

CITY OF MELBOURNE

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POPULAR ANNUAL FINANCIAL REPORT

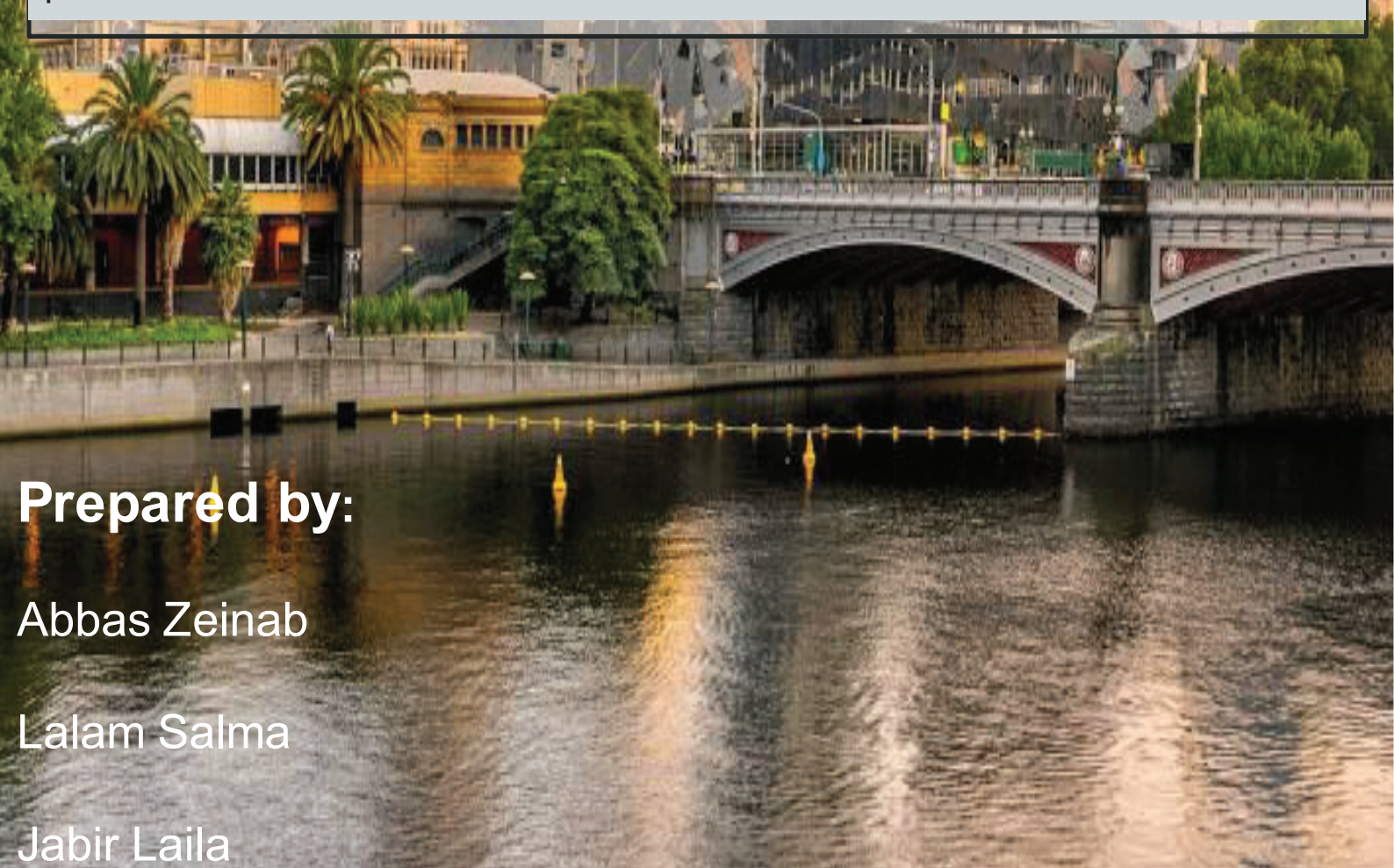
CITY OF MELBOURNE



This POP report of the City of Melbourne was developed following the IR framework, in order to highlight the value generated by the Council's actions. We specifically reported the modernizations and changes within the City with the intention of emphasizing some characteristics tied to Melbourne and to its citizens' feedbacks and level of satisfaction.

Our goal is to provide information and present data relative to the results of the City's actions.

The communication used is simply elaborated and accessible in order to stimulate and include citizens in the decision-making process which indeed prioritizes their needs and their fulfillment.



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Our people at the  of what we do

MELBOURNE

Melbourne is the capital city of Victoria, Australia.

The City of Melbourne municipality covers more than 37 square kilometres across 14 suburbs.

It is governed 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.

VISION

Melbourne was hit hard by COVID-19 and together we experienced one of the world's longest and most restrictive lockdowns. Our efforts enabled life to return to a new normal, but it has come at an incredible cost. Now we have an opportunity to think about how we want to evolve as a city over the next 10 years and be bold in creating a better future for Melbourne. We need to build on today's strong foundations to be a city that thrives as a place that benefits all. We're creating a city of possibility, where the world meets and the extraordinary happens.



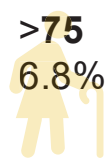
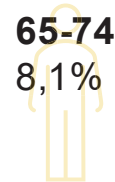
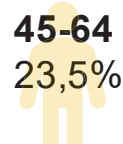
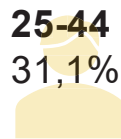
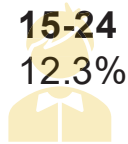
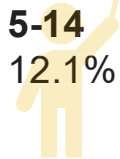
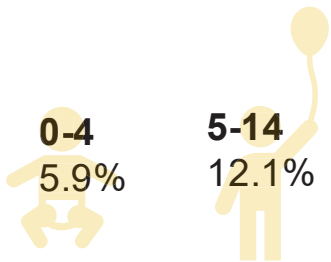
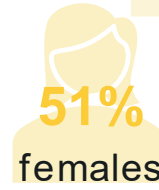
ABOUT MELBOURNE



58.8%
australians



42.2%
Other nationalities



Religious affiliation



36.6%
No religion



20.8%
Catholic



5.4%
Islam



5.4%
Anglican

Employment status

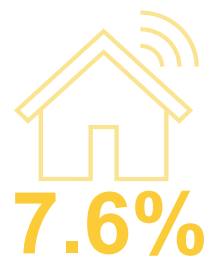


39.4%
Professionals

13.3%
Managers

11%
Clerical and
Administrative
Workers

11%
Community and
Personal Service
Workers



Unemployed

Social marital status

46.6%
Registered
marriage

10.7%
De facto
marriage

42.7%
Not married

HEALTH AND WELLBEING SNAPSHOT

70 average score out of 100
Residents self-reported score for overall wellbeing

94%

Proportion of people who support diversity in the municipality



222

Inclusive programs that respond to needs of people with a disability

94%

Believe the relationship with Aboriginal peoples is important



19%

Proportion of people who participated in arts and cultural activities



49% by night
81% by day

People feel safe in the municipality

Renewed **170,000m²** roads and footpaths



Melbourne contributes **20.7%** to the Victorian economy

Provided **2486** influenza vaccines



7%

People experiencing homelessness who are sleeping rough

25%

People experiencing homelessness supported with range of accommodation

32%

Proportion of people reporting food insecurity

10% people accessing food relief services

27% worried food would run out

22% skipping meals

19% running out of food



4210 families supported through Maternal and Child Health Services

SERVICE AREAS



The City of Melbourne provides services across various areas to meet the needs of the community. These service areas are:

Assistance and Care: This includes helping vulnerable people live independently and safely, providing counseling and support, offering financial support to care providers, ensuring food security, and interventions for childhood development.

