

Long service leave

Liability for long service leave (LSL) is recognised in the provision for employee benefits. LSL is measured at present value. Unconditional LSL is disclosed as a current liability. Conditional LSL that has been accrued, where an employee is yet to reach a qualifying term of employment, is disclosed as a non-current liability.

Long service leave key assumptions:

	Consolidated		Council	
	2021	2020	2021	2020
Discount rate	-0.02%-1.5%	0.2%-0.9%	-0.02%-1.5%	0.2%-0.9%
Inflation rate	1.0%-3.0%	2.0%-4.3%	1.0%-3.0%	2.0%-4.3%

(b) Insurance claims and other provisions

	Consolidated		Council	
	2021 \$'000	2020 \$'000	2021 \$'000	2020 \$'000
Current				
Insurance claims	1,742	1,814	1,742	1,814
Other provisions	564	1,141	-	-
	2,306	2,955	1,742	1,814

5.6 Financing arrangements

The Group has the following funding arrangements in place as at 30 June 2021.

	Consolidated		Council	
	2021 \$'000	2020 \$'000	2021 \$'000	2020 \$'000
Bank overdraft facility	2,500	2,500	-	-
Credit card facilities	800	580	300	300
Bank loan facility*	111,200	111,200	75,000	75,000
Other financing facilities	18,000	14,000	-	-
Total facilities	132,500	128,280	75,300	75,300
Used facilities	(33,489)	(13,603)	-	(2)
Unused facilities	99,011	114,677	75,300	75,298

* Includes Citywide's \$36.2 million bank loan facility which has been extended to 27 July 2022, and Council's \$75 million floating rate loan facility with ANZ Bank which has been extended for two years to 30 June 2023. Details refer to Note 8.3 (d).

5.7 Commitments

The Council has entered into the following commitments. Commitments are not recognised in the Balance Sheet. Commitments are disclosed at their nominal value and presented inclusive of the GST payable. (Commitments relate to Council only)

Council 2021	Not later than 1 year	Later than 1 year and not later than 2 years	Later than 2 years and not later than 5 years	Later than 5 years	Total
	\$'000	\$'000	\$'000	\$'000	\$'000
Operating					
Waste	18,430	18,430	54,774	17,734	109,368
Roads, Streets & Related Infrastructure	41,011	40,884	343	-	82,238
Property*	2,860	2,860	8,579	2,860	17,159
Parks & Gardens	20,584	20,584	15,550	-	56,718
Cleaning - Outdoor	11,736	1,272	321	-	13,329
Parking	5,966	511	100	-	6,577
Facilities & Maintenance	2,264	1,544	4,631	596	9,035
Community Services	1,919	884	-	-	2,803
Information Technology	4,931	2,865	2,255	24	10,075
Integrated Security Services, Infrastructure & Maintenance	4,647	4,647	4,375	-	13,669
Events	3,735	3,291	6,153	-	13,179
Cleaning - Indoor	4,498	-	-	-	4,498
Media & Advertising	73	51	127	-	251
Other categories	1,673	1,066	2,386	-	5,125
Total	124,329	98,889	99,594	21,214	344,024
Capital					
Building & Equipment	13,469	13	-	-	13,482
Parks & Gardens	5,025	649	109	-	5,783
Roads	4,756	-	-	-	4,756
Total	23,250	662	109	-	24,021

* Property was shown as Energy and Utilities in 2020 below.

Council 2020	Not later than 1 year	Later than 1 year and not later than 2 years	Later than 2 years and not later than 5 years	Later than 5 years	Total
	\$'000	\$'000	\$'000	\$'000	\$'000
Operating					
Waste	19,590	19,466	58,398	14,773	112,227
Roads, Streets & Related Infrastructure	42,753	43	-	-	42,796
Energy & Utilities	3,963	3,783	11,349	3,783	22,878
Parks & Gardens	15,511	-	-	-	15,511
Cleaning - Outdoor	12,500	237	-	-	12,737
Parking	8,026	2,630	-	-	10,656
Facilities & Maintenance	9,230	597	-	-	9,827
Community Services	5,966	-	-	-	5,966
Information Technology	2,568	1,010	965	-	4,543
Integrated Security Services, Infrastructure & Maintenance	4,337	-	-	-	4,337
Events	3,872	96	96	-	4,064
Cleaning - Indoor	2,523	-	-	-	2,523
Media & Advertising	2,464	19	3	-	2,486
Other categories	7,536	787	371	-	8,694
Total	140,839	28,668	71,182	18,556	259,245
Capital					
Building & Equipment	11,765	16,281	1,000	-	29,046
Parks & Gardens	411	-	-	-	411
Roads	-	-	-	-	-
Total	12,176	16,281	1,000	-	29,457

5.8 Leases

All contracts for the acquisition of assets are reviewed to determine whether they contain leasing arrangements. A contract is, or contains, a lease if the contract conveys the right to control the use of an identified asset for a period of time in exchange for consideration. To identify whether a contract conveys the right to control the use of an identified asset, it is necessary to assess whether:

- The contract involves the use of an identified asset;
- The customer has the right to obtain substantially all of the economic benefits from use of the asset throughout the period of use; and
- The customer has the right to direct the use of the asset

This policy is applied to contracts entered into, or changed, on or after 1 July 2019.

As lessees, the Group recognises a right-of-use asset and a lease liability at the lease commencement date. The right-of-use asset is initially measured at cost which comprises the initial amount of the lease liability adjusted for:

- any lease payments made at or before the commencement date less any lease incentives received; plus;
- any initial direct costs incurred; and
- an estimate of costs to dismantle and remove the underlying asset or to restore the underlying asset or the site on which it is located.

The right-of-use asset is subsequently depreciated using the straight-line method from the commencement date to the earlier of the end of the useful life of the right-of-use asset or the end of the lease term. The estimated useful lives of right-of-use assets are determined on the same basis as those of property, plant and equipment. In addition, the right-of-use asset is periodically reduced by impairment losses, if any, and adjusted for certain measurements of the lease liability.

The lease liability is initially measured at the present value of the lease payments that are not paid at the commencement date, discounted using the interest rate implicit in the lease or, if that rate cannot be readily determined, an appropriate incremental borrowing rate. Generally, the Group uses appropriate incremental borrowing rate as the discount rate (3% for 2020-21).

Lease payments included in the measurement of the lease liability comprise the following:

- Fixed payments;
- Variable lease payments that depend on an index or a rate, initially measured using the index or rate as at the commencement date;
- Amounts expected to be payable under a residual value guarantee; and
- The exercise price under a purchase option that the Group is reasonably certain to exercise, lease payments in an optional renewal period if the Group is reasonably certain to exercise an extension option, and penalties for early termination of a lease unless the Group is reasonably certain not to terminate early.

When the lease liability is remeasured in this way, a corresponding adjustment is made to the carrying amount of the right-of-use asset, or is recorded in profit or loss if the carrying amount of the right-of-use asset has been reduced to zero.

Council currently has eight low value property leases (peppercorn) which are used in providing community services for parents, children and visitors to the city. Council has elected to apply the temporary option available under AASB 16 Leases which allows not-for-profit entities to not measure right-of-use assets at initial recognition at fair value in respect of leases that have significantly below-market terms.

Right of Use Assets

	Consolidated		Council	
	2021 \$'000	2020 \$'000	2021 \$'000	2020 \$'000
Property				
Balance at 1 July 2020	19,748	-	5,103	-
Additions	6,408	24,381	57	7,065
Modifications	4,135	-	2,117	-
Amortisation charges	(4,833)	(4,633)	(1,935)	(1,962)
Balance at 30 June 2021	25,458	19,748	5,342	5,103
Fleet Vehicles				
Balance at 1 July 2020	3,895	-	390	-
Additions	35	5,650	188	745
Modifications	29	-	126	-
Amortisation charges	(1,811)	(1,755)	(391)	(355)
Balance at 30 June 2021	2,148	3,895	313	390
Total Balance at 30 June 2021	27,606	23,643	5,655	5,493

Lease Liabilities

Maturity analysis – contractual undiscounted cash flows

	Consolidated		Council	
	2021 \$'000	2020 \$'000	2021 \$'000	2020 \$'000
Less than one year	6,863	5,848	2,102	1,552
One year to five years	17,069	12,664	3,041	2,813
More than five years	9,655	11,374	1,214	1,867
Total undiscounted lease liabilities as at 30 June 2021	33,587	29,886	6,357	6,232

Lease liability included in the Balance Sheet at 30 June 2021

	Consolidated		Council	
	2021	2020	2021	2020
	\$'000	\$'000	\$'000	\$'000
Current				
Property lease	4,725	1,291	1,731	1,135
Fleet lease	1,448	3,729	231	277
	6,173	5,020	1,962	1,412
Non-current				
Property lease	20,191	14,356	3,837	4,116
Fleet lease	856	3,638	85	121
	21,047	17,994	3,922	4,237
Total Lease Liabilities	27,220	23,014	5,884	5,649

Short-term and low value leases

The Group has elected not to recognise right-of-use assets and lease liabilities for short-term leases of machinery that have a lease term of 12 months or less and leases of low-value assets (individual assets worth less than existing capitalisation thresholds for a like asset up to a maximum of AUD\$10,000), including IT equipment. The Group recognises the lease payments associated with these leases as an expense on a straight-line basis over the lease term.

Expenses relating to:

	Consolidated		Council	
	2021	2020	2021	2020
	\$'000	\$'000	\$'000	\$'000
Short-term leases	96	263	-	-
Leases of low value assets	867	680	867	680
Total	963	943	867	680

Non-cancellable lease commitments for minimum lease payments for short-term and low-value leases are payable as follows:

	Consolidated		Council	
	2021	2020	2021	2020
	\$'000	\$'000	\$'000	\$'000
Within one year	-	-	526	680
Later than one year but not later than five years	-	-	1,565	1,907
Total	-	-	2,091	2,587

Note 6 Assets we manage

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6.1 Property, infrastructure, plant and equipment

a. Summary of Property, Infrastructure, Plant and Equipment

Consolidated	Fair Value 30 June 2020	Additions	Contributions	Revaluation	Depreciation	Disposal	Transfers	Fair Value 30 June 2021
Category	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Property	2,513,360	43,380	490	9,268	(9,772)	(89)	-	2,556,637
Infrastructure	1,576,539	57,826	-	(625)	(47,324)	-	-	1,586,416
Plant & Equipment	79,319	14,803	-	-	(19,673)	(1,261)	-	73,188
Work in progress	107,005	14,414	-	-	-	-	(106,283)	145,136
Total	4,276,223	260,423	490	8,643	(76,769)	(1,350)	(106,283)	4,361,377

Council	Fair Value 30 June 2020	Additions	Contributions	Revaluation	Depreciation	Disposal	Transfers	Fair Value 30 June 2021
Category	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Property	2,450,066	42,598	490	9,268	(8,721)	(89)	-	2,493,612
Infrastructure	1,576,539	57,826	-	(625)	(47,324)	-	-	1,586,416
Plant & Equipment	26,806	5,679	-	-	(7,348)	(1,054)	-	24,083
Work in progress	103,187	141,270	-	-	-	-	(106,103)	138,354
Total	4,156,598	247,373	490	8,643	(63,393)	(1,143)	(106,103)	4,242,465

Note: Council sold part of its investment property in the Munro site development lot for \$26.3 million during 2020-21. This is included in Note 6.3.

