

# EMISSIONS REDUCTION PLAN FOR COUNCIL OPERATIONS

2021–2026



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.

## Council Plan 2021-25

The Council Plan 2021-25 sets out our strategic direction and commitment to the community for the next four years. Based on six strategic objectives for our city, this is our detailed plan for our city's revitalisation and considers the needs of all people who access and experience the City of Melbourne municipality. For more information visit [melbourne.vic.gov.au/council-plan](https://melbourne.vic.gov.au/council-plan)



### Climate and biodiversity emergency

Melbourne is a city setting the standard on climate action. Prioritising our environment and taking urgent action to reduce emissions and waste is key to protecting public health, strengthening the economy and creating a city that mitigates and adapts to climate change.

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## Disclaimer

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# EMISSIONS REDUCTION TO DATE

Over the life of the previous Emissions Reduction Plan (2016-21) the City of Melbourne reduced our operational emissions by 76%

## our emissions reduction achievements

Total Solar installation capacity across 26 sites  
**1,044 kW**

Melbourne Fashion Week, Melbourne Music Week and Melbourne Knowledge Week are Australia's first large events certified carbon Neutral



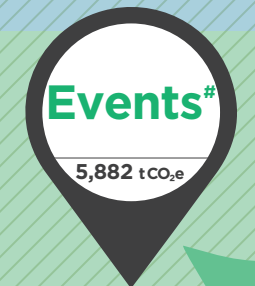
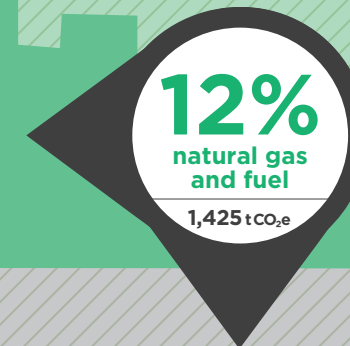
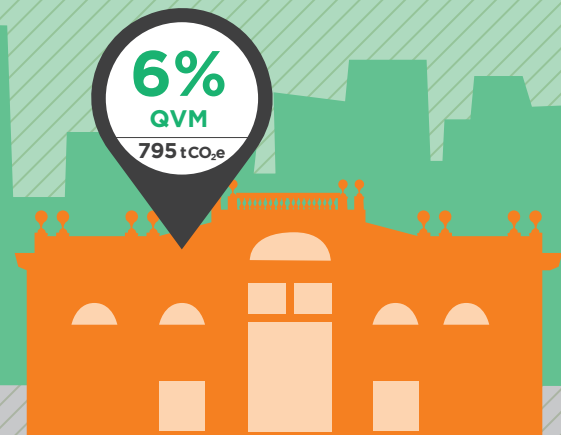
Melbourne Renewable Energy Project (MREP) delivering renewable electricity and reducing yearly carbon emissions by

**9,256 t CO<sub>2</sub>e**

The percentage of City of Melbourne's corporate fleet vehicles which are electric or hybrid

**53%**

## Major sources of greenhouse gas emissions from our organisation



\*99% of our electricity comes from renewable sources and the remainder is attached to non-contestable meters, meaning we unable switch these to our renewable energy provider

#Event carbon emissions sit outside the City of Melbourne corporate reporting boundary. We measure, reduce and report these emissions for full transparency







# EXECUTIVE SUMMARY

This Emissions Reduction Plan for Council Operations sets out our eight priority areas to reduce emissions from our activities between 1 July 2021 and 30 June 2026 and maintain our carbon neutrality. Being carbon neutral means that the net greenhouse gas emissions associated with an organisation's activities are equal to zero.

## Certified carbon neutral organisation

Since 2012 we have been certified as a carbon neutral organisation according to the Australian Government's Climate Active Carbon Neutral Program. Each year, the City of Melbourne measures and publicly reports the emissions generated from our operations. We undertake projects to reduce emissions from our facilities and services, and we purchase high-quality certified carbon offsets to ensure that any remaining emissions are reduced to zero.

## Achievements

The City of Melbourne is a world leading city on climate change. We have worked hard to reduce the greenhouse gas emissions of our operations and have partnered with our community on bold and innovative projects.

We reduced emissions by 76 per cent between 2011-12 and 2019-20, significantly exceeding our 4.5 per cent per annum science-based target. In 2019-20 our total operational emissions were 12,345 tonnes of carbon dioxide equivalent, a 76 per cent reduction from 2011-12 when we generated 52,059 tonnes of carbon dioxide equivalent.

One of our most significant achievements was creating the Melbourne Renewable Energy Project in 2017. It was the first time in Australia that a group of local governments, cultural institutions, universities and corporations collectively purchased renewable energy from a newly-built windfarm. As a result, we now power our buildings with 100 per cent renewable electricity and have eliminated emissions from electricity use.

## Climate and Biodiversity Emergency

The City of Melbourne declared a Climate and Biodiversity Emergency in 2019 and in February 2020 presented the Climate and Biodiversity Emergency (CBE) Response. The CBE Response provides the framework needed to drive our emissions reduction efforts forward for the next 10 years.

Our new and ambitious commitments include to:

- Achieve Net Zero Emissions by 2040 for the entire municipality.
- Transition Council operations from fossil fuels by 2030.
- Embed climate change and biodiversity action in Council processes, programs and design and construction of assets.

The CBE Response commits us to eliminate natural gas consumption from our top ten gas-consuming buildings over the next ten years. As a result, the historic Melbourne Town Hall, the iconic City Baths and even the award-winning, highly efficient Council House Two will all go gas-free.

In developing this Emissions Reduction Plan, we have broadened the scope and extended our leadership role as a low-emissions organisation. For example, we have added events and embodied emissions as additional sources to demonstrate leading innovative carbon management practices.

## Eight key priorities

This Plan describes the actions we will take to reduce emissions from 1 July 2021 to 30 June 2026 in eight areas:

1. Carbon Neutral Events
2. Zero carbon for our buildings
3. Measure and minimise embodied carbon in design and construction
4. Carbon neutral goods and services
5. Zero carbon corporate transport
6. Towards Zero Waste for council operations
7. Low emissions subsidiaries
8. Tell City of Melbourne's Climate Change Story

The emissions of our organisation are less than one per cent of municipality-wide emissions, so to achieve Net Zero Emissions by 2040, we need other organisations to reduce their emissions.

The Emissions Reduction Plan includes an implementation plan. It identifies 72 detailed actions and our delivery timeframe to 2026. In the implementation plan, we categorise each activity as to whether it directly reduces our carbon emissions, influences others to act or innovates by measuring a new emissions source.

# ACHIEVEMENTS

The City of Melbourne has a proud history of acting on climate change. We have led the way by reducing greenhouse gas emissions and ensuring our buildings and operations are carbon neutral.

We have been certified as a carbon neutral organisation since 2012, according to the Australian Government’s Climate Active Carbon Neutral Program. As of 2019–20, we achieved a 76 per cent reduction in emissions in just eight years, from our baseline year of 2011–12.

One of our most significant achievements was creating the Melbourne Renewable Energy Project in 2017. It was the first time in Australia that a group of local governments, cultural institutions, universities and corporations collectively purchased renewable energy from a newly built facility. The project supported the construction of a 39-turbine windfarm at Crowlands in regional Victoria. The windfarm now supplies energy to power town halls, bank branches, commercial buildings universities and streetlights across Melbourne, enabling us to power our buildings with 100 per cent renewable electricity.

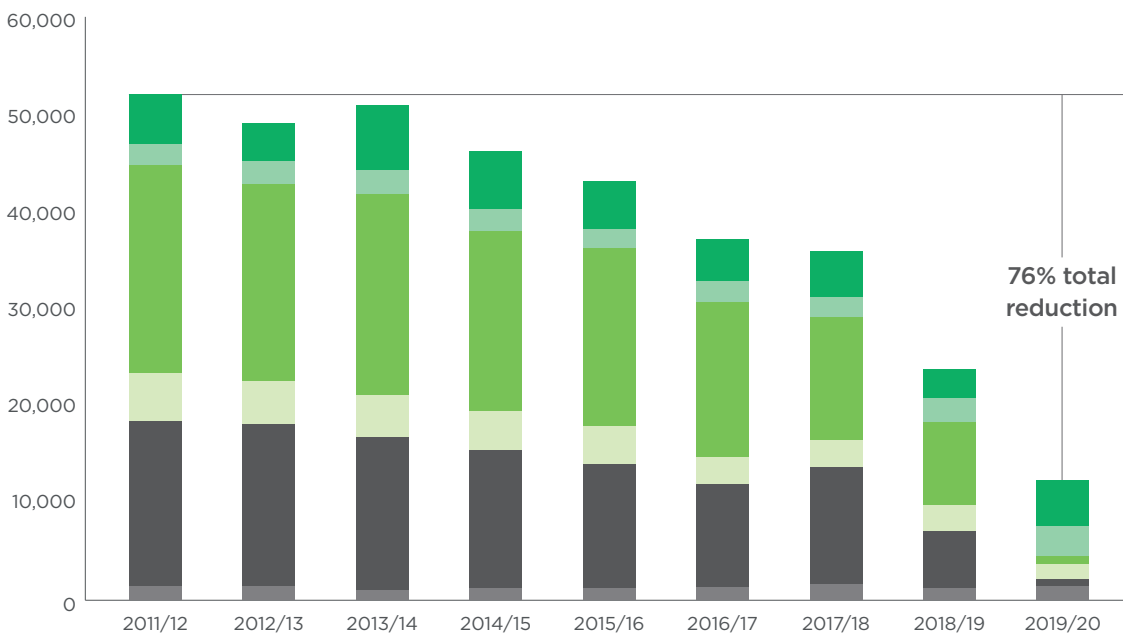
## Highlights

- Reducing emissions by 76 per cent between 2011–12 and 2019–20, significantly exceeding the 4.5 per cent per annum science-based target.