Economic Development: The city fosters economic growth by enhancing positive experiences, supporting businesses and communities, encouraging investment, and promoting Melbourne as a destination.

Safety Management: Ensuring the safety of people using public spaces, safeguarding public health, minimizing accident risks, planning for emergencies, and managing city issues.

Welcome and Connection: Supporting community cohesion, welcoming visitors, and enhancing connections with the city and the country.

Early Years Development: Supporting families with children through access to toys and equipment, early learning and care, parent education, family health, and language and literacy programs.

Waste and Resource Management: Managing waste collection, recycling, and resource sustainability within the municipality.

Creativity and Knowledge: Providing access to creative opportunities, and education programs, and promoting a culture of creativity and knowledge.

Movement and Traffic: Facilitating movement in and around the city by responding to transport needs, ensuring regulatory compliance, and maintaining transportation infrastructure.

Wellbeing and Leisure: Promoting health and physical activity through planning and funding wellbeing programs, providing information, and maintaining recreation facilities and open spaces.



NATURAL SNAPSHOT

46% People get adequate physical exercise



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

46%
public transport

4%
bicycle

7%
walking



85% Proportion of people who regularly visit a park in the municipality



3041



Number of trees planted in the municipality



Collected **50k** tonnes of household waste and recycling



61.9% grow and consume their own food at home

Removed more than **96,000m²** of graffiti



Registered **8490** cats and dogs



23.3% tree canopy cover in the public realm

136 kilolitres from alternative water sources diverted to our parks and gardens



This snapshot shows Melbourne's first year of progress on key health and wellbeing indicators for Council Plan 2021–25.

PRODUCTIVE CAPITAL

The goal of infrastructure investments is to create jobs and benefit neighborhoods.

1.Achievements: Notable achievements in the past year include completing the Western Pavilion, improvements at City Baths, and opening the redeveloped Lady Huntingfield Early Learning and Family Services Centre.

2.Queen Victoria Market Renewal: Restoration works were carried out for the historic sheds as part of the Queen Victoria Market renewal project.

3.Melbourne City Revitalisation Fund: A \$200 million joint funding program with the Victorian Government supported initiatives like Melbourne Money dining rebates, streetscapes, cycle infrastructure, events, and festivals.

4.Community Beautification: Initiatives like 'Work for Victoria' helped clean the city, and local artists enhanced laneways and building walls.

5.Infrastructure Development: Plans are in progress for urban realm development at sites including Fishermans Bend, Argyle Square, and Royal Park, with exploration ongoing for Grattan and The Greenline Project.

6.Property, Infrastructure, and Design Division: This division plays a crucial role in shaping Melbourne by ensuring a high-quality, sustainable urban environment that caters to the diverse needs of the community.





ACCOLADES

Melbourne has received national and international recognition as a top destination and world-leader in many areas such as community engagement, climate leadership, business, sports and more.



MOST LIVABLE CITY IN AUSTRALIA



3RD MOST LIVABLE CITY IN THE WORLD



AUSTRALIA'S BEST STUDENT CITY



3RD BEST STUDENT CITY IN THE WORLD

in the Quacquarelli Symonds Best Student Cities rankings in 2019.



UNESCO City of Literature in 2008



MOST ADMIRER KNOWLEDGE CITY AWARD (MAKCI)

At the knowledge cities world summit in 2016.



Click here for more

FINANCIAL SNAPSHOT

TOT
Income
808,917,000\$

TOT
Expenses
825,426,000\$

Deficit
16,509,000\$



+107.4 billion
**GROSS LOCAL
PRODUCT**
In 2019



[Find out more](#)

465,600 jobs



14,513
STARTUPS

14,513
businesses



MELBOURNE

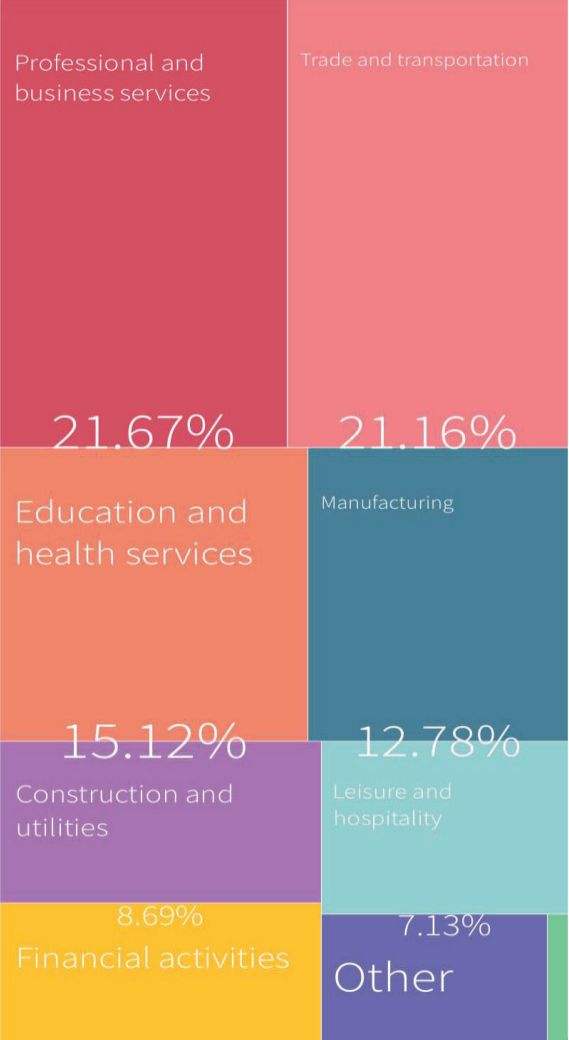
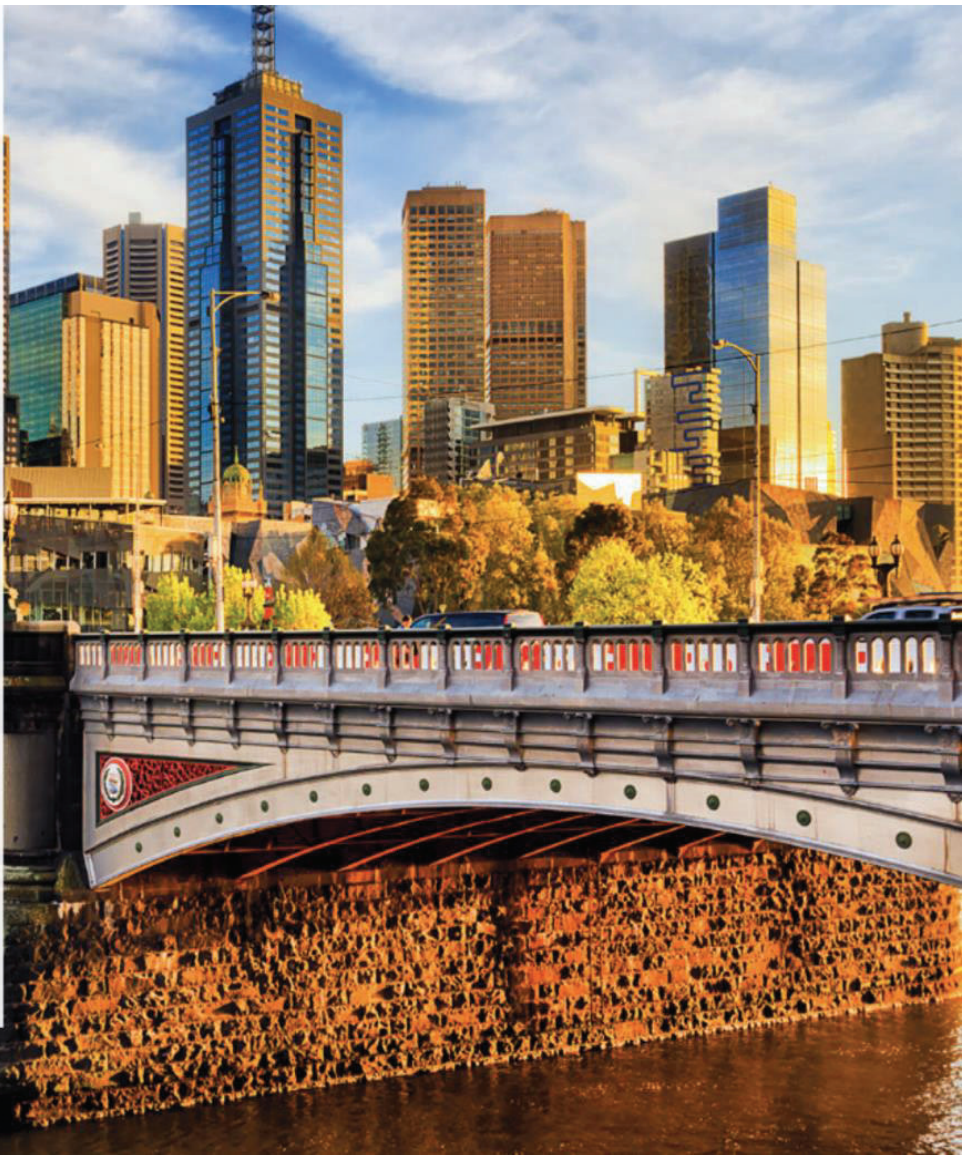
Over the past 25 years, Melbourne has successfully transitioned from an economy heavily reliant on a declining Manufacturing sector to a diversified economy with significant growth in Professional and Financial & Insurance Services.