6.1 Property, infrastructure plant and equipment (cont'd)

b. Summary of work in progress

Consolidated	Balance 30 June 2020	Additions	Write offs	Transfers	Balance 30 June 2021
Category	\$'000	\$'000	\$'000	\$'000	\$'000
Property	55,901	71,011	-	(42,597)	84,315
Infrastructure	33,040	65,181	-	(57,827)	40,394
Plant & Equipment	18,064	8,222	-	(5,859)	20,427
Total	107,005	144,414	-	(106,283)	145,136

Council	Balance 30 June 2020	Additions	Write offs	Transfers	Balance 30 June 2021
Category	\$'000	\$'000	\$'000	\$'000	\$'000
Property	55,901	71,011	-	(42,597)	84,315
Infrastructure	33,040	65,181	-	(57,827)	40,394
Plant & Equipment	14,246	5,078	-	(5,679)	13,645
Total	103,187	141,270	-	(106,103)	138,354

6.1 Property, infrastructure plant and equipment (cont'd)
c. Details of property category

Consolidated	Land		Buildings				Work In Progress \$'000	Property Total \$'000	
	Specialised \$'000	Non-specialised \$'000	Total \$'000	Heritage \$'000	Specialised \$'000	Non-specialised \$'000			Leasehold Improvements \$'000
Fair value 30 June 2020	1,955,610	173,223	2,128,833	192,536	118,377	68,441	12,529	391,883	2,576,617
Accumulated depreciation 30 June 2020	-	-	-	-	-	-	(7,356)	(7,356)	(7,356)
Fair Value 30 June 2020	1,955,610	173,223	2,128,833	192,536	118,377	68,441	5,173	384,527	2,569,261
Movements in Fair Value									
Additions	4,200	-	4,200	18,679	7,019	12,826	656	39,180	114,391
Contributions	475	-	475	-	15	-	-	15	490
Revaluations	15,173	(4,258)	10,915	(3,090)	(5,022)	6,465	-	(1,647)	9,268
Disposals	-	-	-	-	(90)	-	(3)	(93)	(93)
Write-offs	-	-	-	-	-	-	-	-	-
Transfers from WIP	-	-	-	-	-	-	-	-	(42,597)
Total	19,848	(4,258)	15,590	15,589	1,922	19,291	653	37,455	81,459
Movements in Accumulated Depreciation									
Depreciation and amortisation	-	-	-	(3,415)	(3,709)	(1,696)	(952)	(9,772)	(9,772)
Accumulated depreciation on disposals	-	-	-	-	1	-	3	4	4
Impairment losses recognised in operating result	-	-	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-	-	-
Total	-	-	-	(3,415)	(3,708)	(1,696)	(949)	(9,768)	(9,768)
Fair value 30 June 2021	1,975,458	168,965	2,144,423	208,125	120,299	87,732	13,182	429,338	2,658,076
Accumulated depreciation 30 June 2021	-	-	-	(3,415)	(3,708)	(1,696)	(8,305)	(17,124)	(17,124)
Fair Value/Written Down Value 30 June 2021	1,975,458	168,965	2,144,423	204,710	116,591	86,036	4,877	412,214	2,640,952

6.1 Property, infrastructure plant and equipment (cont'd)

Council	Land		Buildings				Work In Progress \$'000	Property Total \$'000
	Specialised \$'000	Non-specialised \$'000	Heritage \$'000	Specialised \$'000	Non-specialised \$'000	Leasehold Improvements \$'000		
Fair value 30 June 2020	1,909,513	162,400	192,536	116,056	68,440	3,206	55,901	2,508,052
Accumulated depreciation 30 June 2020	-	-	-	-	-	(2,086)	-	(2,086)
Fair Value 30 June 2020	1,909,513	162,400	192,536	116,056	68,440	1,120	55,901	2,505,966
Movements in Fair Value								
Additions	4,200	-	18,679	6,814	12,826	80	71,011	113,610
Contributions	475	-	-	15	-	-	-	490
Revaluations	15,173	(4,258)	(3,090)	(5,022)	6,465	-	-	9,268
Disposals	-	-	-	(90)	-	-	-	(90)
Write-offs	-	-	-	-	-	-	-	-
Transfers from WIP	-	-	-	-	-	-	(42,597)	(42,597)
Total	19,848	(4,258)	15,589	1,717	19,291	80	28,414	80,681
Movements in Accumulated Depreciation								
Depreciation and amortisation	-	-	(3,415)	(3,395)	(1,696)	(215)	-	(8,721)
Accumulated depreciation on disposals	-	-	-	1	-	-	-	1
Impairment losses recognised in operating result	-	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-	-
Total	-	-	(3,415)	(3,394)	(1,696)	(215)	-	(8,720)
Fair value 30 June 2021	1,929,361	158,142	208,125	117,773	87,731	3,286	84,315	2,588,733
Accumulated depreciation 30 June 2021	-	-	(3,415)	(3,394)	(1,696)	(2,301)	-	(10,806)
Fair Value/Written Down Value 30 June 2021	1,929,361	158,142	204,710	114,379	86,035	985	84,315	2,577,927

6.1 Property, infrastructure plant and equipment (cont'd)
d. Details of infrastructure category

Consolidated	Roads	Bridges	Footpaths & cycleways	Drainage	Recreational, leisure and Community	Parks open spaces and streetscapes	Other	Statues, sculptures & artworks	Work In Progress	Total
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Fair value 30 June 2020	804,793	111,492	165,993	156,957	8,168	49,774	233,793	58,370	33,040	1,622,380
Accumulated depreciation 30 June 2020	-	-	-	-	(3,025)	-	-	(9,776)	-	(12,801)
Fair Value 30 June 2020	804,793	111,492	165,993	156,957	5,143	49,774	233,793	48,594	33,040	1,609,579
Movements in Fair Value										
Additions	11,833	1,156	19,385	6,886	164	2,245	16,097	60	65,181	123,007
Contributions	-	-	-	-	-	-	-	-	-	-
Revaluations	11,026	1,509	(4,393)	217	(363)	(7,221)	(1,400)	-	-	(625)
Disposals	-	-	-	-	-	-	-	-	-	-
Write-offs	-	-	-	-	-	-	-	-	-	-
Transfers from WIP	-	-	-	-	-	-	-	-	(57,827)	(57,827)
Total	22,859	2,665	14,992	7,103	(199)	(4,976)	14,697	60	7,354	64,555
Movements in Accumulated Depreciation										
Depreciation and amortisation	(18,751)	(1,712)	(7,583)	(2,051)	(460)	-	(16,139)	(628)	-	(47,324)
Accumulated depreciation on disposals	-	-	-	-	-	-	-	-	-	-
Impairment losses recognised in operating result	-	-	-	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-	-	-	-
Total	(18,751)	(1,712)	(7,583)	(2,051)	(460)	-	(16,139)	(628)	-	(47,324)
Fair value 30 June 2021	827,652	114,157	180,985	164,060	7,969	44,798	248,490	58,430	40,394	1,686,935
Accumulated depreciation 30 June 2021	(18,751)	(1,712)	(7,583)	(2,051)	(3,485)	-	(16,139)	(10,404)	-	(60,125)
Fair Value/Written Down Value 30 June 2021	808,901	112,445	173,402	162,009	4,484	44,798	232,351	48,026	40,394	1,626,810

6.1 Property, infrastructure plant and equipment (cont'd)
d. Details of infrastructure category

Council	Roads	Bridges	Footpaths & cycleways	Drainage	Recreational, leisure and Community	Parks open spaces and streetscapes	Other	Statues, sculptures & artworks	Work In Progress	Total
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Fair value 30 June 2020	804,793	111,492	165,993	156,957	8,168	49,774	233,793	58,370	33,040	1,622,380
Accumulated depreciation 30 June 2020	-	-	-	-	(3,025)	-	-	(9,776)	-	(12,801)
Fair Value 30 June 2020	804,793	111,492	165,993	156,957	5,143	49,774	233,793	48,594	33,040	1,609,579
Movements in Fair Value										
Additions	11,833	1,156	19,385	6,886	164	2,245	16,097	60	65,181	123,007
Contributions	-	-	-	-	-	-	-	-	-	-
Revaluations	11,026	1,509	(4,393)	217	(363)	(7,221)	(1,400)	-	-	(625)
Disposals	-	-	-	-	-	-	-	-	-	-
Write-offs	-	-	-	-	-	-	-	-	-	-
Transfers from WIP	-	-	-	-	-	-	-	-	(57,827)	(57,827)
Total	22,859	2,665	14,992	7,103	(199)	(4,976)	14,697	60	7,354	64,555
Movements in Accumulated Depreciation										
Depreciation and amortisation	(18,751)	(1,712)	(7,583)	(2,051)	(460)	-	(16,139)	(628)	-	(47,324)
Accumulated depreciation on disposals	-	-	-	-	-	-	-	-	-	-
Impairment losses recognised in operating result	-	-	-	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-	-	-	-
Total	(18,751)	(1,712)	(7,583)	(2,051)	(460)	-	(16,139)	(628)	-	(47,324)
Fair value 30 June 2021	827,652	114,157	180,985	164,060	7,969	44,798	248,490	58,430	40,394	1,686,935
Accumulated depreciation 30 June 2021	(18,751)	(1,712)	(7,583)	(2,051)	(3,485)	-	(16,139)	(10,404)	-	(60,125)
Fair Value/Written Down Value 30 June 2021	808,901	112,445	173,402	162,009	4,484	44,798	232,351	48,026	40,394	1,626,810