- Purchasing 100 per cent renewable energy through the Melbourne Renewable Energy Project, eliminating emissions from electricity use.
- Being certified carbon neutral for our operations every year since 2012.
- Investing more than \$17 million in energy efficiency and renewable energy projects.
- Upgrading 11,816 streetlights to energy efficient LED lamps.
- Installing 2268 solar PV across 26 sites, generating nearly a megawatt in electricity annually.
- Maintaining carbon neutrality for major public events including Melbourne Fashion Week, Melbourne Music Week and Melbourne Knowledge Week.
- Enabling four major contractors to provide carbon offset services.
- Introducing 28 hybrid and fully electric vehicles (53 per cent of the fleet).
- Planting 3000 trees a year to grow our urban forest, with more than 22,000 trees planted since 2012.
- Investing \$40 million in stormwater harvesting and water sensitive design, capturing and reusing around 180,000 kilolitres of water per year.

## City of Melbourne Organisational Emissions over time

Figure 1: Council emissions reduction 2011–2020



### Key

- Supply Chain
- Citywide
- Queen Victoria Market
- Waste
- Electricity
- Natural Gas and Fuel



# CURRENT EMISSIONS

In 2019-20 the City of Melbourne's total operational emissions were 12,345 tonnes of carbon dioxide equivalent, a 76 per cent reduction from 2011-12 when we generated 52,059 tonnes of carbon dioxide equivalent.

The emissions from energy use in our buildings have significantly decreased since we began powering them from 100% renewable energy. As a result, we have switched focus to our gas and fuel consumption which accounts for 12 per cent of our emissions, and our supply chain, which accounts for 38 per cent. Our supply chain includes services delivered within local government operations, such as managing recreation facilities, parks and gardens.

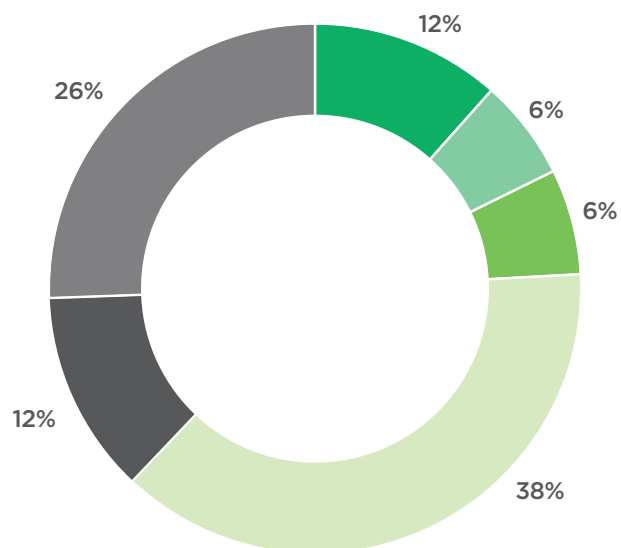
Our buildings and many aquatic facilities consume natural gas while our corporate fleet still uses fuel. These are some of the new priorities of the Emissions Reduction Plan. Waste continues to be a significant source of emissions for the City of Melbourne, contributing 12 per cent of our total emissions.

The City of Melbourne has been successful in reducing its operational emissions over the last five years. However, this has increased the proportional emissions generated by our wholly-owned subsidiaries Queen Victoria Market and Citywide. Together they account for a third of our emissions and represent significant emissions reduction opportunities.

The services provided by Citywide contributed 26 per cent to total emissions. The majority of Citywide's emissions were generated by diesel use to collect waste and other services. We are committed to working with Citywide to reduce these emissions as electric vehicles become more affordable and widely used.

2019/20 Emissions (t/CO2-e)

Figure 2: City of Melbourne organisational emissions 2019-2020



**Key**

- Natural Gas & Fuel
- Electricity
- Queen Victoria Market
- Supply Chain
- Waste
- Citywide



# EMISSIONS REDUCTION TARGET

Our successful Emissions Reduction Plan 2016–21 focussed primarily on the actions with the highest emissions reduction impact. We aimed to achieve the science-based emissions reduction target of 4.5 per cent per year (from our 2011–12 baseline) and align to the 2015 Paris Climate Change Agreement to limit global temperature rise to under 1.5°C.

**We far exceeded our target, reducing emissions reduced by 76 per cent in just eight years.**

Throughout the plan’s implementation, the organisation’s ambition and capability have expanded considerably. In developing this Emissions Reduction Plan, we have broadened the scope and extended our leadership role as a low-emissions organisation.

The City of Melbourne’s Climate and Biodiversity Emergency Response provides the high level ambition to drive down our emissions over the next 10 years.

Our new and ambitious commitments include to:

- Achieve Net Zero Emissions by 2040 for the entire municipality.
- Transition Council operations from fossil fuels by 2030.
- Embed climate change and biodiversity action in Council processes, programs and design and construction of assets.

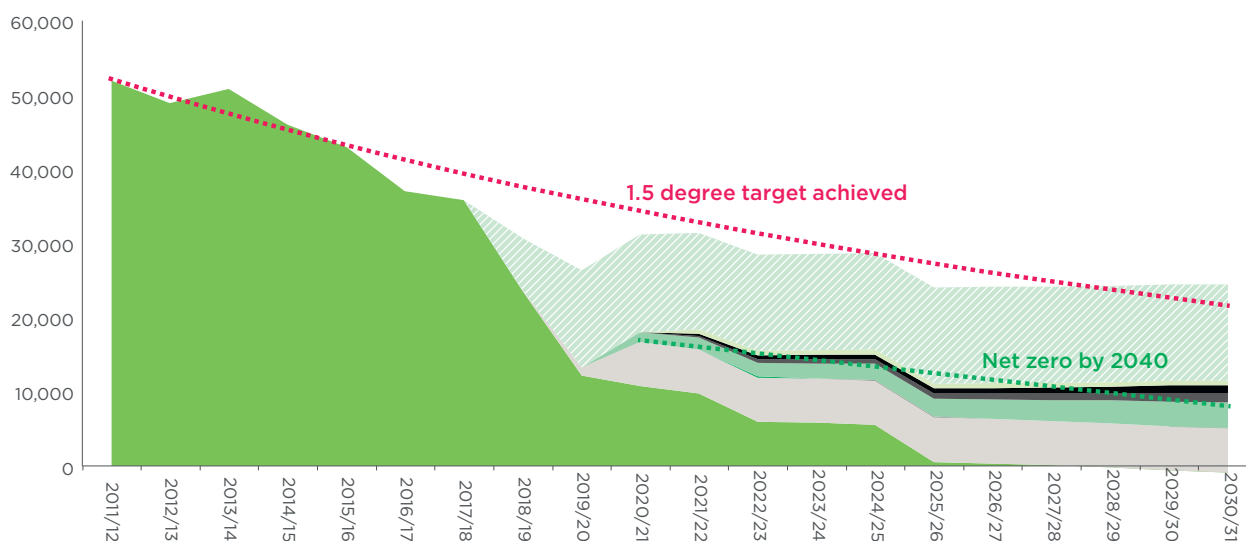
## Gas-free operations and a carbon neutral supply chain

Our response to the Climate and Biodiversity Emergency in 2019 committed us to eliminate our natural gas consumption all together. We will begin by upgrading our top ten gas-consuming buildings over the next ten years to gas-free technology. As a result, the historic Melbourne Town Hall, the iconic City Baths and even the award-winning, highly efficient Council House Two will all go gas-free.

It also committed us to a carbon neutral supply chain. Greenhouse gas emissions associated with goods and services we purchased were 38 per cent of our total emissions in 2019–20. We will work with our suppliers to achieve carbon neutral goods and services across all outsourced services, purchasing and procurement.