Much of the growth has resulted from investments made over the past two decades, including developing Southbank and Docklands central business district with "brownfields" to accommodate significant levels of new employment. Road projects, such as the Western Ring Road, CityLink and EastLink, have also helped improve connectivity across the city.

These factors have produced agglomeration economies which enable high-productivity firms to flourish. However, this employment growth has absorbed the public transport capacity to the Melbourne central business district. Without additional transport investment, Melbourne risks facing lower levels of economic growth.

Aside from the Regional Rail Link, Melbourne has had limited significant transport improvement in recent years. The proposed Melbourne Metro Rail Project will change this. However, the tentative completion date of 2024 means the benefits are still some way off.

More immediately, the Victorian Government's program to remove 50 level crossings from the Metropolitan train network over the next seven years will bring incremental benefits in increased rail and road network capacity. The West Gate Tunnel is expected to open in 2022 and will improve connectivity for western Melbourne.



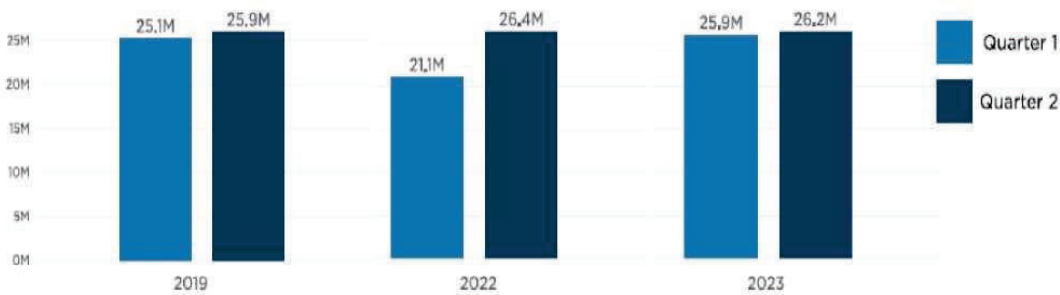
Melbourne has an estimated GDP per capita of \$51.3 thousand. Out of the 13 cities covered in Oceania, Melbourne ranks as the 2^o most populated, and displays the 7th highest GDP per capita. Melbourne's labor force consists of about 2 million workers. The largest sector in Melbourne consists of Professional and business services industries, accounting for 21.67% of employees in the city. A prime example is Professional, Scientific, and Technical Services, providing 11.51% of the city's employment. Similarly, it shows a large presence in Trade and transportation (21.16%), in industries such as Merchant Wholesalers, Nondurable Goods (4.12%).



A wealth of experiences

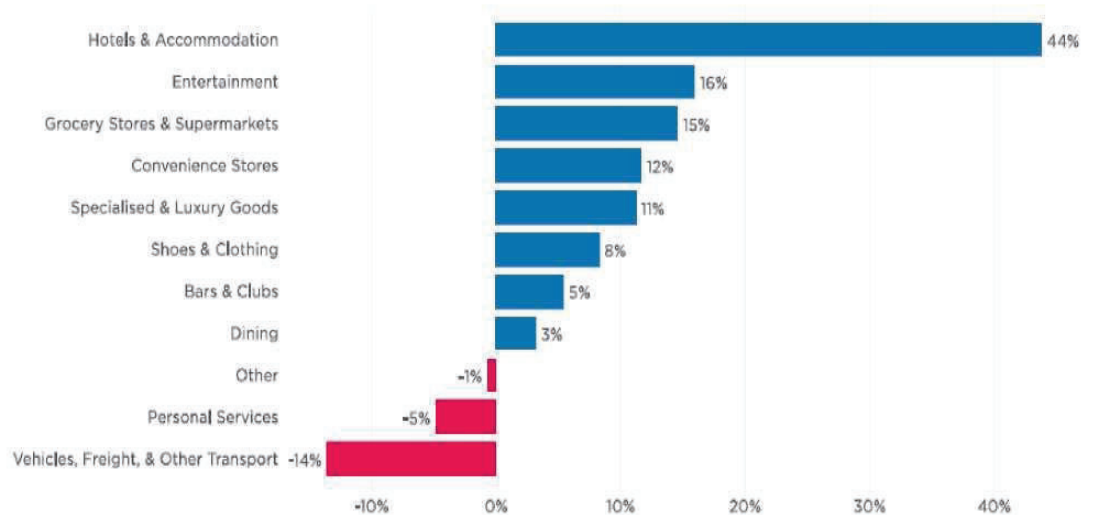
Despite many feeling the pinch of inflation and interest rate rises, Melbourne’s economy is steady, strong and resilient. Spending in the city continues to grow and is 1.4% higher than last quarter. Residents and visitors are embracing all the city has to offer with a renewed focus on experiences including dining, bars, events, clubs and accommodation.

Average adjusted daily spend by quarter, City of Melbourne



The chart shows the average daily spend within the City of Melbourne for Quarter 1 (January, February and March) and Quarter 2 (April, May and June) adjusted for inflation for 2019, 2022 and 2023. Across all three years spend is shown to be lower in Quarter 1 than Quarter 2, with Quarter 2 spend slightly higher in 2019 and 2023, and much higher in 2022. Quarter 2 spend is very similar across all three years with 2023 Quarter 2 spend slightly higher than Quarter 2 spend in 2019 and slightly lower than Quarter 2 spend in 2022.

Percentage change Q2 2019 to Q2 2023*, City of Melbourne



Percentage change Q2 2019 to Q2 2023*, City of Melbourne

The chart above shows the percentage change in average daily spend adjusted for inflation within the City of Melbourne between Quarter 2 in 2019 and Quarter 2 in 2023 for different spending categories. The categories Hotels & Accommodation is shown to have the largest increase compared to all others and is 44% higher in Quarter 2 2023 than Quarter 2 2019. The categories Entertainment, Grocery Stores & Supermarkets, Convenience Stores and Specialised & Luxury Goods are all up between 11% and 16%. The categories Shoes & Clothing, Bars & Clubs and Dining are up between 3% and 8%. The categories Other, Personal Services and Vehicles, Freight, & Other Transport are down.