6.1 Property, infrastructure plant and equipment (cont'd)
 e. Details of plant and equipment category

Consolidated	Plant machinery & equipment	Fixtures fittings & furniture	Computers & telecomms	Library books	Work in Progress	Total
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Fair value 30 June 2020	167,299	10,239	51,460	16,970	18,064	264,032
Accumulated depreciation 30 June 2020	(101,538)	(7,956)	(43,829)	(13,326)	-	(166,649)
Fair Value 30 June 2020	65,761	2,283	7,631	3,644	18,064	97,383
Movements in Fair Value						
Additions	11,253	464	2,339	747	8,222	23,025
Contributions	-	-	-	-	-	-
Revaluations	-	-	-	-	-	-
Disposals	(9,162)	-	(4,387)	-	-	(13,549)
Write-offs	-	-	-	-	-	-
Transfers from WIP	-	-	-	-	(5,859)	(5,859)
Total	2,091	464	(2,048)	747	2,363	3,617
Movements in Accumulated Depreciation						
Depreciation and amortisation	(15,235)	(364)	(2,831)	(1,243)	-	(19,673)
Accumulated depreciation on disposals	8,955	-	3,333	-	-	12,288
Impairment losses recognised in operating result	-	-	-	-	-	-
Transfers	-	-	-	-	-	-
Total	(6,280)	(364)	502	(1,243)	-	(7,385)
Fair value 30 June 2021	169,390	10,703	49,412	17,717	20,427	267,649
Accumulated depreciation 30 June 2021	(107,818)	(8,320)	(43,327)	(14,569)	-	(174,034)
Fair Value/Written Down Value 30 June 2021	61,572	2,383	6,085	3,148	20,427	93,615

6.1 Property, infrastructure plant and equipment (cont'd)

Council	Plant machinery & equipment	Fixtures fittings & furniture	Computers & telecomms	Library books	Work in Progress	Total
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Fair value 30 June 2020	44,555	7,991	41,679	16,970	14,246	125,441
Accumulated depreciation 30 June 2020	(29,788)	(6,113)	(35,162)	(13,326)	-	(84,389)
Fair Value 30 June 2020	14,767	1,878	6,517	3,644	14,246	41,052
Movements in Fair Value						
Additions	2,289	464	2,179	747	5,078	10,757
Contributions	-	-	-	-	-	-
Revaluations	-	-	-	-	-	-
Disposals	(4,003)	-	(4,387)	-	-	(8,390)
Write-offs	-	-	-	-	-	-
Transfers from WIP	-	-	-	-	(5,679)	(5,679)
Total	(1,714)	464	(2,208)	747	(601)	(3,312)
Movements in Accumulated Depreciation						
Depreciation and amortisation	(3,289)	(303)	(2,513)	(1,243)	-	(7,348)
Accumulated depreciation on disposals	4,003	-	3,333	-	-	7,336
Impairment losses recognised in operating result	-	-	-	-	-	-
Transfers	-	-	-	-	-	-
Total	714	(303)	820	(1,243)	-	(12)
Fair value 30 June 2021	42,841	8,455	39,471	17,717	13,645	122,129
Accumulated depreciation 30 June 2021	(29,074)	(6,416)	(34,342)	(14,569)	-	(84,401)
Fair Value/Written Down Value 30 June 2021	13,767	2,039	5,129	3,148	13,645	37,728

6.1 Property, infrastructure, plant and equipment (cont'd)

f. Recognition

Acquisition

The purchase method of accounting is used for all acquisitions of assets, being the fair value of assets provided as consideration at the date of acquisition plus any incidental costs attributable to the acquisition. Fair value (refer to Note 8.4) is the price that would be received to sell an asset (or paid to transfer a liability) in an orderly transaction between market participants at the measurement date.

Where assets are constructed by the Group, cost includes all materials used in construction, direct labour, borrowing costs incurred during construction, and an appropriate share of directly attributable variable and fixed overheads.

Recognition thresholds

Council has set a threshold limit for all categories of property, infrastructure, plant and equipment assets of \$2,000 which means that these assets with a fair value of \$2,000 (2020: \$2,000) or greater are recognised in these financial statements. Citywide and QVM's recognition thresholds are different to Council's at \$300 and \$500 respectively. Council has adopted a threshold limit for right-of-use leased assets of \$10,000. Refer to note 5.8 leases.

Land under roads

Council recognises land under roads it controls at deemed cost.

Financial leases

Council does not have any financial leases.

Repairs and maintenance

Where the repair relates to the replacement of a component of an asset and the cost exceeds the capitalisation threshold the cost is capitalised and depreciated. The carrying value of the replaced asset is expensed.

Leasehold improvements

Leasehold improvements are recognised at cost and are amortised over the unexpired period of the lease or the estimated useful life of the improvement, whichever is the shorter. At balance date, leasehold improvements are amortised over a 10-17 year period.

g. Depreciation and amortisation

Buildings, infrastructure, plant and equipment, and other assets having limited useful lives are systematically depreciated over their estimated useful lives to the Group in a manner which reflects consumption of the service potential embodied in those assets. Estimates of remaining useful lives and residual values are made on a regular basis with major asset classes reassessed annually. Depreciation rates and methods are reviewed annually by the Group.

Where assets have separate identifiable components that are subject to regular replacement, these components are assigned distinct useful lives and residual values and a separate depreciation rate is determined for each component.

Road earthworks are not depreciated on the basis that they are assessed as not having a limited useful life.

Straight line depreciation is charged based on the residual useful life as determined each year.

Depreciation periods used by Council are summarised below and are consistent with the prior year unless otherwise stated. Citywide and QVM depreciation periods are different with Council's, which is not considered material for the consolidated report.

6.1 Property, infrastructure, plant and equipment (cont'd)

	Depreciation Period (Years)
Land & land improvement	
Land	0
Buildings	
Heritage buildings	100
Buildings	0-96
Leasehold improvements	10-17
Plant and equipment	
Plant, machinery and equipment	3-20
Fixtures, fittings and furniture	5-10
Computers and telecommunications	3-8
Library books	4-5
Infrastructure	
Road pavements and seals	12-20
Road substructure	50-90
Road kerb, channel and minor culverts	32-50
Bridge deck	15-25
Bridge substructure	25-130
Footpaths and cycleways	7-60
Drainage	90-120
Recreational, leisure and community facilities	12-50
Parks, open space and streetscapes	0-20
Off street car parks	4-15
Statues, sculptures and artworks	0-100
Intangible assets	1-5
Right-of-use leased assets	earlier of the end of useful life or lease term

h. Valuation of land and buildings

In accordance with Council policy, a revaluation was undertaken for land and buildings at the reporting date. For land and buildings, fair value (refer to Note 8.4) is market value based on highest and best use permitted by relevant land planning provisions. Where land use is restricted through existing planning provisions the valuation is reduced to reflect this limitation. This adjustment is an unobservable input in the valuation. The adjustment has no impact on the comprehensive income statement.

Specialised land is valued at fair value using site values adjusted for englobo (undeveloped and/or unserviced) characteristics, access rights and private interests of other parties and entitlements of infrastructure assets and services. This adjustment is an unobservable input in the valuation. The adjustment has no impact on the comprehensive income statement.

Any significant movements in the unobservable inputs for land and land under roads will have a significant impact on the fair value of these assets.

Valuation of land and buildings were undertaken by a qualified valuer John O'Leary, Fellow of the Australian Property Institute, Certified Practising Valuer, Member No 62206 who is now employed by Council. Date of valuation (DoV) is 30/6/2021.

COVID-19 Pandemic resulted in a significant reduction in visitors to the City of Melbourne, including up to 90% drop in pedestrian numbers. Early in 2021, numbers had recovered to around 60-70% of pre pandemic levels and whilst the number of vacant and closed retail business increased from around 7% to around 20% of all stock, the decrease in office occupancy was more difficult to determine, and hotel occupancies fell from around 80% to 20%. Notwithstanding the length of the state of emergency and physical lockdown, including the significant closing of the international border and imposition of quarantine measures, there are signs of recovery of the property market. Residential sales volumes and prices are showing recovery, and commercial property sales are also indicating some recovery of prices. The recovery of commercial and retail property in CBDs is more noticeable in other states such as New South Wales and Queensland. However, Victoria and Metropolitan Melbourne in particular has experienced several lockdowns in the last 12 months, and importantly in the last weeks of May and into June 2021. Business and consumer confidence in the short term is considered fragile. The property market continues to face restrictions on property inspections and fluid QR contact tracing protocols affecting the conduct of selling campaigns, business opening and closure. Whilst earlier lockdowns provided financial support for business and employees, since April 2021, minimal emergency financial aid has been offered to Victoria. The perceived slow rollout of vaccine to the population and no clear path to return of normal domestic and international travel makes the prediction and measurement of overall recovery difficult.

Details of Council's land and buildings and other relevant information about the fair value hierarchy as at 30 June 2021 are as follows:

Council	Level 1	Level 2	Level 3	Total	DoV
	\$'000	\$'000	\$'000	\$'000	
Non-specialised land	-	144,538	13,604	158,142	30/6/2021
Specialised land	-	13,217	1,916,144	1,929,361	30/6/2021
Total land	-	157,755	1,929,748	2,087,503	
Heritage Buildings	-	-	204,710	204,710	30/6/2021
Buildings	-	85,428	114,985	200,413	30/6/2021
Total buildings	-	85,428	319,695	405,123	

No transfers between levels occurred during the year.

i. Valuation of Infrastructure

In accordance with Council policy, a revaluation was undertaken of infrastructure assets at the reporting date. For infrastructure, fair value (refer to Note 8.4) is replacement cost less accumulated depreciation as the date of valuation. The date of the current valuation is detailed in the following table.

Valuation of infrastructure assets was undertaken by Thyagie Wettasinghe, Asset Engineer, Master of Infrastructure Engineering and Management who is employed by Council. Date of valuation is 30 June 2021.

Details of Council's infrastructure and information about the fair value hierarchy as at 30 June 2021 are as follows:

Council	Level 1	Level 2	Level 3	Total	DoV
	\$'000	\$'000	\$'000	\$'000	
Roads	-	-	808,901	808,901	30/6/2021
Bridges	-	-	112,445	112,445	30/6/2021
Footpaths and cycleways	-	-	173,402	173,402	30/6/2021
Drainage	-	-	162,009	162,009	30/6/2021
Recreational, leisure and community facilities	-	-	4,484	4,484	30/6/2021
Parks, open space and streetscapes	-	-	44,798	44,798	30/6/2021
Promenades and wharves	-	-	65,190	65,190	30/6/2021
Other infrastructure	-	-	167,161	167,161	30/6/2021
Total Infrastructure	-	-	1,538,390	1,538,390	

No transfers between levels occurred during the year.