## Emissions Reduction Pathway 2011 - 2030

Figure 3: Our emissions reduction pathway 2011–30



- Key**
- Net emissions (offset)
  - Reducing emissions from waste
  - Carbon neutral goods and services
  - Zero carbon for our buildings
  - Melbourne Renewable Energy Project
  - 2. Carbon Neutral Events
  - Zero carbon corporate transport
  - Zero carbon for our buildings
  - 1. Telling our Climate Change Story
  - 2040 Target
  - Science based target (1.5c) - est



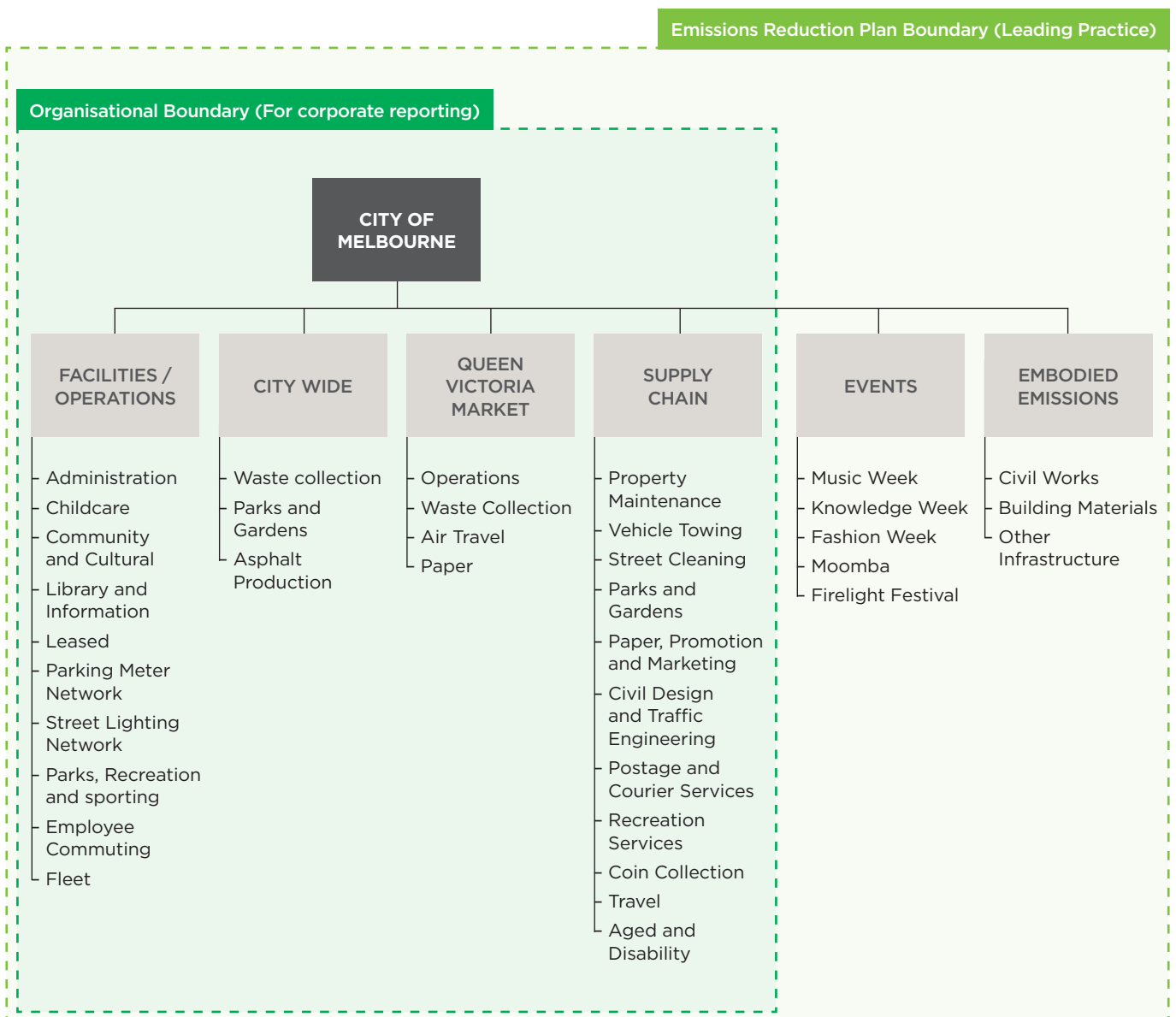
# EXPANDED SCOPE OF THE EMISSIONS REDUCTION PLAN

The Australian Government’s Climate Active Carbon Neutral Program requires us to report on emissions from facilities, operations, waste, parks and gardens, Queen Victoria Market, and our supply chain – see Figure 4 below.

Major events are responsible for the most emissions sources in our inventory. We estimate that the five most significant events account for 5882 tonnes of carbon emissions – see Figure 5.

However, we recognise some emissions sources offer opportunities for emissions reduction, although we are not required to report on them. For example, we have added events and embodied emissions as additional sources to demonstrate leading innovative carbon management practices. Both new areas account for considerable carbon emissions and are priorities of the Emissions Reduction Plan.

Figure 4: Organisational boundary for City of Melbourne’s carbon inventory



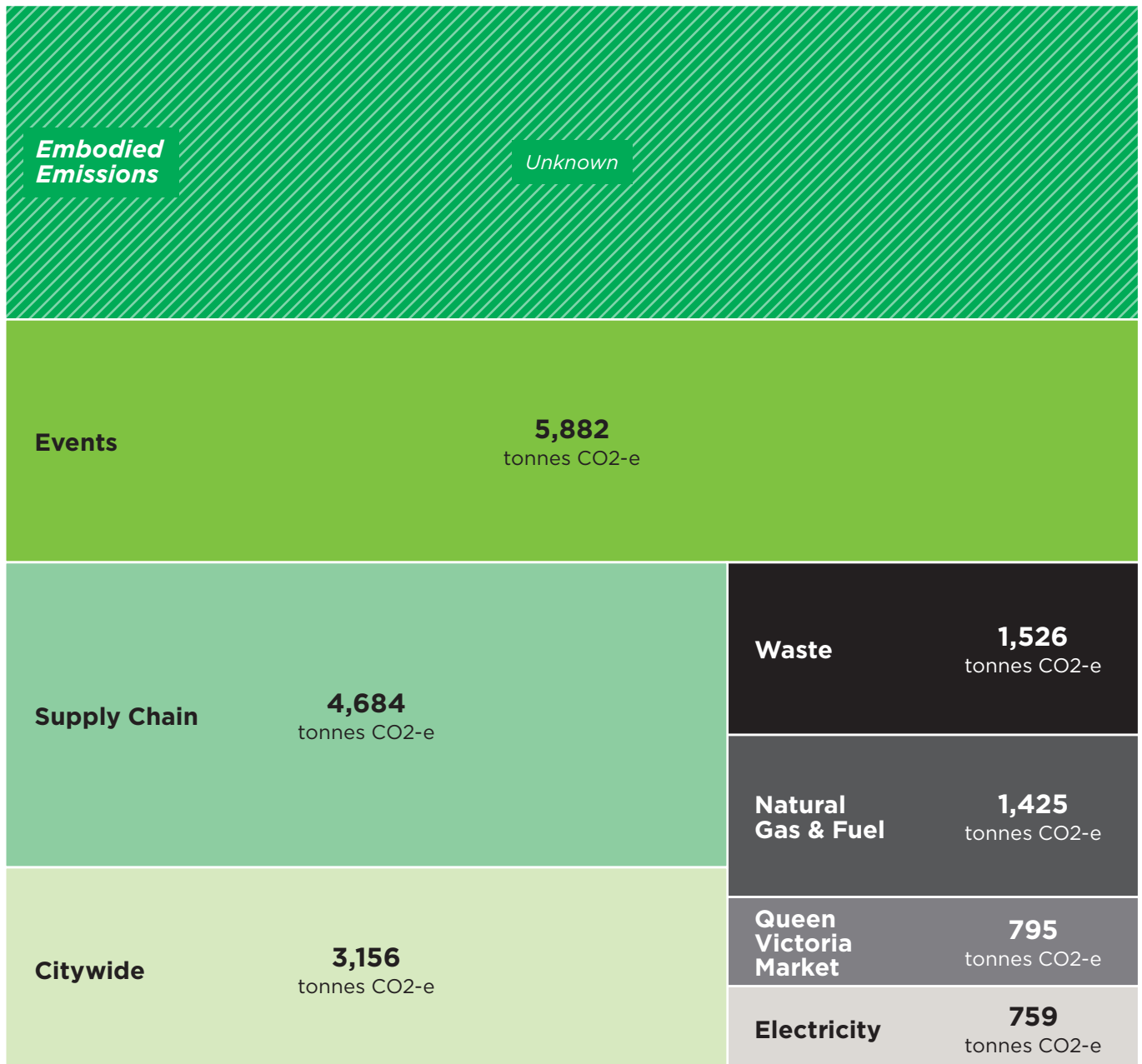
## Embodied Emissions

For the past three years, we have been working to make some of our large-scale events carbon neutral, and more recently, we have turned our attention to the embodied carbon in construction projects. Managing the embodied carbon in construction materials is a reasonably new

concept to the broader construction sector. Across the five years of the Emissions Reduction Plan, we aim to develop an understanding of our embodied carbon impacts, begin implementing reduction strategies and share what we learn with our community.

### City of Melbourne whole of organisation emissions – 2019/20

Figure 5: City of Melbourne whole-of-organisation emissions 2019/20





# OUR COMMITMENT TO CARBON NEUTRALITY

Being carbon neutral means that the net greenhouse gas emissions associated with an organisation's activities are equal to zero.

Since 2012 we have been certified as a carbon neutral organisation according to the Australian Government's Climate Active Carbon Neutral Program.

This Emissions Reduction Plan summarises the City of Melbourne's actions to reduce operational emissions between 1 July 2021 and 30 June 2026.

The emissions of our organisation are less than one per cent of municipality-wide emissions. However, to achieve Net Zero Emissions by 2040 for the municipality, we need other organisations to also reduce their emissions.

By sharing the approach we are taking to reduce emissions at the City of Melbourne, we would like to encourage other cities, businesses, and organisations to become carbon neutral.

## Climate Active certification (formerly the National Carbon Offset Standard)

To become carbon neutral, businesses and organisations calculate the greenhouse gas emissions generated by their activity, such as fuel, electricity use and travel. Then, they reduce these emissions as much as possible by investing in new technology or changing the way they operate. Finally, any remaining emissions can be 'cancelled out' by purchasing carbon offsets.