During Quarter 2 2023, average daily spend adjusted for inflation was around \$1.6 million for Hotels & Accommodation, \$8.8 million for Dining, \$1.6 million for Bars & Clubs and totaled \$2.4 billion for the quarter.



[Find out more](#)

INCOME STATEMENT

Summary:

In 2022, Melbourne City Council saw increased income from rates and user fees, especially parking fees. While statutory fees and fines remained stable, grants saw no significant change. However, contributions and other income sources fluctuated. Expenses increased across various categories, resulting in a deficit in 2022, following a surplus in 2021. The Council's financial performance was affected by asset value changes and employee benefits, leading to a decreased total comprehensive result in 2022 compared to 2021.

	Consolidated		Note	Council	
	2022 \$'000	2021 \$'000		2022 \$'000	2021 \$'000
Income					
Rates and charges	325,615	315,896	3.1	325,868	316,147
Statutory fees and fines					
Parking fines	24,068	24,501	3.2	24,068	24,501
Other statutory fees and fines	12,397	11,743	3.2	12,398	11,747
User fees					
Parking fees	41,658	34,640	3.3	38,995	32,009
Other user fees	17,932	15,645	3.3	17,932	15,645
Grants - operating	50,222	62,595	3.4	50,222	62,595
Grants - capital	17,906	32,626	3.4	17,906	32,626
Contributions - monetary	7,203	31,700	3.5	7,193	31,700
Contributions - non monetary	-	490	3.5	-	490
Net gain / (loss) on disposal of property, infrastructure, plant and equipment	2,693	(467)	3.6	2,177	(1,114)
Fair value adjustments for investment properties	5,223	3,939	6.3	5,223	3,939
Other Income	304,000	231,810	3.7	17,192	16,721
Total Income	808,917	765,118		519,174	547,006
Expenses					
Employee costs	317,940	290,481	4.1	178,205	167,152
Materials and services	358,887	301,922	4.2	222,550	216,067
Depreciation	79,462	76,769	4.3	66,221	63,393
Amortisation / impairment - Intangible assets	13,160	12,727	4.4	11,874	11,824
Amortisation - right of use assets	7,343	6,644	4.5	2,349	2,326
Bad and doubtful debts	8,072	7,274	4.6	8,048	7,262
Borrowing costs	355	289	4.7	91	82
Finance costs - leases	756	569	4.8	189	173
Other expenses	9,943	8,195	4.9	7,563	6,723
Grants and contributions	28,900	32,417	4.10	36,600	41,817
Impairment loss on asset revaluation	608	4,298	4.11	608	4,298
Total Expenses	825,426	741,585		534,298	521,117
Surplus / (deficit) for the year	(16,509)	23,533		(15,124)	25,889
Other Comprehensive Income					
Items that will not be reclassified to surplus or deficit in future periods					
Net asset revaluation (decrement) / increment	200,676	12,941	9.1(a)	200,676	12,941
Gain on defined benefits plans	1,467	2,129	9.3	-	-
Total Other Comprehensive Income	202,143	15,070		200,676	12,941
Total Comprehensive Result	185,634	38,603		185,552	38,830

BALANCE SHEET

Summary:

From 2021 to 2022, Melbourne City Council's balance sheet exhibited notable changes. In the "Assets" section, there was a decrease in cash and cash equivalents, reduced trade and other receivables, and a significant drop in other financial assets. Within the "Liabilities" section, trade and other payables decreased, indicating a reduction in outstanding obligations. Trust funds and deposits remained relatively consistent, while unearned income/revenue decreased. Provisions increased, suggesting more funds allocated for future expenses or contingencies.

	Consolidated		Note	Council	
	2022 \$'000	2021 \$'000		2022 \$'000	2021 \$'000
Assets					
Current Assets					
Cash and cash equivalents	49,631	158,721	5.1 (a)	39,801	143,870
Trade and other receivables	67,819	74,187	5.1 (c)	32,145	39,594
Other financial assets	2,000	31,750	5.1 (b)	-	30,000
Inventories	2,795	1,610	5.2 (a)	-	-
Non-current assets classified as held for sale	436	-	6.1	-	-
Other assets	25,920	8,044	5.2 (b)	13,853	7,861
Total Current Assets	148,601	274,312		85,799	221,325
Non-Current Assets					
Other financial assets	33,717	33,626	5.1 (b)	33,717	33,626
Investment in subsidiaries and associates	7,750	7,750	6.2	26,356	26,356
Property, infrastructure, plant and equipment	4,596,956	4,361,377	6.1	4,488,466	4,242,465
Right of use assets	22,783	27,606	5.8	5,868	5,655
Investment property	227,978	188,518	6.3	227,978	188,518
Intangible assets	76,319	70,546	5.2 (c)	43,700	36,798
Net assets of City of Melbourne's Defined Benefits	16,511	15,276	9.3	-	-
Total Non-Current Assets	4,982,014	4,704,699		4,826,085	4,533,418
Total Assets	5,130,615	4,979,011		4,911,884	4,754,743
Liabilities					
Current Liabilities					
Trade and other payables	95,860	113,978	5.3 (a)	64,003	83,286
Trust funds and deposits	15,839	15,062	5.3 (b)	13,653	13,676
Unearned income / revenue	31,405	43,300	5.3 (c)	25,843	39,158
Provisions	58,365	53,253	5.5	41,099	37,313
Interest-bearing liabilities	13,200	12,000	5.4	-	-
Lease liability	5,898	6,173	5.8	1,649	1,962
Total Current Liabilities	221,567	243,766		146,247	175,395
Non-Current Liabilities					
Trade and other payables	-	1,435	5.3 (a)	-	-
Trust funds and deposits	1,617	2,377	5.3 (b)	1,617	1,526
Provisions	5,105	4,978	5.5	4,050	3,992
Interest-bearing liabilities	-	6,200	5.4	-	-
Lease liability	17,484	21,047	5.8	4,510	3,922
Total Non-Current Liabilities	24,206	36,037		10,177	9,440
Total Liabilities	245,773	279,803		156,424	184,835
Net Assets	4,884,842	4,699,208		4,755,460	4,569,908
Equity					
Accumulated surplus	2,245,695	2,258,962		2,167,018	2,180,367
Reserves	2,639,147	2,440,246	9.1	2,588,442	2,389,541
Total Equity	4,884,842	4,699,208		4,755,460	4,569,908

OUR STAFF

Employment type	Headcount
Permanent full-time	1037
Permanent part-time	314
Maximum-term temporary (full-time and part-time)	254
Casual	99
Total	1704

The City of Melbourne employed 1704 people (headcount) at the end of June 2022. In response to the launch of new capital works projects, notably The Greenline Project, the City of Melbourne has enhanced its workforce capacity to ensure successful project delivery. Furthermore, the City of Melbourne strategically invested in essential roles related to customer services and digital operations. These investments are aimed at facilitating the city's reopening and providing crucial support to employees as they transition back to the physical workplace following an extended period of remote work spanning two years.



The City of Melbourne is committed to diversity and inclusion through its core values: integrity, courage, accountability, respect, and excellence. Key actions include **Melbourne Pride Network** which supports LGBTIQ+ inclusion, **Diversity, and Inclusion Senior Adviser** which focuses on gender equality, **Gender Equality Action Plan** which aims to reduce the gender pay gap, and **Response to Harassment Report** which addresses recommendations on sexual harassment.

INTELLECTUAL RESOURCES

The intellectual capital of Melbourne is built on a diverse workforce and dedicated volunteers:

Staff Classifications: Melbourne employs staff across Classes 1 to 7, spanning roles from childcare workers to executives. This diversity ensures a well-rounded team.

Volunteer Contributions: Volunteers play a crucial role in enhancing Melbourne's intellectual capital. Their unique skills and passion contribute to various programs, including advisory committees, language clubs, events, and conservation efforts.