j. Description of significant unobservable inputs into level 3 valuations

Council	2021	2020
	\$'000	\$'000
Specialised land and land under roads is valued using a market based direct comparison technique. Significant unobservable inputs include the extent and impact of restriction of use and the market cost of land per square metre. The extent and impact of restrictions on use varies and results in a reduction to surrounding land values between 5% and 95%. The market value of land varies significantly depending on the location of the land and the current market conditions. Currently land values range between \$47 and \$20,306 per square meter.	1,929,361	1,909,513
Specialised buildings are valued using a depreciated replacement cost technique. Significant unobservable inputs include the current replacement cost and remaining useful lives of buildings. Current replacement costs is calculated on a square metre basis and ranges from \$90 to \$30,750 per square metre. The remaining useful lives of buildings are determined on the basis of the current condition of buildings and vary from 0 year to 96 years. Replacement cost is sensitive to changes in market conditions, with any increase or decrease in cost flowing through to the valuation. Useful lives of buildings are sensitive to changes in expectations or requirements that could either shorten or extend the useful lives of buildings.	114,380	116,056
Infrastructure assets are valued based on the depreciated replacement cost. Significant unobservable inputs include the current replacement cost and remaining useful lives of infrastructure. The remaining useful lives of infrastructure assets are determined on the basis of the current condition and design lives of the assets and vary from 0 to 130 years. Replacement cost is sensitive to changes in market conditions, with any increase or decrease in cost flowing through to the valuation. Useful lives of infrastructure are sensitive to changes in use, expectations or requirements that could either shorten or extend the useful lives of infrastructure assets.	1,538,390	1,527,945

k. Reconciliation of Specialised Land

Council	2021	2020
	\$'000	\$'000
Land under roads	17,200	17,200
Parks and reserves	1,912,161	1,892,313
Total specialised land	1,929,361	1,909,513

6.2 Investment in Subsidiaries, Associates and Trusts

Non-Current	Consolidated		Council	
	2021 \$'000	2020 \$'000	2021 \$'000	2020 \$'000
a) Subsidiaries				
CityWide Service Solutions Pty Ltd	-	-	18,406	18,406
Queen Victoria Market Pty Ltd	-	-	200	200
Enterprise Melbourne*	-	-	-	-
	-	-	18,606	18,606
b) Associates				
Regent Management Company Pty Ltd	7,500	7,500	7,500	7,500
MAPS Group Ltd (Procurement Australia)	250	250	250	250
	7,750	7,750	7,750	7,750
	7,750	7,750	26,356	26,356

* Investment in Enterprise Melbourne Pty Ltd is \$10.

The consolidated financial statements of Council incorporate all entities controlled by Council as at 30 June 2021 and the results of their operations for the year then ended. There were no changes in Council's ownership or control of its subsidiary entities during the year.

Entities consolidated into Council include:

- Citywide Service Solutions Pty Ltd and its subsidiaries
- Queen Victoria Market Pty Ltd
- Enterprise Melbourne Pty Ltd.

Principles of consolidation

Council controls an entity when it is exposed to, or has the rights to, variable returns from its involvement with that entity and has the ability to affect those returns through its power to direct the activities of the entity. Subsidiaries are fully consolidated from the date on which Council assumes control.

Where dissimilar accounting policies are adopted by subsidiary entities and the effect of those differences are considered to be material, adjustments are made to ensure consistent policies are adopted in these financial statements.

In the process of preparing consolidated financial statements all material transactions and balances between consolidated entities are eliminated.

a) Subsidiaries

Citywide Service Solutions Pty Ltd (100% owned subsidiary of Council)

Citywide has a 100% equity interest in the following subsidiaries:

- Sterling Group Services Pty Ltd;
- AWD Earthmoving Pty Ltd;
- Technigro Australia Pty Ltd;
- Technigro Pty Ltd.; and
- Citywide Utilities Pty Ltd. – established November 2020 (includes Gordon McKay Pty Ltd, Frontline Electrical Pty Ltd, and Ultegra Pty Ltd)

Citywide has a 50% equity interest in:

- Citywide Asphalt Group Pty Ltd (previously known as Citywide North Melbourne Asphalt Pty Ltd), a joint operation in partnership with Fulton Hogan Industries Pty Ltd.

Citywide completed its net asset purchase of Gordon McKay Pty Ltd and Frontline Electrical Pty Ltd on 1 November 2020, and Ultegra Pty Ltd on 1 April 2021, forming Citywide Utilities Pty Ltd.

Included in the identifiable assets and liabilities acquired at the date of acquisition of Gordon McKay Pty Ltd, Frontline Electrical Pty Ltd and Ultegra Pty Ltd are property, plant and equipment, inventories, trade debtors, trade creditors, customer relationship assets and an organised workforce. Citywide has determined that together the acquired assets and processes significantly contribute to the ability to create revenue. Citywide has concluded that the acquired asset is a business.

The acquisition of Gordon McKay Pty Ltd, Frontline Electrical Pty Ltd and Ultegra Pty Ltd will enable Citywide to grow their service offerings into the Energy and Utilities sector. The acquisitions are consistent with Citywide's strategy which includes growth, both organically and via acquisitions.

The principal activities of Citywide are to meet the contract service needs of local government, other government and private and public sector corporations and the community by providing a comprehensive range of quality, physical services.

Council has 100% voting rights which clearly demonstrate power over investee and the ability to affect the amount of the investor's returns. Council is exposed to variable returns in the form of dividends and tax equivalent payments. A controlling interest is held by Council.

Citywide Service Solutions Pty Ltd	2021	2020
	\$'000	\$'000
Summarised statement of comprehensive income		
Total income	300,746	249,675
Total expenses	294,632	249,450
Surplus/(deficit) for the year	6,114	225
Other comprehensive income and Income tax equivalent expense	(1,995)	6,153
Total comprehensive result	4,119	6,378
Summarised balance sheet		
Current assets	77,026	51,244
Non-current assets	178,800	159,736
Total assets	255,826	210,980
Current liabilities	94,420	63,382
Non-current liabilities	44,142	30,253
Total liabilities	138,562	93,635
Net assets	117,264	117,345
Summarised statement of cash flows		
Net cash provided/(used in) operating activities	15,360	32,858
Net cash provided/(used in) investing activities	(23,615)	(23,392)
Net cash provided/(used in) financing activities	11,947	(7,728)
Net increase / (decrease) in cash and cash equivalents	3,692	1,738

Queen Victoria Market Pty Ltd (100% owned subsidiary of Council)

The principal activities are to ensure that the market maintains and enhances an industry reputation as Australia's foremost leading market, whilst meeting world's best practice standards.

Council has 100% voting rights which clearly demonstrate power over investee and the ability to affect the amount of the investor's returns. Council is exposed to variable returns in the form of dividends and tax equivalent payments. A controlling interest is held by Council.

Summarised financial information

Queen Victoria Market Pty Ltd	2021	2020
	\$'000	\$'000
Summarised statement of comprehensive income		
Total income	17,089	22,754
Total expenses	18,857	22,250
Surplus/(deficit) for the year	(1,768)	504
Other comprehensive income	-	-
Total comprehensive result	(1,768)	504
Summarised balance sheet		
Current assets	4,120	5,545
Non-current assets	6,356	2,863
Total assets	10,476	8,408
Current liabilities	4,639	3,299
Non-current liabilities	4,408	1,930
Total liabilities	9,047	5,229
Net assets	1,429	3,179
Summarised statement of cash flows		
Net cash provided/(used in) operating activities	338	667
Net cash provided/(used in) investing activities	(415)	283
Net cash provided/(used in) financing activities	(183)	(161)
Net increase / (decrease) in cash and cash equivalents	(260)	789

The financial results of QVM for the 2020-21 were positively impacted by the receipt of a grant of \$9.4 million (2019: \$1.9 million) under Council's Quick Response Grants package to enable the market to provide trader rent relief and lease modifications to stall holders.

Enterprise Melbourne Pty Ltd (100% owned subsidiary of Council)

Enterprise Melbourne was established by Council to drive economic development for the City through supporting existing business growth, as well as attracting new local and international investment.

Council has 100% voting rights which clearly demonstrate power over investee and the ability to affect the amount of the investor's returns. Council is exposed financially to the investee as it funds its operations. A controlling interest is held by Council.

Enterprise Melbourne Pty Ltd	2021	2020
	\$'000	\$'000
Summarised statement of comprehensive income		
Total income	-	-
Total expenses	351	331
Surplus/(deficit) for the year	(351)	(331)
Other comprehensive income	-	-
Total comprehensive result	(351)	(331)
Summarised balance sheet		
Current assets	66	89
Non-current assets	-	-
Total assets	66	89
Current liabilities	45	45
Non-current liabilities	-	-
Total liabilities	45	45
Net assets	21	44
Summarised statement of cash flows		
Net cash provided/(used in) operating activities	(351)	(330)
Net cash provided/(used in) investing activities	-	-
Net cash provided/(used in) financing activities	329	336
Net increase / (decrease) in cash and cash equivalents	(22)	6

Enterprise Melbourne Pty Ltd transactions are included in Council's accounts.

b) Associates

Council's investments in associates are accounted for using the cost method of accounting as Council does not have significant influence or control over the associates.

Regent Management Company (50% owned by Council)

- Council and the State Government of Victoria hold an equal 50% share in this entity. Council has 50% voting rights. Both parties collectively control the entity but neither party can direct activities without co-operation of the other. Therefore a significant interest is held but not a controlling interest.
- Regent Management Pty Ltd reported an operating profit of \$378,618 (unaudited) for the year ended 30 June 2021 (2020: operating profit of \$359,838 final – reported as \$258,048 unaudited).
- A revaluation of the Regent Management Company Pty Ltd's assets was undertaken by Charter Keck Cramer for the year ended 30 June 2020, on the basis of the Income Capitalisation Approach. The revaluation increments and decrements were influenced by the Heritage improvements restricting development. The land value has been discounted substantially, acknowledging that the improvements cannot be removed or demolished, as well as the difficulty to redevelop any air rights above the existing roofline or any part of the site. The revaluation resulted in land and buildings being revalued at \$22.3 million as at 30 June 2020 (previous valuation was \$15.0 million). The Income Capitalisation Approach is based on primary valuation method. Council has not adjusted its investment in the Regent Management Company for 2020-21 due to the ongoing economic uncertainty relating to COVID-19.

MAPS Group Ltd (63% owned by Council)

- MAPS Group Ltd (trading as Procurement Australasia) has issued a total of 396,862 fully paid ordinary shares. Council holds 250,000 shares in the Company, being 63 per cent of the issued capital of the Company. Council has approximately 15% of the voting rights (it does not have the ability to direct activities of the entity without the co-operation of the other Councils). Therefore, a significant interest is held but not a controlling interest.
- MAPS Group Ltd reported an operating profit for the year ended 30 September 2020 of \$164,332 compared to a profit of \$1,781,079 for the previous year. The Company paid a dividend for the 30 September 2020 financial year of 7 cents per share. A dividend payment of \$17,500 was received in December 2020 by Council (2019: \$62,500). Net assets are \$10.0 million as at 30 September 2020.

6.3 Investment property

	Consolidated		Council	
	2021 \$'000	2020 \$'000	2021 \$'000	2020 \$'000
Land				
Balance at beginning of financial year	169,444	167,083	169,444	167,083
Additions	-	-	-	-
Disposals	(26,342)	-	(26,342)	-
Fair value adjustments	136	2,361	136	2,361
Balance at end of financial year	143,238	169,444	143,238	169,444
Buildings				
Balance at beginning of financial year	41,478	38,393	41,478	38,393
Additions	-	67	-	67
Fair value adjustments	3,802	3,018	3,802	3,018
Balance at end of financial year	45,280	41,478	45,280	41,478
Total investment properties	188,518	210,922	188,518	210,922

Investment property is held to generate long-term rental yields. Investment property is measured initially at cost, including transaction costs. Costs incurred subsequent to initial acquisition are capitalised when it is probable that future economic benefit in excess of the originally assessed performance of the asset will flow to the Council. Subsequent to initial recognition at cost, investment property is carried at fair value, determined annually by independent and Council employed valuers. Changes to fair value are recorded in the comprehensive income statement in the period that they arise.