Carbon offset units are generated from activities that prevent, reduce, or remove greenhouse gas emissions from being released into the atmosphere. When the offsets purchased by an organisation equal the emissions produced, they are carbon neutral.

Climate Active certification is awarded to businesses and organisations that have credibly reached a state of achieving net zero emissions, otherwise known as carbon neutrality. This means that the activities associated with running a business or producing a particular product have no net negative impact on the climate (<https://www.climateactive.org.au/>).

## Carbon neutral decision-making principles

We incorporate three essential principles into maintaining carbon neutrality:

1. Compliance with the Climate Active Carbon Neutral Standard is considered the Australian Standard for achieving and claiming carbon neutrality for an organisation or product.
2. Aboriginal owned offset providers and nature based offsets: we support aboriginal businesses through our offset procurement and we favour nature-based offsets which draw carbon from the atmosphere and improve conditions for biodiversity.
3. Timeliness: we became a certified carbon neutral organisation in 2012 and have since maintained carbon neutral certification without compromising cost-effectiveness or quality.

We also apply the following principles so that our projects are practical, transparent, cost-effective, positively impact biodiversity, and engage our supply chain.

4. Certainty in emissions reduction: we will prioritise investing in activities and offsets that deliver a high level of confidence in the resulting emissions reductions.
5. Transparency: we will be transparent to stakeholders about our emissions impact, how we reduce that impact and all associated decision-making processes and assumptions.
6. Cost-effectiveness: we will prioritise actions that achieve the most significant emissions reduction at the lowest cost.
7. Leadership by example: we will seek to deliver an approach to carbon neutrality that demonstrates leadership to the Melbourne community.
8. Biodiversity: we will prioritise actions that positive impact biodiversity in Melbourne, Australia and overseas.
9. Transparency of suppliers: The City of Melbourne will encourage our suppliers to be transparent about the impacts of their emissions, what actions they take to minimise their effects and their associated decision-making processes and assumptions.

# OUR EIGHT PRIORITIES





# 1. CARBON NEUTRAL EVENTS



Melbourne's liveability, thriving culture and environmental sustainability are a source of community pride. Since 2012 the historic Melbourne Town Hall, City Baths, Queen Victoria Market and the community facilities and services provided by the City of Melbourne have been carbon neutral.

Melbourne is well known for its annual festivals such as Moomba, Melbourne Music Week, Melbourne Fashion Week and New Year's Eve. Together, these events attract hundreds of thousands of patrons and visitors from interstate and overseas. With this activity comes carbon emissions and an excellent opportunity to engage attendees in conversations about their environmental impact.

In 2018–19 Melbourne achieved the country's first-ever certified carbon neutral events portfolio. Melbourne Fashion Week, Melbourne Music Week, and Melbourne Knowledge Week were certified carbon neutral under the Australian Government's carbon neutral standard for events. We followed this up by doing the same the very next year and have committed to continue certifying our major events carbon neutral into the future. We have committed to adding more and more events into our carbon-neutral portfolio and influencing the hundreds of businesses, contractors, partners, and sponsors to understand better and reduce their carbon emissions.

The City of Melbourne also sponsors scores of events every year through our Event Partnership Program. We support everything from small community festivals to sizeable international sporting events. We want the lessons we have learnt in making our own events carbon neutral to filter into how we help our sponsored events understand their environmental impact. We will continue to reduce the impact of our events and engage the broader events industry in Melbourne to follow our lead.

## Actions over the next five years:

1. Achieve Climate Active carbon neutral certification for major events.
2. Communicate Sustainability to event attendees and encourage them to take personal action.
3. Work internally and with suppliers and event partners to achieve and maintain a low carbon, zero waste sustainable supply chain.
4. Lead by example and share what we learn.

## 2. ZERO CARBON FOR OUR BUILDINGS

Melbourne's most recognised landmarks are also some of the most significant users of energy. The good news is that lighting, heating, and cooling technology is becoming more efficient each year. In many cases, we can install renewable energy to reduce the emissions generated by these buildings.

Over the last five years, the City of Melbourne has switched all its electricity use to renewable energy through the Melbourne Renewable Energy Project. We have installed solar panels on many of the rooftops of buildings we own.

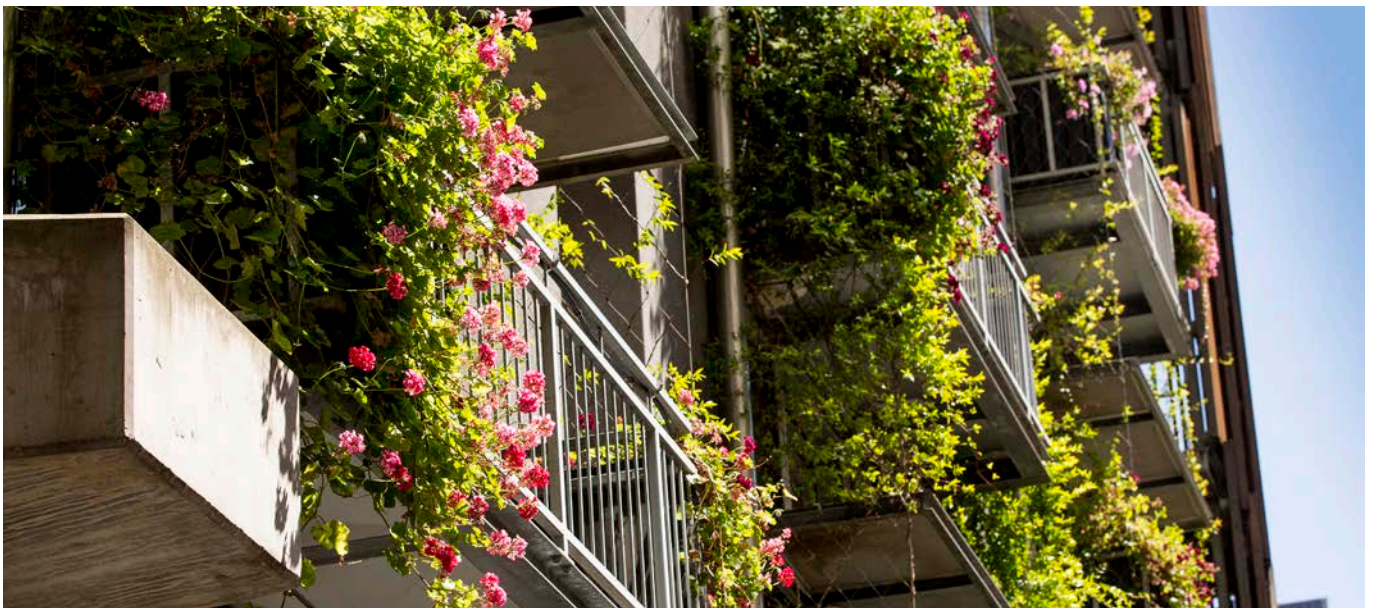
The extraction and combustion of natural gas create carbon emissions and negatively impact land and waterways. The next big challenge is to make all our buildings operate on zero fossil fuels. We need to eliminate our use of natural gas and completely 'electrify' building operations, so they are 100 per cent-renewable-energy run.

Our CBE Response commits the City of Melbourne to eliminate the consumption of natural gas in its buildings over the next ten years. As a result, the historic Melbourne Town Hall, the iconic City Baths and even the award-winning, highly efficient Council House Two will all go gas-free.

We will continue the excellent work done in the last five years by ensuring that other building efficiency projects are data-driven through our Building Management Systems Strategy and setting a minimum performance standard across our major building assets.