COVID-19 Impact: Despite pandemic challenges, volunteers continued to support the city. Over 900 volunteers invested 18,000 hours in various initiatives, making a significant impact.



Melbourne's intellectual capital shines through its robust training programs. Despite COVID-19 challenges, the city prioritized employee development:

Safer Interactions Training: 170 employees completed conflict management courses, enhancing workplace safety and competence.

Corporate Induction: Melbourne revamped its induction program, ensuring a comprehensive understanding of the city's role, and ongoing projects, and fostering a positive organizational culture.

Course Completion: Despite the pandemic, employees demonstrated eagerness to learn, completing 21,900 courses, and showcasing a culture of continuous learning.

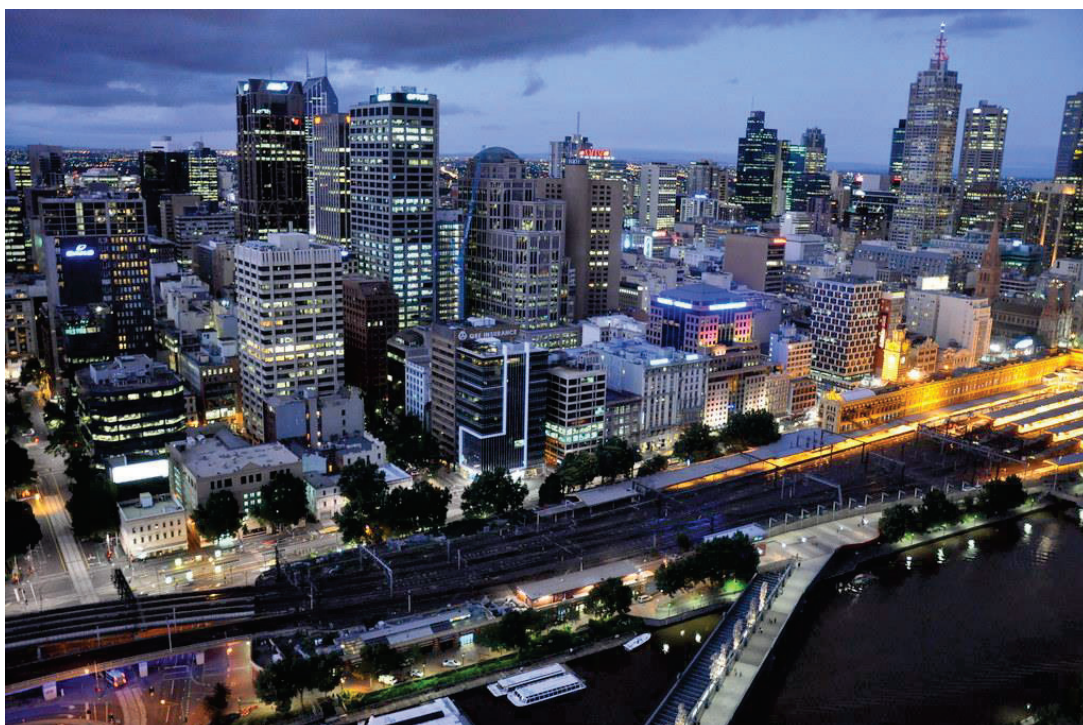
Aboriginal Cultural Safety: 256 employees engaged in Aboriginal Cultural Safety Training, promoting cultural awareness and understanding.

ORGANISATION



Council delivers its functions and activities through the following groups:

- **Executive Services**
- **Finance and Corporate**
- **Property, Infrastructure and Design**
- **Strategy, Planning and Climate Change**
- **Community and City Services**
- **City Economy and Activation**

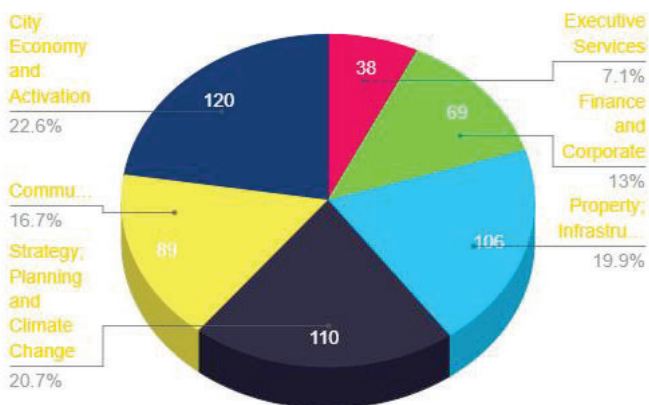


INCOME AND EXPENSES BY GROUP

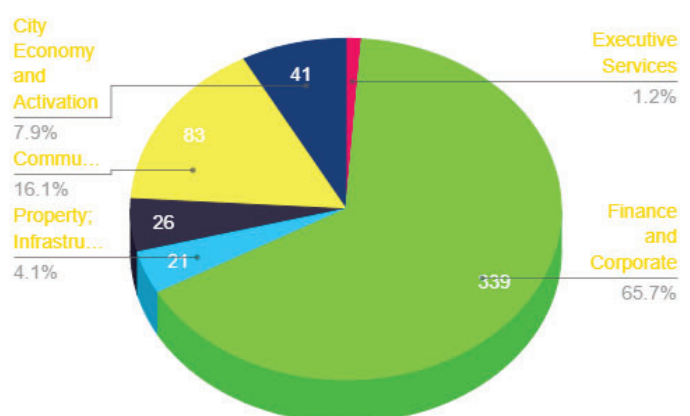
2022	Income	Expenses
	\$'000	\$'000
Executive Services	6,879	38,292
Finance and Corporate	339,230	69,337
Property, Infrastructure and Design	21,852	106,393
Strategy, Planning and Climate Change	26,521	110,792
Community and City Services	83,676	89,414
City Economy and Activation	41,016	120,072
Total	519,174	534,298

In 2022, the City of Melbourne's financial picture showed that different programs played various roles. The "Finance and Corporate" program earned the most money, helping the organization's finances. Meanwhile, the "Property, Infrastructure, and Design" program spent a lot but was essential for managing and developing the city's infrastructure. This balanced financial approach ensured effective operations.

Expenses by group 2022 (\$'000)