Valuation of investment property

Valuation of investment property was undertaken in June 2021. The valuation has been determined in accordance with a valuation by a qualified valuer John O'Leary, Fellow of the Australian Property Institute, (FAPI, Grad Dip (Prop) F.Fin, Certified Practising Valuer, Member No 62206. The valuation is at fair value (refer to Note 8.4), based on the current market value for the property.

The COVID-19 Pandemic has continued to result in significant uncertainty surrounding valuations in Victoria and across Australia. The commercial investment property market has shown some strong resilient results, however, leasing levels remain fragile. Several medium sized sales have occurred in the Melbourne central business district, and outskirts, with only one landmark sale above \$200 million taking place during the year. There continued a trend away from individual title residential apartment development to commercial and/or build-to-rent development, resulting in several transactions of older buildings now planned to be refurbished and upgraded. At the lower end of the market, strata office and retail sales were healthy. Larger retail property struggled and actual store closures has dampened demand for landmark retail assets. Outside of the CBD and fringe there were relatively low volumes of commercial property transactions in all markets.

The current state of emergency, the ongoing physical lockdowns, vaccination rates, and the development in COVID-19 variants provides no certainty regarding the likely period of economic disruption, or indications of timing and pace of recovery in 2021-22. Valuations will be undertaken consistent with policy upon the conclusion of the State of Emergency and lifting of the National Code of Conduct.

Note 7 People and relationships

7.1 Council and key management remuneration

(a) Related parties

Parent entity:

Melbourne City Council is the parent entity.

Subsidiaries and Associates:

Interests in subsidiaries and associates are detailed in Note 6.2.

(b) Key management personnel

Details of persons holding the position of Councillors or other members of key management personnel at any time during the year are:

Councillors	
Lord Mayor Sally Capp	1/7/2020-30/6/2021
Deputy Lord Mayor Nicolas Reece	10/11/2020-30/6/2021 (Councillor 1/7/2020-31/10/2020)
Kevin Louey	1/7/2020-30/6/2021
Rohan Leppert	1/7/2020-30/6/2021
Philip Le Liu	1/7/2020-30/6/2021
Olivia Ball	10/11/2020 - 30/6/2021
Roshena Campbell	10/11/2020 - 30/6/2021
Jason Chang	10/11/2020 - 30/6/2021
Elizabeth Mary Doidge	10/11/2020 - 30/6/2021
Davydd Griffiths	10/11/2020 - 30/6/2021
Jamal Hakim	10/11/2020 - 30/6/2021
Deputy Lord Mayor Arron Wood	1/7/2020-31/10/2020
Cathy Oke	1/7/2020-31/10/2020
Jackie Watts	1/7/2020-31/10/2020
Susan Riley	1/7/2020-31/10/2020
Beverley Pinder-Mortimer	1/7/2020-31/10/2020
Nicolas Frances Gilley	1/7/2020-31/10/2020

Chief Executive Officer and other Key Management Personnel

Position	Name
Chief Executive Officer	Justin Hanney
Deputy Chief Executive Officer	Alison Leighton
General Manager Finance and Corporate (Chief Financial Officer)	Michael Tenace
General Manager Governance and Organisational Development	Keith Williamson
General Manager Community and City Services	Linda Weatherson
General Manager Infrastructure and Design	Joanne Wandel/Roger Teale
General Manager City Economy and Activation	Katrina Mckenzie
General Manager Strategy, Planning and Climate Change	Evan Counsel
Chief Digital Officer and Director Technology and Digital Innovation	Michelle Fitzgerald
Director Strategic Communications	Ashlee Faletic
Director Office of the CEO	Fiona Ward
Total number of Councillors	17
Total Chief Executive Officer and other Key Management Personnel	12
Total number of Key Management Personnel	29

(c) Remuneration of Key Management Personnel

Total remuneration of key management personnel was as follows:

	2021	2020
	\$'000	\$'000
Short-term benefits	3,829	3,977
Post-employment benefits	406	461
Long-term benefits	60	99
Termination benefits	-	174
Total	4,295	4,711

The numbers of key management personnel whose total remuneration from Council fall within the following bands:

	2021	2020
\$10,000 - \$19,999	5	-
\$30,000 - \$39,999	7	-
\$50,000 - \$59,999	3	9
\$70,000 - \$79,999	1	-
\$100,000 - \$109,999	1	2
\$160,000 - \$169,999	-	1
\$170,000 - \$179,999	2	1
\$190,000 - \$199,999	1	1
\$210,000 - \$219,999	1	2
\$230,000 - \$239,999	-	2
\$240,000 - \$249,999	1	-
\$280,000 - \$289,999	1	-
\$290,000 - \$299,999	-	1
\$310,000 - \$319,999	-	1
\$320,000 - \$329,999	1	-
\$330,000 - \$339,999	-	1
\$360,000 - \$369,999	3	2
\$400,000 - \$409,999	-	1
\$420,000 - \$429,999	1	-
\$490,000 - \$499,999	1	1
	29	25
	\$'000	\$'000
Total remuneration for the financial year included above	4,295	4,711

Total remuneration decreased in 2021 following a restructure in 2020. Some Key Management Personnel left in 2020 and were not replaced until 2021.

(d) Senior Officers' remuneration

A Senior Officer is an officer of Council, other than Key Management Personnel, who:

- a) For Council, is an officer who has management responsibilities and reports directly to the Chief Executive; or whose total annual remuneration exceeds \$151,000 (2020: \$151,000); or
- b) For subsidiaries, are the Managing Director, Chief Executive Officers and executives, or whose total annual remuneration exceeds \$151,000 (2020: \$151,000).

The number of Senior Officers is shown below in their relevant income bands:

Income Range	Consolidated		Council	
	2021	2020	2021	2020
\$150,000 - \$159,999	63	18	51	14
\$160,000 - \$169,999	53	32	49	26
\$170,000 - \$179,999	7	60	5	55
\$180,000 - \$189,999	22	15	14	9
\$190,000 - \$199,999	8	14	5	9
\$200,000 - \$209,999	4	8	2	4
\$210,000 - \$219,999	5	6	4	4
\$220,000 - \$229,999	8	9	5	7
\$230,000 - \$239,999	10	6	8	5
\$240,000 - \$249,999	5	2	3	1
\$250,000 - \$259,999	5	4	3	1
\$260,000 - \$269,999	1	3	1	2
\$270,000 - \$279,999	3	2	1	1
\$280,000 - \$289,999	-	1	-	-
\$290,000 - \$299,999	1	-	1	-
\$300,000 - \$309,999	2	2	1	1
\$310,000 - \$319,999	-	2	-	1
\$320,000 - \$329,999	1	1	-	-
\$330,000 - \$339,999	2	-	-	-
\$340,000 - \$349,999	1	1	1	1
\$350,000 - \$359,999	1	-	1	-
\$360,000 - \$369,999	2	-	1	-
\$380,000 - \$389,999	-	1	-	-
\$440,000 - \$449,999	-	1	-	1
\$530,000 - \$539,999	1	-	-	-
\$710,000 - \$719,999	-	1	-	-
	205	189	156	142
	\$'000	\$'000	\$'000	\$'000
Total remuneration for the reporting year for Senior Officers included above, amounted to	38,840	37,472	28,520	26,521

The remuneration threshold for Senior Officers is reviewed each year by the Minister for Local Government. Total employment package for senior officers includes:

- Under an executive contract, taxable salary, superannuation and motor vehicle component
- For award staff, salary, superannuation, leave loading and overtime
- Includes staff with termination/retirement payments

7.2 Related party disclosure

(a) Transactions with related parties

During the year Council entered into related party transactions totalling \$404,626 (2020: \$2000). The nature of the transactions are related to the city's public liability insurance premium (Municipal Association of Victoria), some conference costs, and contractor payments for an acting executive role employed from January 2021 which is included in the Key Management Personnel table at 7.1 c).

(b) Outstanding balances with related parties (key management personnel)

There are no outstanding balances that have been made to key management personnel. There were no matters to report in the previous financial year.

(c) Loans to/from related parties (key management personnel)

There are no loans that have been made to key management personnel. There were no matters to report in the previous financial year.

(d) Commitments to/from related parties (key management personnel)

There are no commitments that have been made to key management personnel. There were no matters to report in the previous financial year.

(e) Wholly-owned Group

Council is the ultimate parent entity in the wholly-owned group. Transactions with the controlled entities, Citywide Service Solutions Pty Ltd and its subsidiaries, Queen Victoria Market Pty Ltd and Enterprise Melbourne Pty Ltd during the financial year are shown below.

All subsidiaries are incorporated and are residents in Australia.

\$'000	Citywide Service Solutions Pty Ltd		Queen Victoria Market Pty Ltd		Enterprise Melbourne Pty Ltd	
	2021	2020	2021	2020	2021	2020
Revenue from subsidiaries	473	464	378	302	-	-
Expenditure to subsidiaries	79,089	57,714	108	202	-	-
Funding to subsidiaries	-	-	9,400	1,900	351	331
Income Tax and Payroll Tax Equivalent payments from subsidiaries	2,950	2,022	-	20	-	-
Dividend payments from subsidiaries	4,200	2,000	-	-	-	-
Owing to subsidiaries	16,609	9,393	6	11	-	-
Owing by subsidiaries	43	-	-	-	-	-

Note 8 Managing uncertainties

8.1 Contingent assets and liabilities

Contingent assets and contingent liabilities are not recognised in the Balance Sheet, but are disclosed and if quantifiable, are measured at nominal value. Contingent assets and liabilities are presented inclusive of GST receivable or payable, respectively.

(a) Contingent assets

Operating lease receivable

The Group's leasing profile comprises of largely crown land for the Council, and property for Citywide, and QVM, including market stalls and standard enclosure rentals. Others in the portfolio include freehold or lease commitments. The Group has a number of leases varying from monthly over holding to short term to long term. The rental amounts are either fixed term, some are annual CPI reviews or market reviews.

Future minimum lease receivables under non-cancellable operating leases are as follows:

	Consolidated		Council	
	2021 \$'000	2020 \$'000	2021 \$'000	2020 \$'000
Not later than one year	9,459	14,747	3,178	2,205
Later than one year and not later than five years	12,240	13,529	9,962	5,776
Later than five years	21,338	29,328	17,591	25,401
	43,037	57,604	30,731	33,382

(b) Contingent liabilities

Superannuation

As shown in Note 9.3, Council and its subsidiaries contribute to two superannuation schemes that may require additional employer contributions depending on the performance of the schemes. Details of the circumstances which may result in the need to make additional contributions are explained in Note 9.3.