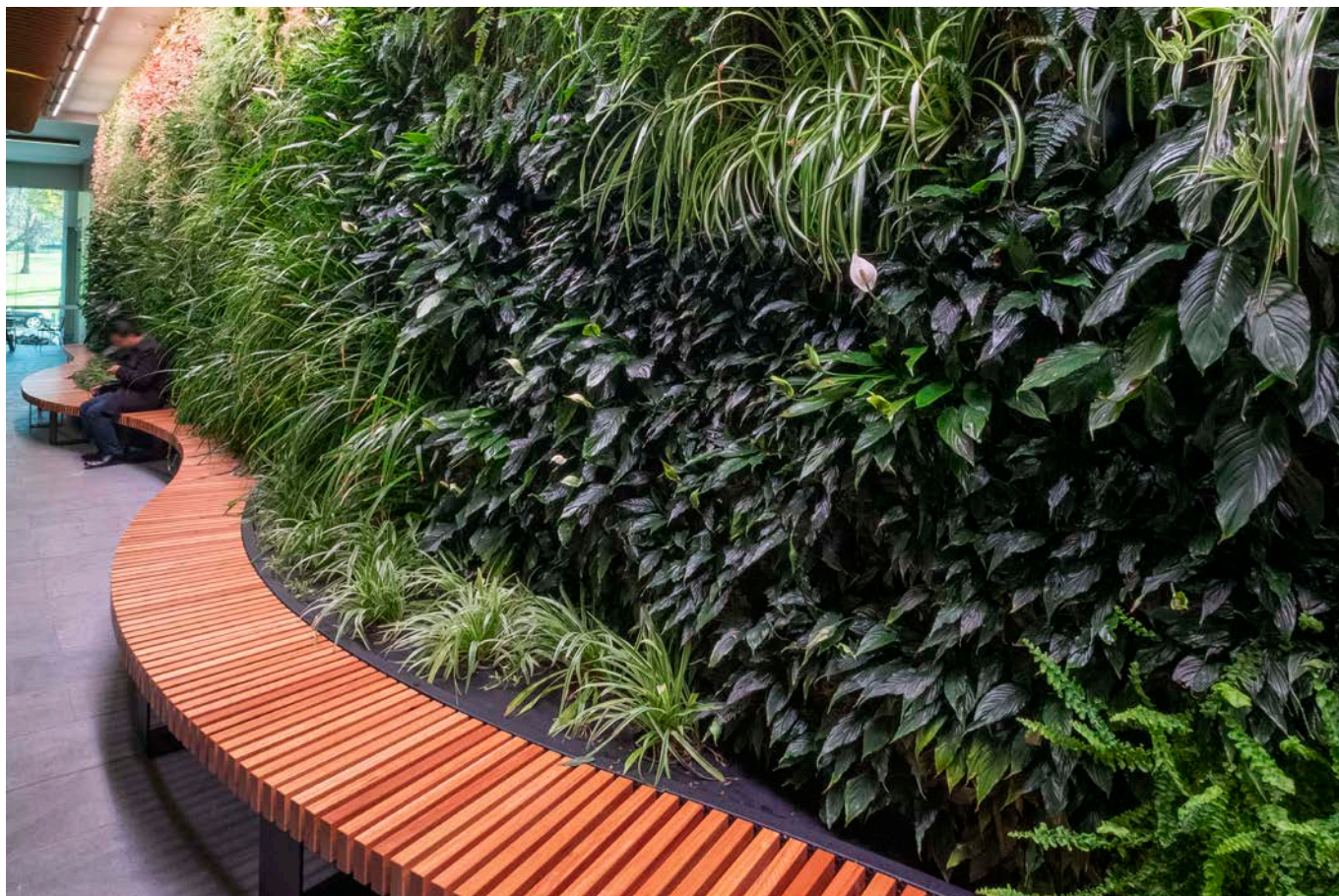
### Actions over the next five years:

1. Transition council operations from fossil fuel energy by switching buildings from natural gas to electric and carbon-free operations.
2. Drive improved energy efficiency across asset portfolio through improved data gathering and building analytics in line with Building Management Systems Strategy.
3. Encourage emission reduction actions in our facilities by providing the proper infrastructure and information to guide the behaviour of staff and patrons
4. Collect data from maintenance and cleaning contracts to measure and report emissions and require contractors to implement emissions reduction initiatives





### 3. MEASURE AND MINIMISE EMBODIED CARBON IN DESIGN AND CONSTRUCTION



The ERP 2016-21 looked only at our operational emissions. However, we are now beginning to look at the whole-of-life impacts of a project or product.

There are significant carbon emissions associated with the production of materials. For example, creating steel involves mining, refining, smelting, and various transport routes during production. Each of these stages produces carbon emissions.

We call these 'embodied emissions' as they are the emissions embodied by the product before it comes into our possession. Often these emissions go unseen and unaccounted for, but increasingly organisations, especially in the construction sector, are beginning to take responsibility for the emissions created in the lifecycle of various materials.

The City of Melbourne commits a significant budget to capital or infrastructure works every year. In 2021-22 alone, the budget for these works is more than 244 million dollars. Through the period of this five-year Emissions Reduction Plan, the City of Melbourne is committed to better understanding the embodied emissions in our infrastructure projects and assessing alternative materials which might reduce these emissions.

#### Actions over the next five years:

1. Prioritise low emissions criteria for new buildings.
2. Minimise embodied emissions and maximise circular design principles in design and construction.
3. Leverage contracting to deliver optimal low carbon outcomes.

## 4. CARBON NEUTRAL GOODS AND SERVICES

Greenhouse gas emissions associated with goods and services we purchased were 4684 tonnes of carbon dioxide equivalent or 38 per cent of our total emissions in 2019-20. Most of these emissions are produced by outsourced services rather than the supply of products.

Each year we request suppliers to calculate their emissions from energy use, transport fuel, waste and any other activities generating a large amount of emissions. These are included in our emissions inventory as scope 3 emissions (indirect emissions) and reported according to the Climate Active Carbon Neutral Standard for Organisations. As a result, we include the activities of our supply chain in the scope of this plan.

Throughout the last five years of working with our supply chain on emissions reduction, we have received voluntary contributions from several suppliers to entirely offset the emissions associated with their contract with the City of Melbourne.

To increase the number of significant contracts with carbon neutral services, we need to consider the impact of emissions across the decision-making life cycle of purchasing and procurement. This life cycle includes the category management plans, tender documentation, key performance indicators and contract management and reporting.

The Sustainable Procurement Working Group identifies contracts nearing renewal or tender stages. We can work closely with category and contract managers to optimise the right sustainable outcome for each contract.

### Actions over the next five years:

1. Continue to measure and report emissions from significant supply categories and require contractors to report any large sources of emissions from sub-contractors.
2. Improve processes and frameworks to achieve emissions reductions in our supply chain and communicate expectations for carbon neutral goods and services in the procurement policy, tenders, and related documents.
3. Engage suppliers to increase awareness of the City of Melbourne's emission reduction objectives, expectations, and pathways to carbon neutrality.
4. Build capacity of category managers and contract managers in critical concepts relating to carbon neutrality to evaluate, negotiate and manage carbon neutral services.



# 5. ZERO CARBON CORPORATE TRANSPORT

Transport fuels for our corporate fleet contribute 4 per cent of our organisation's total emissions. Our staff regularly travel by walking, cycling and using public transport and electric bicycles to avoid emissions from vehicles. We offset the emissions from any work-related air travel. The staff members responsible for enforcing local laws – our on-street compliance team – have pioneered the use of bicycle transport in their roles.

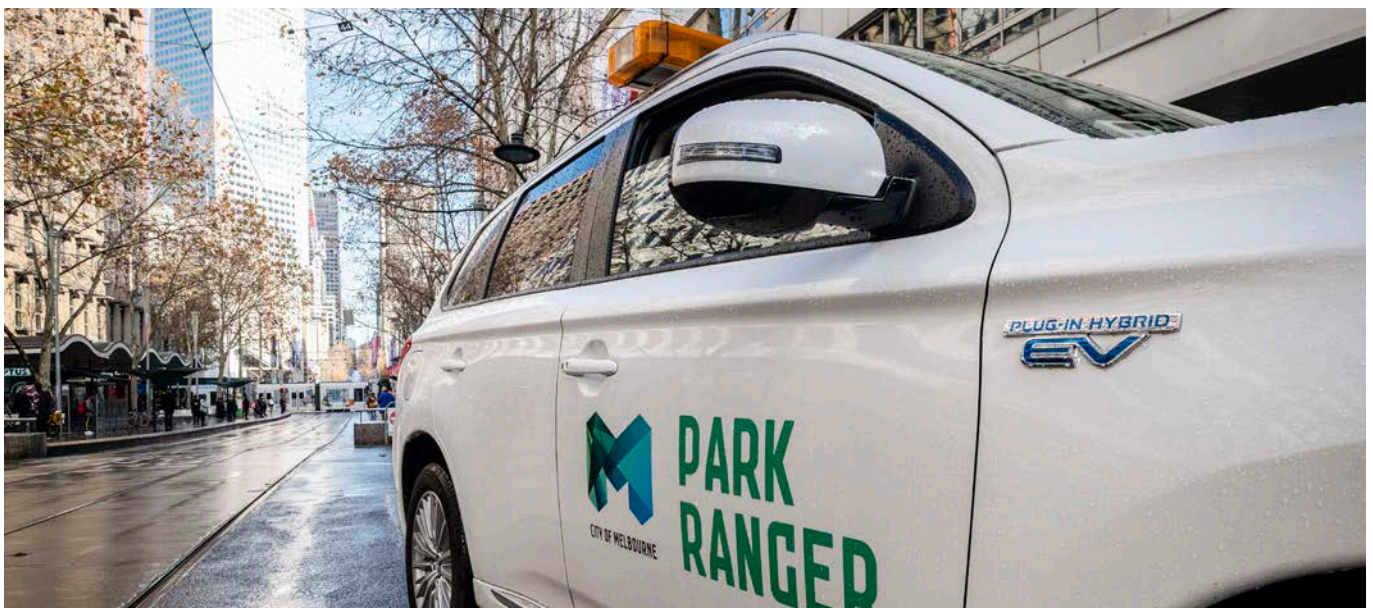
As of 2021, our corporate vehicle fleet comprises 53 per cent fully electric vehicles or plug-in hybrid electric vehicles. We have set an ambitious goal of reaching a 100 per cent fully electric fleet by 2025 as part of our accelerated action response to the climate and biodiversity emergency. In the meantime, we maintain carbon neutrality for our vehicle fleet in several ways.

For example, our fleet's electricity is renewable, and any remaining fuel use is measured and offset annually. We are also exploring using other new zero-emission technology models such as hydrogen fuel cell vehicles. These vehicles operate similarly to petrol fuel vehicles but without greenhouse emissions. Hydrogen is not a fossil fuel because it is generated by applying electricity to water molecules. When renewable energy powers the electricity used for this process, the hydrogen generated does not contribute to carbon dioxide emissions. Therefore both electric vehicles and hydrogen fuel cell vehicles can be zero-emissions technology.