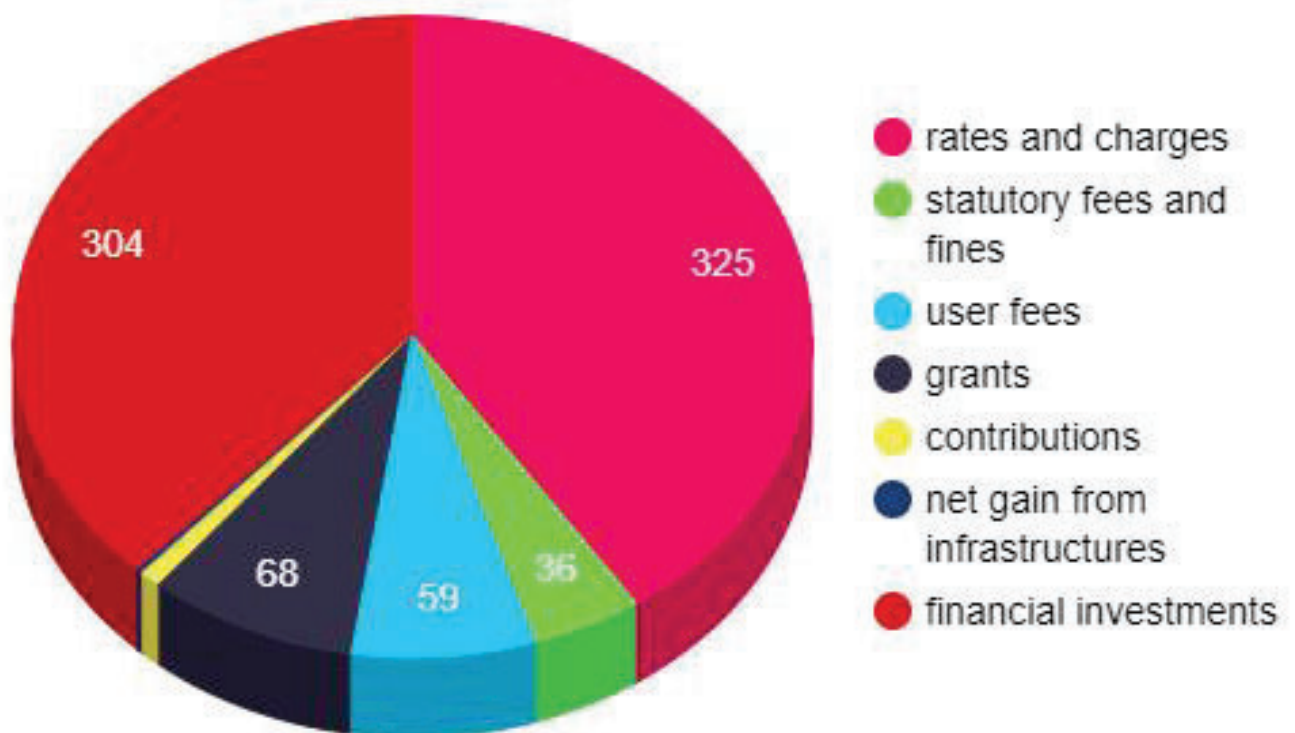


Income by group 2022 (\$'000)



FUNDING OF THE DELIVERY OF SERVICES

Funding for services (\$'000)

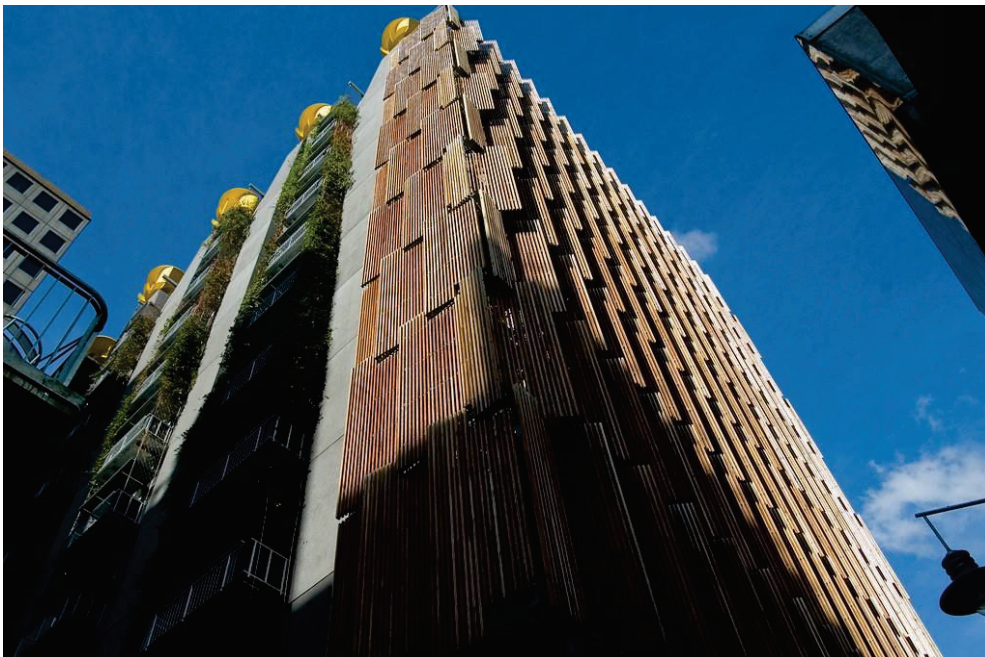


THE COUNCIL GOVERNANCE

The Melbourne City Council is made up of a **Lord Mayor**, a Deputy Lord Mayor, and nine councillors. They represent everyone in the city.

They are elected in separate votes. The Lord Mayor and Deputy Lord Mayor are chosen using a preferential voting system, while the councillors are elected using proportional representation.

Sally Capp is the current Lord Mayor.



The council has rules in place for how councillors should behave. These rules are outlined in the Councillor Code of Conduct, which was updated in December 2020.

In Victoria, the laws that govern councils are set out in the Constitution Act 1975, the Local Government Act 1989, and the Local Government Act 2020.

Council decisions are made during meetings, and councillors can delegate some powers to committees or staff members.

This system ensures that the council can make important decisions for the city, and staff members help carry out these decisions under council policy.

SUBSIDIARIES AND ASSOCIATES

The City of Melbourne is involved in various subsidiary companies and has interests in other entities. The main objective of these subsidiaries and associates is to provide additional services.

Subsidiaries:

- **Citywide Service Solutions Pty Ltd:** This company specializes in offering contract services to a broad range of clients, including local governments and public and private sector organizations.
- **Enterprise Melbourne Pty Ltd:** This entity plays a role in facilitating international representation and business activities for the City of Melbourne.
- **Melbourne Digital Enterprises Pty Ltd:** This company is dedicated to the development and delivery of IT and digital services, primarily targeting the local government sector.
- **Queen Victoria Market Pty Ltd:** Created to manage and operate the iconic Queen Victoria Market, a significant cultural and economic hub in Melbourne.

Associates

- **Regent Management Company Limited:** In partnership with the Victorian Government, the City of Melbourne holds a 50% interest in this company. Its primary purpose is the management of the historic Regent Theatre situated on Collins Street, Melbourne.
- **MAPS Group Limited** (trading as Procurement Australia): The City of Melbourne assumes the role of the majority shareholder in this entity, which operates under the name Procurement Australia.



SUSTAINABLE DEVELOPMENT GOALS

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. It sets out 17 ambitious goals supported by 169 targets and 231 indicators designed to measure progress at a national level. Action on the Sustainable Development Goals (SDGs) is primarily directed at a national level. However, at the City of Melbourne, we recognise all levels of government must play a role to create change. Recognising the role, a global city like Melbourne has in helping achieve the SDGs, we have reflected in this document how each of the major initiatives the Council is delivering on as part of the Council Plan 2021–25 relate to particular SDG targets.

Separately, in a first for Australia, the City of Melbourne has conducted a Voluntary Local Review of Melbourne's progress against the SDGs.



Source: The United Nations Sustainable Development Goals

MAJOR CHANGES

- The City of Melbourne underwent structural organisational changes during 2021–22. This was in line with the four-year Council Plan, and to better embed the strategic priorities into the operational plans.
- Public Affairs and Media was realigned within the organisation, with those teams moving into the newly created Strategic Communications Branch.
- People, Culture and Leadership delivered its first phase transformation, focusing on the structure of the People, Performance and Planning Team and the leadership team reporting lines.
- On-Street Support and Compliance (OSC) was split into two new branches during the year: Parking Services and City Safety, Security and Amenity. Staff from the original OSC were allocated across these new branches.
- The Community Development Branch was created in 2021.



- The Property Branch moved to join the Infrastructure and Design Division to become the Property, Infrastructure and Design Branch. This Branch was also realigned within the organisation. Changes were made to existing team structures and names.
- Branch reporting lines were changed and realigned. These included changes to the reporting lines for both the Legal Team and the Workplace of the Future project being moved under the CFO. Governance Branch was moved to report directly to the CEO with its director becoming a member of the Executive Leadership Team (ELT). Aboriginal Melbourne also joined the ELT.
- People, Culture and Leadership and Aboriginal Melbourne branches were moved to report directly to the Deputy CEO.
- Community and City Services Division changed reporting lines and moved to report directly to the CEO.
- A new branch called Invest Melbourne was established to attract new investment in the city.
- The Customer and Digital Division was created during this period and included the merging of Technology and Digital Innovation, City Data and Customer Relations branches.