Future superannuation contributions

There were no contributions outstanding and no loans issued from or to the above schemes as at 30 June 2021.

Legal matters

As at balance date, there is one award of legal costs against Council regarding planning, with an amount pending that is difficult to estimate.

Building Cladding

As at balance date, there are no formalised estimates that exist in relation to rectification works or other matters in relation to building cladding that may have an adverse impact on Council.

Other contingent liabilities

Due to the nature of its business operations, Council has a number of outstanding insurance claims and associated litigation at balance date of which some may result in legal proceedings to determine liability. At balance date, Council is unable to reliably measure the outcomes of these proceedings.

Liability Mutual Insurance

Council is a participant of the MAV Liability Mutual Insurance (LMI) Scheme. The LMI scheme provides public liability and professional indemnity insurance cover. The LMI scheme states that each participant will remain liable to make further contributions to the scheme in respect of any insurance year in which it was a participant to the extent of its participant's share of any shortfall in the provision set aside in respect of that insurance year, and such liability will continue whether or not the participant remains a participant in future insurance years.

8.2 Change in accounting standards

Certain new Australian Accounting Standards and interpretations have been published that are not mandatory for the 30 June 2021 reporting period. The Group assesses the impact of these new standards. As at 30 June 2021 there were no new accounting standards or interpretations issued by the AASB which are applicable for the year ending 30 June 2022 that are expected to impact the Group.

8.3 Financial instruments

(a) Objectives and policies

The Group's principal financial instruments comprise cash assets, term deposits, receivables (excluding statutory receivables), payables (excluding statutory payables) and bank borrowings. Details of the significant accounting policies and methods adopted, including the criteria for recognition, the basis of measurement and the basis on which income and expenses are recognised, in respect of each class of financial asset, financial liability and equity instrument is disclosed in the notes of the financial statements. Risk management is carried out by senior management under policies approved by the Group. These policies include identification and analysis of the risk exposure to the Group and appropriate procedures, controls and risk minimisation.

(b) Market risk

Market risk is the risk that the fair value or future cash flows of the Group financial instruments will fluctuate because of changes in market prices. The Group's exposure to market risk is primarily through interest rate risk with only insignificant exposure to other price risks and no exposure to foreign currency risk.

Interest rate risk

Interest rate risk refers to the risk that the value of a financial instrument or cash flows associated with the instrument will fluctuate due to changes in market interest rates. The Group's interest rate liability risk arises primarily from long term loans and borrowings at fixed rates which expose the Group to fair value interest rate risk. Cash flow interest rate risk is the risk that the future cash flows of a financial instrument will fluctuate because of changes in market interest rates. The Council and its subsidiaries have minimal exposure to cash flow interest rate risk through its cash and deposits that are at floating rates.

Investment of surplus funds is made with approved financial institutions under the *Local Government Act 1989*. The Group manages interest rate risk by adopting an investment policy that ensures:

- diversification of investment product
- monitoring of return on investment
- benchmarking of returns and comparison with budget.

There has been no significant change in the Group's exposure, or its objectives, policies and processes for managing interest rate risk or the methods used to measure this risk from the previous reporting period.

Interest rate movements have not been sufficiently significant during the year to have an impact on the Group's year end result.

The Group's interest rate liability risk arises from the borrowings of Citywide.

Citywide have borrowing and overdraft facilities which has been arranged with a major Australian bank. Interest rate risk is managed by:

- an ongoing review of borrowing levels, and
- having a limit imposed on the maximum borrowing amount allowed by Council.

(c) Credit risk

Credit risk is the risk that a contracting entity will not complete its obligations under a financial instrument and cause the Group to make a financial loss. The Group has exposure to credit risk on some financial assets included in the consolidated balance sheet. To help manage this risk:

- The Group have a policy for establishing credit limits for the entities it deals with
- The Group may require collateral, where appropriate
- The Group only invest surplus funds with financial institutions which have a recognised credit rating specified in the relevant investment policies.

Receivables consist of a large number of customers, spread across the ratepayer, business and government sectors. Credit risk associated with the Council's financial assets is minimal because the main debtor is secured by a charge over the rateable property.

The Group may also be subject to credit risk for transactions which are not included in the balance sheet, such as when Council and its subsidiaries provide a guarantee for another party. Details of Council's contingent liabilities are disclosed in Note 8.1 (b).

The maximum exposure to credit risk at the reporting date to recognised financial assets is the carrying amount, net of any provisions for impairment of those assets, as disclosed in the balance sheet and notes to the financial statements. Council does not hold any collateral.

(d) Liquidity risk

Liquidity risk includes the risk that, as a result of the Group's operational liquidity requirements it will not have sufficient funds to settle a transaction when required or will be forced to sell a financial asset at below value or may be unable to settle or recover a financial asset.

To help reduce these risks the Group:

- have liquidity policies which targets a minimum and average level of cash and cash equivalents to be maintained
- have readily accessible standby facilities and other funding arrangements in place
- have a liquidity portfolio structure that requires surplus funds to be invested within various bands of liquid instruments
- monitor budget to actual performance on a regular basis
- set limits on borrowings relating to the percentage of loans to rate revenue and percentage of loan principal repayments to rate revenue.

The Group's maximum exposure to liquidity risk is the carrying amounts of financial liabilities as disclosed on the face of the balance sheet and is deemed insignificant based on prior period's data and current assessment of risk.

There has been no significant change in the Group's exposure, or its objectives, policies and processes for managing liquidity risk or the methods used to measure this risk from the previous reporting period.

With the exception of borrowings, all financial liabilities are expected to be settled within normal terms of trade. Details of the maturity profile for borrowings are disclosed at Note 5.4.

Unless otherwise stated, the carrying amounts of financial instruments reflect their fair value.

The Consolidated Entity's exposure to liquidity risk is deemed to be low given Citywide borrowing levels and our current assessment of risk.

Council has a \$75 million floating rate loan facility with ANZ Bank which expired on 30 June 2021, and has been extended for a further two years to 30 June 2023. The interest rate on the ANZ Bank facility is the Bank Bill Interest Rate plus a margin of 0.60% (for relevant interest period less than 3 months) and 0.49% (for relevant interest period equal or greater than 3 months). A line fee of 0.12% is also applicable to the facility. The facility is secured by a charge over the general rates levied by Council. From July to October 2020, total loan amount of \$7.2 million was drawn down for funding of capital projects. This loan amount was fully repaid in November 2020.

With respect to borrowings at Citywide the following should be noted. The bank overdraft facility of \$2.5 million (2020: \$2.5 million) and bank loan facility of \$36.2m (2020: \$36.2m) are secured facilities with a first ranking fixed and floating charge over the net assets of the Group. There were \$18.2 million in bank loans drawn at 30 June 2021 (2020: \$0). Subject to the continuance of satisfactory covenants achievement, the bank facilities may be drawn at any time. The bank facilities may be terminated by the bank if the Group defaults under the loan agreement. The facilities expire on 27 July 2022.

(e) Sensitivity disclosure analysis

Taking into account past performance, future expectations, economic forecasts, and management's knowledge and experience of the financial markets, Council believes that it is 'reasonably possible' to expect that over the next 12 months there may be no movements in the market interest rates (AUD) from the year-end rates of 0.10% (2020: 0.24%).

In the event there are movements in interest rates, it is expected they will not have a material impact on the valuation of the Group's financial assets and liabilities, nor will they have a material impact on the results of the Group's operations.

8.4 Fair value measurement*Fair value hierarchy*

The Group's financial assets and liabilities are not valued in accordance with the fair value hierarchy, the Group's financial assets and liabilities are measured at amortised cost.

The Group measures certain assets and liabilities at fair value where required or permitted by Australian Accounting Standards. AASB 13 Fair value measurement, aims to improve consistency and reduce complexity by providing a definition of fair value and a single source of fair value measurement and disclosure requirements for use across Australian Accounting Standards.

All assets and liabilities for which fair value is measured or disclosed in the financial statements are categorised within a fair value hierarchy, described as follows, based on the lowest level input that is significant to the fair value measurement as a whole:

- Level 1 — Quoted (unadjusted) market prices in active markets for identical assets or liabilities
- Level 2 — Valuation techniques for which the lowest level input that is significant to the fair value measurement is directly or indirectly observable
- Level 3 — Valuation techniques for which the lowest level input that is significant to the fair value measurement is unobservable.

For the purpose of fair value disclosures, the Group has determined classes of assets and liabilities on the basis of the nature, characteristics and risks of the asset or liability and the level of the fair value hierarchy as explained above.

In addition, the Group determines whether transfers have occurred between levels in the hierarchy by re-assessing categorisation (based on the lowest level input that is significant to the fair value measurement as a whole) at the end of each reporting period.

Revaluation

Subsequent to the initial recognition of assets, non-current physical assets, other than plant and equipment, are measured at their fair value, being the amount for which the assets could be exchanged subsequent to initial recognition. At reporting date each year, the Group reviews the carrying value of the individual classes of assets to ensure that each asset materially approximates their fair value. Where the carrying value materially differs from the fair value, the class of assets is revalued.

Fair value valuations are determined in accordance with a valuation hierarchy, changes to which can only occur if an external change in the restrictions or limitations on the use of an asset result in changes to the permissible or practical highest and best use of the asset. Further details of the fair value hierarchy are explained in Note 6 for each class of asset.

In addition, the Group undertake a formal valuation of land, buildings and infrastructure assets annually. The valuations are performed either by experienced Council officers or independent experts engaged by Council and its subsidiaries.

Where assets are revalued, the revaluation increments arising from the valuations are credited directly to the asset revaluation reserve except to the extent that an increment reverses a prior year decrement for that class of asset that had previously been recognised as an expense in which case the increment is recognised as revenue up to the amount of the expense. Revaluation decrements are recognised as an expense except where prior increments have been included in the asset revaluation reserve for that class of asset in which case the decrement is debited to the reserve to the extent of the remaining increments. Within the same class of assets, revaluation increments and decrements within the year are offset.

Impairment of assets

At each reporting date, the Group review the carrying value of its assets to determine whether there is any indication that these assets have been impaired. If such an indication exists, the recoverable amount of the asset, being the higher of the asset's fair value less costs of disposal and value in use, is compared to the assets carrying value. Any excess of the assets carrying value over its recoverable amount is expensed to the comprehensive income statement, unless the asset is carried at the revalued amount in which case, the impairment loss is recognised directly against the revaluation surplus in respect of the same class of asset to the extent that the impairment loss does not exceed the amount in the revaluation surplus for that same class of asset.