We are also committed to reducing the fuel used in our supply chain. By far, the most significant proportion of vehicle emissions comes from the trucks that collect waste and other vehicles to maintain parks and gardens. Vehicle towing and street cleaning services also contribute significant vehicle emissions. These services are not directly delivered by our organisation but through contracted suppliers and Citywide, a subsidiary company of the City of Melbourne. We will gradually increase the adoption of low emission and zero-emission vehicles through the management of these supply contracts.

## Actions over the next five years:

1. Ensure vehicle leasing and purchase arrangements support efforts to increase vehicles that use zero carbon technology.
2. Design car park charging facilities for the projected increase in electric vehicles.
3. Continue to survey and report transport fuel use and require transparent reporting of transport-related emissions from suppliers and contractors.





## 6. TOWARDS ZERO WASTE FOR COUNCIL OPERATIONS



The waste generated by the City of Melbourne's operations includes waste from our offices and public facilities, including community buildings, parks and gardens. Residential waste collection is included in the scope of the Emissions Reduction Plan because it is under the City of Melbourne's operational control through supply contracts.

However, the residential waste itself is the responsibility of householders and therefore not included in our operations. The collection of garbage by trucks is a large contributor to our transport emissions.

Our Waste and Resource Recovery Strategy addresses the emissions generated by waste across the municipality. The Strategy includes waste avoidance campaigns, recycling programs and the diversion of organic waste from landfill. We do not own or operate any landfills. However, waste from our facilities goes to recycling stations and landfills outside the municipality. Our operational emissions inventory includes the indirect emissions associated with recycling and landfills for the waste collected at our facilities.

### Actions over the next five years:

1. Deliver operation waste targets and event waste targets set out in the Waste and Resource Recovery Strategy 2030.
2. Improve data collection and reporting systems for operational waste.
3. Expand resource recovery and waste minimisation at City of Melbourne facilities.
4. Support contractors to reduce emissions associated with waste collection services.



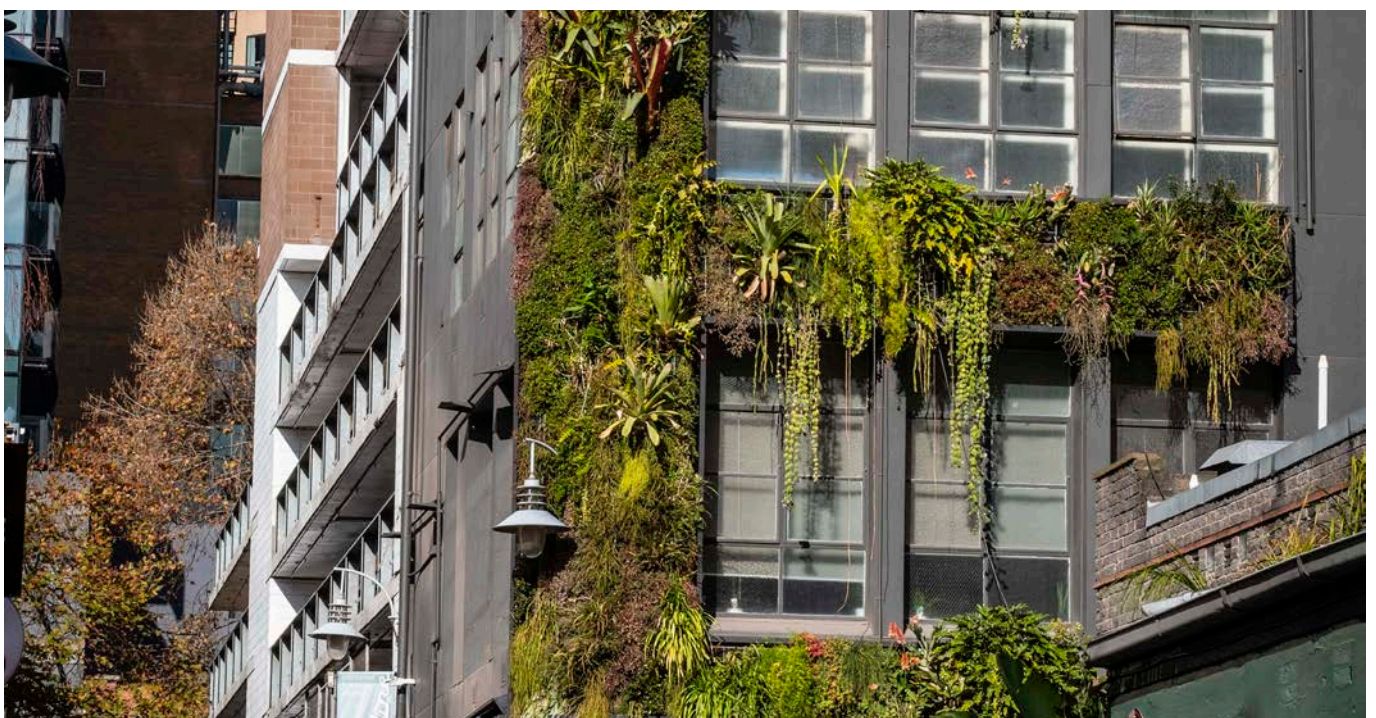
# 7. LOW EMISSIONS SUBSIDIARIES

The City of Melbourne has been successful in reducing its operational emissions over the last five years. However, this has increased the proportional emissions generated by our wholly-owned subsidiaries Queen Victoria Market and Citywide. Together they account for a third of our emissions and represent significant emissions reduction opportunities.

We are committed to working with our subsidiaries on the business case for emissions reduction and use what we have learnt on our journey to improve the environmental performance of these two important businesses to the City of Melbourne.

## Actions over the next five years:

1. Develop a carbon reduction pathway for City of Melbourne subsidiaries.



# 8. TELL CITY OF MELBOURNE'S CLIMATE CHANGE STORY

The City of Melbourne has a proud history of acting on climate change. We have led the way by reducing greenhouse gas emissions and ensuring our buildings and operations are carbon neutral. We are also planning for a future city well adapted to a changed climate because we cannot mitigate all the impacts of climate change.

Our community has expressed strong support for actions that address climate change. Every day, thousands of people attend or participate in public events, sports, and entertainment in the municipality. Community members use our libraries, childcare and healthcare centres and many other community buildings and enjoy Melbourne's beautiful parks and gardens. These activities and those of shoppers, tourists, workers, and commuters generate greenhouse gas emissions through the energy and transport fuel used to operate, clean, and maintain facilities, and manage waste. We recognise that through the many interactions we have with these thousands of people, we are in a unique position to tell our climate change story in a way that inspires them to act.

As caretakers of public assets, we need to consider the needs of present and future generations, and at the same time, respect the diversity and cultural heritage of our community. We need to integrate reconciliation and social inclusion into our climate action and sensitivity to heritage and the community's needs. By engaging visitors to our community facilities in the steps needed to reduce emissions, we can enhance our efforts to reduce emissions and deliver on community expectations. The City of Melbourne has more than 1400 employees, and a low carbon culture is alive and well in the organisation. We will keep this culture alive and improve each person's capacity to act on climate change.

To successfully implement the Emissions Reduction Plan, we need to regularly monitor and report our progress to the public, Councillors, and the executive leadership team. The Australian Government Climate Active program also requires us to report progress annually. These are all opportunities to tell our climate change story and inspire others to learn and act.

## Actions over the next five years:

1. Support Aboriginal businesses while telling the climate change story.
2. Promote the City of Melbourne's carbon neutrality and provide opportunities for patrons at our facilities to contribute to emission reductions.
3. Facilitate an increase in climate change action knowledge and capability across the organisation.
4. Establish internal monitoring and reporting for the implementation of the Emissions Reduction Plan.
5. Re-prioritise and maximise co-benefits in our carbon offset procurement.



# IMPLEMENTATION PLAN

The following table identifies 72 detailed actions and our delivery timeframe for the Emissions Reduction Plan to 2026. The City of Melbourne work areas will scope each action and integrate it into their work area plans. In addition, the implementation of the Emissions Reduction Plan will be subject to future annual budget and service planning priorities.

The City of Melbourne's first successful Emissions Reduction Plan 2016-21 focussed primarily on the actions with the highest emissions reduction impact. In developing this Emissions Reduction Plan, we have broadened the scope and extended our leadership role as a low-emissions organisation.

In the implementation plan below, we categorise each action as to whether it directly reduces our carbon emissions, influences others to act or innovates by measuring a new emissions source.



## Impact

An action that directly results in the reduction of the organisation's carbon emissions.



## Influence

An action that seeks to influence or encourage emissions reduction of a supplier, event attendee or subsidiary business.



## Innovate








An action that brings a new emissions source into our emissions inventory that we have not yet measured or managed.