HEALTH AND WELLBEING FOCUS AREA	MAJOR INITIATIVE (MI), OPERATIONAL PLAN ACTIVITY (O) OR (R)	COUNCIL PLAN STRATEGIC OBJECTIVE
Public health and safety	(MI 45) Continue to implement the Transport Strategy 2030	Safety and Wellbeing
	(MI 49) Equality and inclusion programs for the community	Safety and Wellbeing
	(MI 50) Street safety initiatives	Safety and Wellbeing
	(MI 51) Rapid Response Clean Team	Safety and Wellbeing
	(MI 52) Community resilience	Safety and Wellbeing
	(O) Plan and implement a public-facing child safe city campaign	Safety and Wellbeing
	(O) Raise awareness of hygiene and infection control measures via the roll out of hand sanitiser units in high traffic public location with appropriate community (COVID) safety messaging.	Safety and Wellbeing
Mental wellbeing and inclusion	(MI 1) Continue to strengthen Melbourne's economic recovery	Economy of the Future
	(MI 14) Munro Library and Community Hub	Melbourne's unique identity and place
	(MI 15) Deliver public art program	Melbourne's unique identity and place
	(MI 18) Facilitate increased investment in unique Melbourne events	Melbourne's unique identity and place
	(MI 23) Truth telling	Aboriginal Melbourne
	(MI 25) Govern with sovereign First Nations	Aboriginal Melbourne
	(MI 26) First Nations Cultural Precinct	Aboriginal Melbourne
	(MI 37) Implementation of Neighbourhood Model	Access and Affordability
	(MI 38) Libraries	Access and Affordability
	(MI 39) Delivery of Disability Access and Inclusion Plan 2020-24	Access and Affordability
	(MI 41) Refine the approach to service planning to ensure City of Melbourne's core services remain accessible and affordable.	Access and Affordability
Mental wellbeing and inclusion (continued)	(MI 43) Digital literacy programs and digital inclusion	Access and Affordability
	(MI 48) Inclusive Melbourne Strategy	Safety and Wellbeing
	(R) Implementation of key projects aligned with City of Melbourne's Children Plan	Safety and Wellbeing
	(R) Advance our commitment to Reconciliation.	Access and Affordability
	(O) Ageing and Inclusion: Deliver the Melbourne: A Great Place to Age Strategic Plan 2020-24	Safety and Wellbeing
Healthy and sustainable lifestyle	(MI 4) Deliver high quality public transport in urban renewal areas	Economy of the Future
	(MI 12) The Greenline Project	Melbourne's Unique Identity and Place
	(MI 16) Increase public open space	Safety and Wellbeing
	(MI 36) Inclusive sports facilities for women	Access and Affordability
	(O) Continue working to provide a healthier city through the implementation of the Smoke - Free Melbourne Policy.	Safety and Wellbeing
	(O) Investigate and determine appropriate responses to identified issues in managing gambling, alcohol and drug related harm including the impact on mental health.	Safety and Wellbeing
	(O) Finalise the four-year Active Melbourne Plan and implement actions.	Safety and Wellbeing
Housing and Homelessness	(MI 6) Market and promote Melbourne as a great place to live	Economy of the Future
	(MI 44) Homes Melbourne	Access and Affordability
	(R) Deliver priorities of the Affordable Housing Strategy	Access and Affordability
Food Security	(MI 13) Protect Queen Victoria Market	Melbourne's Unique Identity and Place
	(MI 40) Food Relief Plan	Access and Affordability
	(O) Community Food Guide	Access and Affordability

A city skyline at dusk or dawn, with a river in the foreground and a bridge. The sky is dark with some clouds, and the city lights are visible. The text is overlaid on the right side of the image.

THE MAJOR POLICIES

RISK MANAGEMENT

EMPLOYEE HEALTH AND SAFETY

DIVERSITY AND INCLUSION

**EMPLOYEE DEVELOPMENT AND
TRAINING**

**INVOLVING THE COMMUNITY IN
OUR DECISIONS**

**OUR ENVIRONMENTAL
PERFORMANCE**

ASSURANCE PROGRAM

PROCUREMENT AND CONTRACTS

RISK MANAGEMENT:

Three policies help to guide our risk management approach:

- **Risk Management Policy**
- **Crisis and Business Continuity Policy**
- **Fraud and Corruption Policy.**

These policies detail the objectives and key responsibilities, and outline 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.

Exercise Torrent

How do you prepare for an urgent and unexpected event? From extreme heat to severe fire or terrorist incident, the City of Melbourne has a vital role to play if or when these events happen in our city.

To understand how 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. Exercise Torrent was conducted on 17 June 2022 at Arts House, North Melbourne Town Hall.

This year's Exercise Torrent explored the response, relief and recovery needs of the local community when there is a significant flood incident in the Melbourne municipal area.

After a scene-setting presentation by Victoria State Emergency Service on recent flooding in New South Wales, participants worked in groups in response to a hypothetical scenario. Then they reported back to the group.

About 80 participants took part in the exercise, including emergency services agencies, local residents and community leaders, business owners, and council and emergency management staff.

This exercise helped us to better understand the impact a natural disaster might have on our community, particularly marginalised people.

It also helped lay the foundations for more localised neighbourhood emergency plans, with North Melbourne as a case study for municipality.

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, our culture recognises safety as everyone's responsibility.

We integrate this messaging into our organisational values. Each person is responsible

for recognising workplace hazards and correcting or reporting them promptly.

The City of Melbourne then has a robust system in place to support the investigation and either rectify or oversee the rectification of reported hazards.

- ❑ 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 both personal and work-related issues.
- ❑ COVID-19 has continued to affect how people work and interact with each other. We recognise the unique challenges faced by our frontline employees and those running community facilities. They are charged with maintaining their safety while also delivering services to the community and our customers.
- ❑ The data below represents our employees and does not include contractors. There were no fatalities or occupational diseases recorded during 2021–22. We have a proactive injury prevention strategy and an early intervention approach to all work-related injuries and illnesses. This approach focuses on sustainable return-to-work programs.

Annual statistics

Lost time injury frequency rate	Total recordable injury frequency rate	Occupational disease rate	Absentee rate	Total work-related fatalities
7.37	12.15	0	6.17%	0

Lost time injury frequency rate is calculated as the number of lost time injuries recorded in the reporting period divided by total hours worked multiplied by 1 million.

Total recordable injury frequency rate is calculated as the number of lost time injuries plus the number of medical treatment injuries recorded in the reporting period divided by total hours worked multiplied by 1 million.

Absentee rate is total sick leave absences as a percentage of ordinary time available. The previous year's absentee rate was 4.68 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. The absenteeism rate does not include special leave.



DIVERSITY AND INCLUSION

We embrace the benefits of inclusion and diversity, and openly value the different experience, skills, knowledge and perspectives our people bring with them. We believe in equality. We know that diversity and being inclusive helps us become an organisation that makes better decisions. We know that an inclusive workplace supports a higher sense of wellbeing and psychological safety and this leads to greater engagement, and higher levels of commitment and satisfaction

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, and 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.

Our values are the foundation of our commitment to equality, diversity and inclusion. We value integrity, courage, accountability, respect and excellence. Each of these values highlights and celebrates the equality, diversity and inclusion ethos that is important to our culture.

Melbourne Pride network

The Melbourne Pride network continued its work in a digital environment as we recovered from the COVID-19

pandemic. The focus for 2021–22:

- 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 LGBTIQ+ members and allies.