8.5 Events occurring after balance date

The state of Victoria entered into its fifth lockdown on the 15th July 2021 which was initially to be for five days, but was extended to 27th July. A sixth lockdown of greater Melbourne commenced on 5th August, which was scheduled to finish on 2nd September, however, this has now been extended to the whole of Victoria, with no revised end date announced. The Stage 4 lockdowns have again affected all recreation and indoor sports centres, community centres, libraries, entertainment and cultural centres, and cafes and restaurants (except for those offering takeaway or food deliveries) across the city and the rest of Victoria. The 2021-22 budget has predicted a deficit for the year, and this will require further updating via quarterly forecasts throughout the year, as the future economic conditions remain uncertain.

The City of Melbourne Enterprise Agreement offer for 2021-22 to 2024-25 is to be put to a vote of Council award staff from 15th September, with a result not due until at least 22nd September. An accrual for pay increases in 2019-20 and 2020-21, has been included in the 2020-21 financial results.

Council entered into a \$100 million agreement with the Victorian State Government for the Melbourne City Recovery Fund (MCRF) in 2020-21, which is a 50/50 joint funding agreement. Expenditure on the funding programs is expected to be completed during 2021-22. Council has entered into an in principle agreement with the State Government of Victoria for the Melbourne City Reactivation Fund (MCRF 2), a \$200 million joint funding (50/50) agreement which is expected to be over two financial years commencing in 2021-22. This program is the next stage in revitalising the Melbourne central business district and surrounding suburbs.

Council subsidiary Citywide has paid down its \$12 million loan in July which was reported as a current liability in its financial statements.

Note 9 Other matters

9.1 Reserves

	Consolidated		Council	
	2021 \$'000	2020 \$'000	2021 \$'000	2020 \$'000
Asset revaluation - property and infrastructure	2,350,656	2,337,715	2,299,951	2,287,010
Other Reserves				
Restricted				
Public Open Space reserve	79,572	63,625	79,572	63,625
Non-Restricted				
Developer Contribution Plan reserve	1,272	1,022	1,272	1,022
Investments revaluation reserve	4,725	4,725	4,725	4,725
Tree compensation reserve	4,021	4,789	4,021	4,789
	2,440,246	2,411,876	2,389,541	2,361,171

(a) Asset revaluation reserve

Consolidated	Balance at beginning of 2020 \$'000	Increment (Decrement) \$'000	Balance at end of 2020 \$'000	Increment (Decrement) \$'000	Balance at end of 2021 \$'000
Property					
Land	1,398,556	110,490	1,509,046	10,915	1,519,961
Buildings	124,812	(691)	124,121	(1,646)	122,475
Infrastructure					
Roads & Laneways	421,419	38,536	459,955	11,026	470,981
Bridges	20,050	3,381	23,431	1,509	24,940
Footpaths and cycleways	109,126	10,229	119,355	(4,393)	114,962
Drainage	34,017	(2,345)	31,672	217	31,889
Parks, open space and streetscapes	6,686	(3,762)	2,924	(2,924)	-
Other infrastructure	74,667	(12,860)	61,807	(1,763)	60,044
Artworks	5,404	-	5,404	-	5,404
	2,194,737	142,978	2,337,715	12,941	2,350,656

Council	Balance at beginning of 2020 \$'000	Increment (Decrement) \$'000	Balance at end of 2020 \$'000	Increment (Decrement) \$'000	Balance at end of 2021 \$'000
Property					
Land	1,358,696	99,646	1,458,382	10,915	1,469,257
Buildings	124,811	(691)	124,120	(1,646)	122,474
Infrastructure					
Roads & Laneways	421,419	38,536	459,955	11,026	470,981
Bridges	20,050	3,381	23,431	1,509	24,940
Footpaths and cycleways	109,126	10,229	119,355	(4,393)	114,962
Drainage	34,017	(2,345)	31,672	217	31,889
Parks, open space and streetscapes	6,686	(3,762)	2,924	(2,924)	-
Other infrastructure	74,667	(12,860)	61,807	(1,763)	60,044
Artworks	5,404	-	5,404	-	5,404
	2,154,876	132,134	2,287,010	12,941	2,299,951

The asset revaluation reserve is used to record the increased (net) value of the Group's assets over time.

(b) Other reserves - Summary

	Consolidated		Council	
	2021 \$'000	2020 \$'000	2021 \$'000	2020 \$'000
Balance at the beginning of the year	74,161	81,553	74,161	81,553
Transfers from accumulated surplus	27,787	51,273	27,787	51,273
Transfers to accumulated surplus	(12,358)	(58,665)	(12,358)	(58,665)
Balance at the end of the financial year	89,590	74,161	89,590	74,161

Other reserves - Reserve for public open space

	Consolidated		Council	
	2021 \$'000	2020 \$'000	2021 \$'000	2020 \$'000
Balance at the beginning of the year	63,625	37,606	63,625	37,606
Transfers from accumulated surplus	27,105	34,511	27,105	34,511
Transfers to accumulated surplus	(11,158)	(8,492)	(11,158)	(8,492)
Balance at the end of the financial year	79,572	63,625	79,572	63,625

Public Open Space reserve is used to transfer contributions from developers to provide for open space within the Municipality pursuant to Section 18A of the Subdivision Act 1988.

Other reserves - Reserve for Developer Contribution Plan

	Consolidated		Council	
	2021 \$'000	2020 \$'000	2021 \$'000	2020 \$'000
Balance at the beginning of the year	1,022	-	1,022	-
Transfers from accumulated surplus	250	1,022	250	1,022
Transfers to accumulated surplus	-	-	-	-
Balance at the end of the financial year	1,272	1,022	1,272	1,022

Other reserves - Investments Revaluation Reserve - Regent Management Pty Ltd

	Consolidated		Council	
	2021 \$'000	2020 \$'000	2021 \$'000	2020 \$'000
Balance at the beginning of the year	4,725	4,725	4,725	4,725
Transfers from investment-non current asset	-	-	-	-
Transfers to investment-non current asset	-	-	-	-
Balance at the end of the financial year	4,725	4,725	4,725	4,725

This revaluation reserve is used to record the increased (or decreased) value of Council's share of Regent Management Pty Ltd assets over time.

Other reserves - Tree Compensation reserve

	Consolidated		Council	
	2021	2020	2021	2020
	\$'000	\$'000	\$'000	\$'000
Balance at the beginning of the year	4,789	4,049	4,789	4,049
Transfers from accumulated surplus	432	740	432	740
Transfers to accumulated surplus	(1,200)	-	(1,200)	-
Balance at the end of the financial year	4,021	4,789	4,021	4,789

Tree compensation reserve is used to fund future tree planting following compensation from developers who remove mature trees within the municipality.

9.2 Reconciliation of cash flow from operating activities to surplus/ (deficit)

	Consolidated		Council	
	2021	2020	2021	2020
	\$'000	\$'000	\$'000	\$'000
Surplus for the year	23,533	69,768	25,889	72,995
Depreciation/amortisation	96,140	94,503	77,543	73,124
Profit/(Loss) on disposal of property, plant and equipment	467	(23,585)	1,114	(23,604)
Fair value adjustments for investment property	(3,939)	(5,378)	(3,939)	(5,378)
Contributions - Non-monetary assets	(490)	-	(490)	-
Work in progress write off	3,117	5,558	3,117	5,558
Lease modifications (QVM)	1,712	-	-	-
Asset reserve revaluation impairment loss	4,298	-	4,298	-
Other	(5,721)	185	(5,209)	(409)
Changes in assets and liabilities in relation to operating activities:				
(Increase)/Decrease in trade and other receivables	(17,442)	9,552	(1,370)	7,937
(Increase)/Decrease in prepayment	516	(1,331)	873	(1,434)
(Increase)/Decrease in accrued income	14,196	(14,422)	4,950	(8,995)
(Decrease)/Increase in trade and other payables	53,819	17,206	52,259	6,405
(Increase) in Inventories	(898)	(151)	-	-
(Decrease)/Increase in provisions	(649)	259	(72)	(33)
(Decrease)/Increase in employee benefits	3,168	(667)	1,251	1,361
(Decrease)/Increase in trust funds and deposits	1,470	3,567	(1,148)	3,582
Net cash provided by/(used in) operating activities	173,297	155,064	159,066	131,109

9.3 Superannuation

Local Authorities Superannuation Fund

The Group makes the majority of its employer superannuation contributions in respect of its employees to the Local Authorities Superannuation Fund (the Fund). This Fund has two categories of membership, accumulation and defined benefit, each of which is funded differently.

Accumulation

The Group makes both employer and employee contributions to The Fund's accumulation category, Vision MySuper/ Vision Super Saver, on a progressive basis. Employer contributions are normally based on a fixed percentage of employee earnings (for the year ended 30 June 2021, this was 9.5% as required under Superannuation Guarantee (SG) legislation).

Defined Benefit

The Group does not use defined benefit accounting for its defined benefit obligations under the Fund's Defined Benefit category. This is because the Fund's Defined Benefit category is a pooled multi-employer sponsored plan.

There is no proportional split of the defined benefit liabilities, assets or costs between the participating employers as the defined benefit obligation is a floating obligation between the participating employers and the only time that the aggregate obligation is allocated to specific employers is when a call is made. As a result, the level of participation of the Group in the Fund cannot be measured as a percentage compared with other participating employers. Therefore, the Fund Actuary is unable to allocate benefit liabilities, assets and costs between employers for the purposes of AASB 119 Employee Benefits.

Funding arrangements

The Group makes employer contributions to the Defined Benefit category of the Fund at rates determined by the Trustee on the advice of the Fund Actuary.

A triennial actuarial review for the Defined Benefit category as at 30 June 2020 was conducted and completed by the due date of 31 December 2020. The vested benefit index (VBI) of the Defined Benefit category of which the Group is a contributing employer was 104.6%. The financial assumptions used to calculate the VBI were:

- Net investment returns 5.6% pa
- Salary inflation 2.5% pa for two years and 2.75% pa thereafter
- Price inflation (CPI) 2.0% pa.

As at 30 June 2021, an interim actuarial investigation is underway as the Fund provides lifetime pensions in the Defined Benefit category. Vision Super has advised that the VBI as at 30 June 2021 was 109.7%. The VBI is to be used as the primary funding indicator. Because the VBI was above 100%, the 30 June 2020 actuarial investigation determined the Defined Benefit category was in a satisfactory financial position and that no change was necessary to the Defined Benefit category's funding arrangements from prior years.

Employer contributions and funding calls

On the basis of the results of the 2020 triennial actuarial investigation conducted by the Fund Actuary, the Group makes employer contributions to the Fund's Defined Benefit category at rates determined by the Fund's Trustee. For the year ended 30 June 2021, this rate was 9.5% of members' salaries (9.5% in 2020). This rate is expected to increase in line with any increases in the SG contribution rate and was reviewed as part of the 30 June 2020 triennial valuation. In addition, the Group reimburses the Fund to cover the excess of the benefits paid as a consequence of retrenchment above the funded resignation or retirement benefit.