## Priority Area 1: Carbon Neutral Events









ACTION NUMBER	ACTION DETAIL	ACTION TYPE	WORK AREAS	TIMEFRAME FOR DELIVERY						
				2021	2022	2023	2024	2025	2026	
<b>Strategy 1.1 Achieve Climate Active Carbon Neutral Certification for Major Events.</b>										
1.1.1	Increase the number of Major Events achieving Climate Active Carbon Neutral certification.	Impact 	Tourism and Events/Climate Change and City Resilience							
1.1.2	Identify, implement, and report on emissions reduction actions across all Major Events.	Impact 	Tourism and Events/Climate Change and City Resilience							
1.1.3	Develop a shared work plan between the Climate Change and City Resilience branch and the Events and Tourism branch to prioritise actions and build into work plans.	Influence 	Tourism and Events/Climate Change and City Resilience							
1.1.4	Build-in sustainability and emissions reporting into major events post-event reports.	Influence 	Tourism and Events/Climate Change and City Resilience							
<b>Strategy 1.2 Communicate sustainability to event attendees and encourage them to take personal action.</b>										
1.2.1	Work closely with internal and external communications and PR agencies to amplify the story of sustainability and carbon neutrality of City of Melbourne Major Events.	Influence 	Tourism and Events/ Public Affairs and Marketing							
1.2.2	On an ongoing basis, assess major events to include the cost of offsets into ticket prices.	Influence 	Tourism and Events/Climate Change and City Resilience							
1.2.3	Work with internal teams and commercial partners to develop sustainability-themed activations and programming at major events.	Influence 	Tourism and Events/Climate Change and City Resilience							






## Priority Area 1: Carbon Neutral Events (continue)

ACTION NUMBER	ACTION DETAIL	ACTION TYPE	WORK AREAS	TIMEFRAME FOR DELIVERY					
				2021	2022	2023	2024	2025	2026
<b>Strategy 1.3 Work internally and with suppliers and event partners to achieve and maintain a low carbon, zero waste sustainable supply chain.</b>									
1.3.1	Work with event partners and suppliers to develop a streamlined emissions data collection process.	Influence 	Tourism and Events/Climate Change and City Resilience	→					
1.3.2	Develop a review process to assess existing event sponsors and commercial partners environmental performance and practices. Conduct due diligence on all new event sponsors and commercial partners and identify potential new partners with strategic alignment to the City of Melbourne's sustainability agenda.	Influence 	Tourism and Events	→					
1.3.3	Work with long term suppliers and partners on a process to self-report and offset the emissions associated with their City of Melbourne contracts.	Influence 	Tourism and Events	→					
1.3.4	Continue working with Waste and Recycling and Circular Economy teams to reduce waste at events, improve diversion of waste from landfill, improve measurement and reporting of waste and improve procurement standards related to the content of purchased materials.	Impact 	Waste and Recycling/Tourism and Events						
<b>Strategy 1.4 Lead by example and share what we learn.</b>									
1.4.1	Review and update the Sustainable Events Guide to include information on how venues and event planners can reduce emissions and purchase carbon offsets.	Influence 	Tourism and Events/Climate Change and City Resilience	→					
1.4.2	Develop website content and fact sheets tailored to small, medium, and large events. Topics include reducing emissions from venues, catering, transport, and waste, how to purchase offsets and the process of carbon neutral certification.	Influence 	Tourism and Events/Climate Change and City Resilience	→					
1.4.3	Continue the Sustainability Champions group and build knowledge and capability of members through mentoring.	Influence 	Tourism and Events/Climate Change and City Resilience	→					

## Priority Area 2: Zero carbon for our buildings








ACTION NUMBER	ACTION DETAIL	ACTION TYPE	WORK AREAS	TIMEFRAME FOR DELIVERY					
				2021	2022	2023	2024	2025	2026
<b>Strategy 2.1 Transition Council operations from fossil fuel energy by switching buildings from natural gas to electric and carbon-free operations.</b>									
2.1.1	Seek alternative sources of funding to progress gas-free operations.		Climate Change and City Resilience	→					
2.1.2	Bring forward switching of top 10 Council buildings to all-electric by 2030.	Impact 	Property	→					
2.1.3	Switch to all-electric infrastructure at the end of life for all other buildings through updating asset management policy.	Impact 	Property	→					
2.1.4	Ensure utility meters are captured, recorded, and supplied with renewable electricity in non-contestable meters.	Impact 	Property	→					
2.1.5	Assess renewable energy supply levels and develop actions to progress 24/7 carbon-free energy, such as battery storage, demand-shifting, and off-site renewable generation.	Impact 	Climate Change and City Resilience	→					
<b>Strategy 2.2 Drive improved energy efficiency across asset portfolio through improved data gathering and building analytics in line with building management systems strategy.</b>									
2.2.1	Improve Building Management System coverage and the control across buildings and assets in line with our Building Management System Strategy.	Impact 	Property	→					
2.2.2	Use improved data to drive building optimisation projects to allow buildings to run at greater energy efficiency.	Impact 	Property			→			
2.2.3	Use asset information to identify opportunities to improve energy efficiency outcomes and extend the useful life of assets through regular maintenance.	Impact 	Property	→					
2.2.4	Set a NABERS improvement target for City of Melbourne-owned office buildings and libraries.	Impact 	Property/Climate Change and City Resilience	→					

## Priority Area 2: Zero carbon for our buildings (continue)








ACTION NUMBER	ACTION DETAIL	ACTION TYPE	WORK AREAS	TIMEFRAME FOR DELIVERY						
				2021	2022	2023	2024	2025	2026	
<b>Strategy 2.3 Encourage emission reduction actions in our facilities by providing the proper infrastructure and information to guide the behaviour of staff and patrons.</b>										
2.3.1	Maintain existing end of trip facilities for cyclists and investigate opportunities to improve end of trip bicycle facilities in new buildings.	Influence 	Property							
<b>Strategy 2.3.2 Collect data from maintenance and cleaning contracts to measure and report emissions and require contractors to implement emissions reduction initiatives.</b>										
2.3.3	Develop guidance material for upgrade projects that require contractors to provide options based on efficiency and price.	Influence 	Property							
2.3.4	At the point of contract negotiation, insert requirements for emissions reduction actions rather than emissions reduction targets.	Influence 	Property							



## Priority Area 3: Measure and minimise embodied carbon in design and construction






ACTION NUMBER	ACTION DETAIL	ACTION TYPE	WORK AREAS	TIMEFRAME FOR DELIVERY								
				2021	2022	2023	2024	2025	2026			
<b>Strategy 3.1 Prioritise low emissions criteria for new buildings.</b>												
3.1.1	Ensure all new City of Melbourne owned and managed buildings are designed and built to exclude natural gas consumption.	Impact 	City Projects/ Property/City Design/ Climate Change and City Resilience									
3.1.2	All new buildings above a threshold of 2500m2 or \$5M must achieve a world-leading, as-built rating by a relevant, best-practice sustainability rating tool such as Greenstar or Living Building Challenge.	Impact 	City Projects/ Property/ City Design/ Climate Change and City Resilience									
<b>Strategy 3.2 Minimise embodied emissions and maximise circular design principles in design and construction.</b>												
3.2.1	Research, international best practice, life cycle assessment tools and methods, and develop principles and a low-carbon materials inventory for use across crucial capital project categories.	Innovate 	City Design/City Projects/ Climate Change and City Resilience									
3.2.2	Integrate low carbon/life cycle assessment principles into City of Melbourne project planning and decision-making processes.	Innovate 	City Design/ Infrastructure and Assets									
3.2.3	Identify new projects across multiple asset categories which showcase low embodied carbon in construction.	Innovate 	City Design/ Parks and City Greening/ City Strategy/ Infrastructure and Assets									
3.2.4	Periodic review and update of relevant engineering design standards and guidelines to ensure they include sustainability performance outcomes.	Influence 	City Design/ Infrastructure and Assets/ Waste and Recycling									
<b>Strategy 3.3 Leverage contracting to deliver optimal low carbon outcomes</b>												
3.3.1	Ensure plans and tender documents include the requirement that low-carbon and high recycled materials are assessed for suitability – considering cost and durability.	Influence 	Procurement/ City Projects									

## Priority Area 4: Carbon neutral goods and services













ACTION NUMBER	ACTION DETAIL	ACTION TYPE	WORK AREAS	TIMEFRAME FOR DELIVERY					
				2021	2022	2023	2024	2025	2026
<b>Strategy 4.1 Continue to measure and report emissions from significant supply categories and require contractors to report any large sources of emissions from sub-contractors.</b>									
4.1.1	Continue to include requirements in new contracts for suppliers and contractors to provide emissions data in a standard format for reporting purposes.	Influence 	Procurement/ Climate Change and City Resilience	→					
4.1.2	Audit existing contracts to determine which contracts have existing emissions reporting commitments.	Influence 	Procurement/ Climate Change and City Resilience	→					
4.1.3	Expand threshold for inclusion of suppliers in carbon inventory and assess materiality, criticality, and risk.	Influence 	Procurement/ Climate Change and City Resilience	→					
<b>Strategy 4.2 Improve processes and frameworks to achieve emissions reductions in our supply chain and communicate organisational expectations for carbon neutral goods and services in the procurement policy, tenders, and related documents.</b>									
4.2.1	Review of procurement policy to maintain the relevance of sustainability requirements every two years.	Influence 	Procurement/ Climate Change and City Resilience	→					
4.2.2	Embed the Sustainable Procurement Framework within City of Melbourne operations through Sustainable Procurement Working Group identifying which contracts are material to their area of expertise.	Influence 	Procurement/ Climate Change and City Resilience	→					
4.2.3	Develop guidance materials for incorporating sustainability within Requests for Tender.	Influence 	Procurement/ Climate Change and City Resilience	→					
4.2.4	Ensure relevant members from the Sustainable Procurement Working Group are involved in tender review panels to ensure consistent guidance in encouraging an increase in carbon neutral goods and services where appropriate.	Influence 	Procurement/ Climate Change and City Resilience	→					