In the event that the Fund Actuary determines that there is a shortfall based on the above requirement, the Fund's participating employers (including Council and its subsidiaries) are required to make an employer contribution to cover the shortfall.

The 2020 triennial actuarial investigation surplus amounts

An actuarial investigation is conducted annually for the Defined Benefit category of which the Group is a contributing employer. Generally, a full actuarial investigation is conducted every three years and interim actuarial investigations are conducted for each intervening year. A full investigation was conducted as at 30 June 2020.

The Fund's actuarial investigation identified the following for the Defined Benefit category of which the Group is a contributing employer:

- A VBI surplus (\$100.0 million 2020; \$151.3 million 2019)
- A total service liability surplus (\$200.0 million 2020; \$233.4 million 2019)
- A discounted accrued benefits surplus (\$217.8 million 2020; \$256.7 million 2019)

The VBI surplus means that the market value of the fund's assets supporting the defined benefit obligations exceed the vested benefits that the defined benefit members would have been entitled to if they had all exited on 30 June 2020. The total service liability surplus means that the current value of the assets in the Fund's Defined Benefit category plus expected future contributions exceeds the value of expected future benefits and expenses as at 30 June 2020. The discounted accrued benefit surplus means that the current value of the assets in the Fund's Defined Benefit category exceeds the value of benefits payable in the future but accrued in respect of service to 30 June 2020. The Group was notified of the 30 June 2020 VBI during August 2020 (2019: August 2019).

The 2021 interim actuarial investigation

An interim actuarial investigation is being conducted for the Fund's position as at 30 June 2021 as the Fund provides lifetime pensions in the Defined Benefit category. It is anticipated that this actuarial investigation will be completed by October 2021.

Melbourne City Council Superannuation Sub Plan (CMSSP) Members

A separate plan is operated for Melbourne City Council (the Council) defined benefit members under the Local Authorities Superannuation Fund (the Fund). This separate plan (the CMSSP) is a multi-employer sponsored plan and was closed to new members on 23 December 1993. The majority of the members in the CMSSP are employees of the participating employers that are wholly owned subsidiaries of the Council.

The Group does not use the defined benefit accounting for its defined benefit obligations under the CMSSP at the individual entity level. This is because the CMSSP is a multi-employer sponsored plan.

There is no proportional split of the CMSSP defined benefit liabilities, assets or costs between the participating employers as the CMSSP defined benefit obligation is a floating obligation between the participating employers and the only time that the aggregate CMSSP obligation is allocated to specific employers is when a funding call is made. As a result, the level of participation of the Group in the CMSSP cannot be measured as a percentage compared with other participating employers in the Group's individual entity level financial statements. Therefore, the Fund Actuary is unable to allocate CMSSP benefit liabilities, assets and costs between employers on an individual entity basis for purposes of AASB 119 because of the pooled nature of the CMSSP's defined benefit category.

However, as the majority of the members of the CMSSP are employees of the Group, the surplus or deficit of the CMSSP is recorded in accordance to AASB119 at the consolidated level for reporting purposes.

Funding arrangements

The Group makes employer contributions to the CMSSP at rates determined by the Fund's Trustee on advice of the Fund's Actuary.

The last triennial actuarial investigation was as at 30 June 2020. As at 30 June 2020, the CMSSP's VBI is 136.9%. At 30 June 2021, the Fund Actuary determined the VBI to be 144.7%

The VBI is to be used as the primary funding indicator. Because the VBI was above 100% at 30 June 2020, the Fund Actuary recommended that a contribution holiday apply from no later than 1 July 2021.

Employer contributions and funding calls

On the basis of the results of the most recent full actuarial investigation conducted by the Fund's Actuary as at 30 June 2020, the Group makes employer contributions to the CMSSP at rates determined by the Fund's Trustee. For the year ended 30 June 2021, this rate was 13 per cent of salary for active defined benefit members. From 1 July 2021, this rate was reduced to 0% based on the Fund Actuary's advice. If the VBI reduces to 125%, this rate will be reviewed to determine whether contributions should recommence.

In addition, where the VBI is less than 100%, the Group makes top-up payments to the CMSSP for exiting members equal to the exiting member's benefit payment less the existing member's vested benefit adjusted for the CMSSP's vested benefit index (VBI).

In the event that the Fund Actuary determines that the CMSSP has a shortfall, the CMSSP's participating employers (including the Group) are required to make an employer contribution to cover the shortfall. The methodology used to allocate a shortfall should result in a fair and reasonable apportionment of the shortfall between the participating employers.

The 2020 actuarial investigation surplus amounts

The last actuarial investigation was as at 30 June 2020. This investigation identified the following in the defined benefit category:

- A VBI surplus of \$14.7 million
- A total service liability surplus of \$9.2 million, and
- A discounted accrued benefits surplus of \$11.1 million.

The VBI surplus means that the market value of the CMSSP's assets as at 30 June 2020 supporting its defined benefit obligations exceeded the vested benefits that the defined benefit members would have been entitled to if they had all exited on 30 June 2020. The total service liability surplus means that the current value of the assets in the CMSSP's defined benefit category plus expected future contributions exceeded the value of expected future benefits and expenses as at 30 June 2020. The discounted accrued benefit surplus means that the current value of the assets in the CMSSP's defined benefit category exceeds the value of benefits payable in the future but accrued in respect of service to 30 June 2020.

The 2021 Interim actuarial investigations

The next interim actuarial investigation of the CMSSP's liability for accrued benefits is based on the CMSSP's position as at 30 June 2021. It is anticipated that this actuarial investigation will be completed in September 2021.

AASB 119 Disclosures for CMSSP in the Financial Statements

Melbourne City Council Superannuation Sub Plan	2021	2020
	000's	000's
Asset/(Liability) recognised in Balance Sheet	15,276	13,675
Total amount recognised in Comprehensive Income Statement	2,129	2,842

Note 10 Change In Accounting Policy

Standard / Interpretation	Summary	Applicable for annual reporting periods commencing on	Impact on the City of Melbourne's Financial Statements
AASB 1059 Service Concession Arrangements: Grantors	This Standard addresses the accounting for a service concession arrangement by a grantor that is a public sector entity by prescribing the accounting for the arrangement from the grantor's perspective. The Standard is based on International Public Sector Accounting Standard IPSAS 32 Service Concession Arrangements: Grantor and is informed by AASB Interpretation 12 Service Concession Arrangements, which sets out the accounting for the operator in a public-to-private service concession arrangement. For example, the principles for recognition of a service concession asset are broadly consistent with AASB Interpretation 12.	1 July 2020	Not Applicable
AASB 2018-7 Amendments to Australian Accounting Standards – Definition of Material	The Standard principally amends AASB 101 and AASB 108. The amendments refine the definition of material in AASB 101. The amendments clarify the definition of material and its application by improving the wording and aligning the definition across AASB Standards and other publications. The amendment also includes some supporting requirements in AASB 101 in the definition to give it more prominence and clarifies the explanation accompanying the definition of material.	1 January 2020	The City of Melbourne is yet to assess its full impact however, initial indications are that it will be immaterial.
AASB 2019-1 Amendments to Australian Accounting Standards – References to the Conceptual Framework	This Standard sets out amendments to Australian Accounting Standards, Interpretations and other pronouncements to reflect the issuance of the Conceptual Framework for Financial Reporting (Conceptual Framework) by the AASB. The application of the Conceptual Framework is at present limited to: <ul style="list-style-type: none"> (a) for-profit private sector entities that have public accountability and are required by legislation to comply with Australian Accounting Standards; and (b) other for-profit entities that voluntarily elect to apply the Conceptual Framework, which would permit compliance with Australian Accounting Standards (Tier 1) and International Financial Reporting Standards (IFRS Standards). 	1 January 2020	The City of Melbourne is yet to assess its full impact however, initial indications are that it will be immaterial.

GLOSSARY

Term	Definition
Annual report	The report of Council's operations of the previous financial year.
Budget	The budget of Council prepared for each financial year must include financial statements and other information as prescribed by the <i>Local Government Act 2020</i> .
City of Melbourne	The organisation called the City of Melbourne.
Council Plan	Council's key strategic document that describes the outcomes Council intends to achieve during its four-year term, how it will achieve these outcomes, the resources required, and how it will measure success.
Councillors	The elected representatives of the Council.
Financial report	The financial statements and notes prepared under the Local Government Model Financial Report, Australian Accounting Standards and other applicable standards.
Future Melbourne	The municipality's community plan outlining the community's vision and goals. Informs Council's consideration of its Council Plan.
Goals	The nine Future Melbourne goals adopted by Council (with minor amendments) that guide the City of Melbourne to achieve the community's vision.
Governance and management checklist	A prescribed checklist of policies, plans and documents that councils must report the status of in the report of operations, covering engagement, planning, monitoring, reporting and decision making.
Highlights	Stories about projects delivered during 2020-21 that demonstrate how the City of Melbourne contributes to the achievement of the Council Plan.
Indicators (City of Melbourne)	How the City of Melbourne measures progress towards the desired outcomes of the Council Plan that it is accountable for and can control.
Indicators (Municipal)	How the City of Melbourne measures progress towards the desired outcomes of the Council Plan that it does not control but has some influence, together with other responsible stakeholders and community agents.
Initiatives	Initiatives/projects that contribute to the achievement of the Council Plan and have a focus on the Annual Plan and Budget.
Local Government Performance Reporting Framework	A mandatory system of performance reporting for all Victorian councils that ensures councils are measuring and reporting on their performance in a consistent way to promote transparency and accountability in the local government sector.
Major indicators	The key indicators in the Council Plan that measure progress towards the desired outcomes of the Council Plan.
Major initiatives	The significant initiatives/projects that contribute to the achievement of the Council Plan and have a major focus in the Annual Plan and Budget.
Melbourne	The municipality of Melbourne.

Term	Definition
Municipal Public Health and Wellbeing Plan	Council's key health and wellbeing strategic document that sets priorities to enable people living in the municipality to achieve maximum health and wellbeing. It is integrated with the Council Plan.
Outcomes	What Council seeks to achieve during its term of office. Also known as 'strategic objectives' as prescribed by the <i>Local Government Act 1989</i> and <i>Local Government Act 2020</i> .
Performance statement	Audited results achieved against the prescribed performance indicators and measures (see Local Government Performance Reporting Framework).
Priorities	The areas of work Council intends to focus on for the next four years to achieve its desired outcomes. These are Council's strategies for achieving its objectives within the <i>Local Government Act 1989</i> and <i>Local Government Act 2020</i> .
Report of operations	The report containing the complete set of Local Government Performance Reporting Framework service performance indicators.
The Council	Melbourne City Council comprising the elected officials – the Councillors.





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