## Priority Area 4: Carbon neutral goods and services (continue)

ACTION NUMBER	ACTION DETAIL	ACTION TYPE	WORK AREAS	TIMEFRAME FOR DELIVERY								
				2021	2022	2023	2024	2025	2026			
<b>Strategy 4.3 Engage suppliers to increase awareness of the City of Melbourne's emission reduction objectives, expectations, and pathways to carbon neutrality.</b>												
4.3.1	Refer to the City of Melbourne's carbon neutral status and provide links to information about carbon neutral goods and services in documents relating to tenders and data requests.	Influence 	Procurement/ Climate Change and City Resilience									
4.3.2	Contribute to supplier workshops/ roadshows to encourage suppliers to reduce emissions and develop carbon neutral products and services.	Influence 	Procurement									
4.3.3	Continue to provide a pathway for contractors to voluntarily offset impacts via the City of Melbourne's offset process. In addition, develop a suitable mechanism for supplier recognition.	Influence 	Climate Change and City Resilience									
<b>Strategy 4.4 Build capacity of category managers and contract managers in critical concepts relating to carbon neutrality to evaluate, negotiate and manage carbon neutral services.</b>												
4.4.1	Educate contract managers about the function of the Sustainable Procurement Working Group and the support available through this group.	Influence 	Climate Change and City Resilience									
4.4.2	Develop a questionnaire matrix to assist contract managers in determining the materiality of emissions in a contract, identify emissions reduction opportunities, and prioritise broader sustainability objectives such as social inclusion, biodiversity, circular economy.	Influence 	Procurement									

## Priority Area 5: Zero carbon corporate transport




ACTION NUMBER	ACTION DETAIL	ACTION TYPE	WORK AREAS	TIMEFRAME FOR DELIVERY					
				2021	2022	2023	2024	2025	2026
<b>Strategy 5.1 Ensure vehicle leasing and purchase arrangements support efforts to increase vehicles that use zero carbon technology.</b>									
5.1.1	Continue transition of all City of Melbourne fleet vehicles to fully electric by 2025 and monitor the market for innovation such as hydrogen-powered vehicles.	Impact 	Procurement						
5.1.2	Prepare facilities to include requisite charging infrastructure to enable the transition to a fully electric fleet.	Impact 	Procurement						
5.1.3	Continue to apply fuel efficiency criteria to the purchase and lease of new vehicles where electric vehicle options are still emerging and not yet commercial feasible and monitor the market for innovations in these vehicle types.	Impact 	Procurement						
5.1.4	Contribute to knowledge sharing forums on fleet efficiency and innovations in the sector	Influence 	Procurement						
<b>Strategy 5.2 Design car park charging facilities for the projected increase in electric vehicles.</b>									
5.2.1	Ensure all CoM fleet car parks are equipped to support an entirely electrified fleet.	Impact 	City Design						
<b>Strategy 5.3 Continue to survey, monitor, and report transport fuel use and require transparent reporting of transport-related emissions from suppliers and contractors.</b>									
5.3.1	Provide data on transport fuel for annual emissions reporting and contribute to a monitoring and evaluation plan for the transport-related emissions.	Influence 	Procurement						

## Priority Area 6: Towards Zero Waste for Council operations

















ACTION NUMBER	ACTION DETAIL	ACTION TYPE	WORK AREAS	TIMEFRAME FOR DELIVERY						
				2021	2022	2023	2024	2025	2026	
<b>Strategy 6.1 Deliver on event waste targets set out in the Waste and Resource Recovery Strategy 2030.</b>										
6.1.1	Support Events and Tourism branch to recover 90 per cent of waste and reduce total waste produced from four events.	Influence 	Waste and Recycling/ Tourism and Events							
<b>Strategy 6.2 Deliver operational waste targets set out in the Waste and Resource Recovery Strategy 2030.</b>										
6.2.1	Reduce operational waste emissions by increasing the number of recycling streams and reducing total waste volume.	Impact 	Waste and Recycling/ Property							
<b>Strategy 6.3 Improve data collection and reporting systems for operational waste.</b>										
6.3.1	Conduct full composition waste audits at City of Melbourne office buildings, childcare centres, libraries and leisure centres.	Impact 	Waste and Recycling							
6.3.2	Investigate the expansion of data collection to include additional waste streams in the City of Melbourne's carbon inventory.	Impact 	Waste and Recycling/ Property/ Climate Change and City Resilience							
<b>Strategy 6.4 Expand resource recovery and waste minimisation at City of Melbourne facilities.</b>										
6.4.1	Evaluate audits and implement resource recovery and waste minimisation opportunities in all main administration buildings; Council House 1, Council House 2, City Village and Town Hall.	Impact 	Waste and Recycling/ Property							
<b>Strategy 6.5 Support contractors to reduce emissions associated with waste collection services.</b>										
6.5.1	Support contractors to accurately collate emissions data associated with their services.	Influence 	Procurement/ Waste and Recycling							
6.5.2	Work with waste contractors and procurement to develop a pathway to an electrical vehicle-heavy fleet.	Influence 	Waste and Recycling							
6.5.3	Where cost-efficient incorporate specifications into new and renewed contracts for collating relevant emissions data and identifying emission reduction opportunities.	Influence 	Waste and Recycling/ Procurement							
6.5.4	Encourage contractors to offset emissions associated with their services voluntarily.	Influence 	Waste and Recycling/ Procurement							
<b>Strategy 6.6 Deliver municipal-wide emissions reduction targets from the Waste and Resource Recovery Strategy 2030.</b>										
6.6.1	Report emissions reduction for interim and end of strategy targets of 0.3 Mt/CO2-e by 2023, 1.2Mt/CO2-e by 2030.	Influence 	Waste and Recycling/ Climate Change and City Resilience							



## Priority Area 7: Low Emissions Subsidiaries

ACTION NUMBER	ACTION DETAIL	ACTION TYPE	WORK AREAS	TIMEFRAME FOR DELIVERY								
				2021	2022	2023	2024	2025	2026			
<b>Strategy 7.1 Develop a carbon reduction pathway for City of Melbourne subsidiaries.</b>												
7.1.1	Engage management of City of Melbourne subsidiaries and develop a business case for shifting their business operations to carbon neutral.	Influence 	Climate Change and City Resilience									
7.1.2	Encourage subsidiary companies to reduce emissions intensity and report emissions reduction activities, including electric vehicles and mains gas.	Influence 	Climate Change and City Resilience									
7.1.3	Support subsidiary operational staff to develop an emissions inventory.	Influence 	Climate Change and City Resilience									

## Priority Area 8: Tell City of Melbourne's Climate Change Story

ACTION NUMBER	ACTION DETAIL	ACTION TYPE	WORK AREAS	TIMEFRAME FOR DELIVERY					
				2021	2022	2023	2024	2025	2026
<b>Strategy 8.1 Support Aboriginal businesses while telling the climate change story.</b>									
8.1.1	Support Aboriginal businesses through carbon offset procurement and amplify the business through City of Melbourne communication channels.	Impact 	Climate Change and City Resilience						
<b>Strategy 8.2 Promote the City of Melbourne's carbon neutrality and provide opportunities for patrons at our facilities to contribute to emission reductions.</b>									
8.2.1	Organise and support events that promote sustainable living through sponsorship, information stalls, expert speakers and communications material that promotes actions patrons can take to reduce their emissions.	Influence 	Tourism and Events/Climate Change and City Resilience						
8.2.2	Develop communication materials and online communication campaigns to promote the carbon neutrality of our organisation and the projects that are progressing it.	Influence 							
8.2.3	Develop marketing assets to promote the carbon neutrality of our organisation and the projects that are progressing it at community facilities, information centres and events.	Influence 	Climate Change and City Resilience						
<b>Strategy 8.3 Facilitate an increase in climate change action knowledge and capability across the organisation.</b>									
8.3.1	Support branches, teams, and individuals across City of Melbourne to deliver on their actions through mentorship, project leadership, working group participation and subject matter expertise.	Influence 	Climate Change and City Resilience						
<b>Strategy 8.4 Establish internal monitoring and reporting for the implementation of the Emissions Reduction Plan.</b>									
8.4.1	Develop a governance and reporting system to ensure that all strategies are assigned a reporting officer.	Influence 	Climate Change and City Resilience						
8.4.2	Brief councillors annually and publicly release a progress report on the emission reduction plan each year as part of the carbon neutral disclosure requirements of the Australian Government Carbon Neutral Program guidelines.	Influence 	Climate Change and City Resilience						
<b>Strategy 8.5 Re-prioritise and maximise co-benefits in our carbon offset procurement.</b>									
8.5.1	Review the City of Melbourne offset procurement criteria and increase the proportion of nature-based and Aboriginal business-aligned offsets.	Impact 	Climate Change and City Resilience						

## How to contact us

### Online:

[melbourne.vic.gov.au](http://melbourne.vic.gov.au)

### In person:

Melbourne Town Hall - Administration Building  
120 Swanston Street, Melbourne  
Business hours, Monday to Friday  
(Public holidays excluded)

### Telephone:

03 9658 9658  
Business hours, Monday to Friday  
(Public holidays excluded)

### Fax:

03 9654 4854

### In writing:

City of Melbourne  
GPO Box 1603  
Melbourne VIC 3001  
Australia



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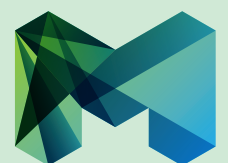
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CITY OF MELBOURNE