Many employees now wear pride lanyards across all areas of the organisation, meaning more than 750 employees have formally pledged to speak out and act against homophobia, biphobia, intersexes and transphobia, and will stand with or among LGBTIQ+ colleagues as members of Melbourne Pride

In 2021 City of Melbourne established a Diversity and Inclusion Senior Adviser role to increase the focus on workplace diversity, equity and inclusion. The first piece of work to be delivered was the writing of City of Melbourne's first Gender Equality Action Plan, a key piece of work under the Gender Equality Act 2020. The process of writing the Gender Equality



Action Plan included a workplace audit, consultation with staff and preparation of strategies that will ensure we increase gender equality in the workplace. Strategies focus on cultures of safety and respect, and leadership and enablement, ensuring representation and participation, and reducing the gender pay gap. Work has also begun on implementing recommendations from the report into Sexual Harassment in Local Government by the Victorian Auditor General's Office, and the revision of the Diversity, Equity and Inclusion Strategy.

Ratio of basic salary and remuneration of women to men by employee category at 30 June 2022

Award employees

Class 1 to Class 7 including senior officer staff (2021-22)

1 woman to 0.69 men

(2020-21 was 0.65 men; 2019-20 was 0.63 men; 2018-19 was 0.63 men; 2017-18 was 0.62 men)

1 man to 1.46 women

(2020-21 was 1.53 women; 2019-20 was 1.60 women; 2018-19 was 1.60 women; 2017-18 was 1.62 women)

Executive employees

(Executive 1 to Executive 5)

1 woman to 1.07 men

(2020-21 was 1 man; 2019-20 was 1.06 men; 2018-19 was 1 man; 2017-18 was 1.07 man)

1 man to 0.93 women

(2020-21 was 1 woman; 2019-20 was 0.94 women; 2018-19 was 1 woman; 2017-18 was 0.94 women)

Employee classification by gender (FTE) as at 30 June 2022

Gender	Class 1	Class 2	Class 3	Class 4	Class 5	Class 6	Class 7 / Senior Officer Contract	Exec	Total
Women	11.36	30.40	147.74	174.28	193.72	175.11	94.52	39.57	866.68
Men	12.32	12.40	106	97.68	108.65	135.31	99.01	41.40	612.75
Non-binary / gender diverse	0	0	0	0	0	0	0	0	0
Total	23.68	42.80	253.73	271.96	302.37	310.41	193.53	80.97	1479.43

Employee classification by age group (FTE) as at 30 June 2022

Age group	Class 1	Class 2	Class 3	Class 4	Class 5	Class 6	Class 7 / Senior Officer Contract	Exec	Total
Under 30 years	12.97	8.35	49.34	47.36	24.67	10.62	1	0	154.30
30 to 49 years	3.51	23.72	108.54	159.49	196.72	205.29	126.35	43.57	867.19
50 years plus	7.21	10.73	95.86	65.11	80.98	94.50	66.18	37.40	457.95
Total	23.69	42.80	253.74	271.96	302.37	310.41	193.53	80.97	1479.43

EMPLOYEE DEVELOPMENT AND TRAINING

During the past 12 months, the Learning and Development team delivered as many face-to-face courses as possible, within the constraints of COVID-19 restrictions.

This included the return of the Safer People Interactions course, which promotes safer workplace interactions when dealing with members of the public in either a fixed or dynamic environment. Important conflict management techniques and practical skills are learnt, including understanding how to de-escalate situations that have the potential to become dangerous. A total of 170 employees from various teams and branches across the organisation completed this training.

New learning resources

Aboriginal Cultural Safety Training (online)

The Aboriginal Cultural Safety Training course began in November 2021. It builds on cultural awareness by providing practical tips and skills for putting cultural safety considerations into practice.

Participant learning and understanding is enhanced by the personal stories and the lived experience of our facilitators, while exploring Aboriginal identities, cultures, and history. 256 employees attended and completed this course this year.



Core learning program engagement

Corporate Induction

The Corporate Induction program was paused in line with COVID-19 restrictions. In December 2021, this important welcome to the organisation recommenced in a face-to-face format. The agenda has been reviewed and re-designed and is now a two-day program where participants learn about:

- The City of Melbourne, local government and the role of Council
- Some of the many different projects being delivered across the city
- The organisation-wide cultural program which focuses on a building a constructive culture.

About 21,900 courses were completed by employees during the past 12 months. Most were mandatory e-learning. Less instructor-led training could be delivered due to the pandemic and lockdowns. Overall, there was an increased rate of course completion, with about 1500 more completions recorded than the previous year.

INVOLVING THE COMMUNITY IN OUR DECISIONS

This year we heard from more than 15,000 people through community engagement activities across 58 city-shaping projects. Our community engagement has influenced decision-making and improved policy, services and project outcomes across Council deliverables. Communities had their say on a range of key initiatives set out in our four-year Council Plan. The projects that the community most engaged with included the rollout of the food organics and garden organics waste service, bike lanes, planning for the new Munro Library and Community Hub, scoping affordable housing sites, the domestic animal management plan and neighbourhood planning. Community members representing broad sections of the municipality also helped develop critical strategies, including our 10-year Inclusive Melbourne Strategy and our 10-year Financial and Assets plans. We spoke to community at the neighbourhood level, to further develop our understanding of the strengths, needs and priorities of each of the unique neighbourhoods which make up our municipality. From this consultation we have developed Neighbourhood Portals to facilitate regular and ongoing conversations between City of Melbourne and the diverse communities that live, work, study and visit each of our neighbourhoods.

Community satisfaction with our consultation and engagement continued to rank above the state-wide average (index score of 61), as measured by the 2022 Community Satisfaction Survey. The City of Melbourne strives to build on these high standards. A priority for the year ahead is to strengthen the reach of our community consultations, ensuring we hear from diverse and often under-represented voices across the municipality.

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 16.8 per cent increase in subscribers to our monthly Participate. Melbourne newsletter, giving an additional 1000 people regular communication and access to the latest in engagement news and project updates

Our community helped shape the direction and detail of projects, including:

- Greenline Implementation Plan
- Participate Neighbourhoods
- Inclusive Melbourne Strategy 2022-32
- Women's Safety and Empowerment Action Plan 2021-24
- Budget 2022-23
- Annual Plan 2022-23
- Munro Library and Community Hub
- Making Errol Street Exceptional
- Scoping Affordable Housing Sites
- Carlton Gardens Master Plan
- Financial and Assets Plans 2021-31
- Domestic Animal Management Plan
- Food and Garden Waste Service
- Kensington Stock Route Food Walk
- New Bike Lanes
- Transforming our Little Streets

Financial year	2017-18	2018-19	2019-20	2020-21	2021-22
Website visitors	109,696	145,093	125,179	157,865	179,103
Registered members	8409	12,138	11,111	13,419	14,889

OUR ENVIRONMENTAL PERFORMANCE

The Council Plan strategic objective to respond to the climate and biodiversity emergency – and related city-wide strategies and plans – drives our approach to reducing the environmental impact of our organisational and city. 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.

Energy and emissions

The City of Melbourne has set an ambitious target to become a zero emissions city by 2040. Council has set corporate emissions reduction targets to reduce emissions from Council's day-to-day operations in line with the Paris Agreement. We have exceeded our Paris-aligned emissions reduction of 4.5 per cent, which represents our contribution to keep global temperature rise below 1.5 degrees. 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. A new Emissions Reduction Plan 2021–26 was endorsed by Council in October 2021 and ratifies the increased ambition set when Council declared a climate and biodiversity emergency. With Council assets being powered by 100 per cent renewable energy, our focus now shifts to eliminating gas and fuel use through electrification of these assets. We have begun the work to measure and minimise the emissions from materials across our capital works and continue the work of reducing emissions from our supply chain, subsidiaries and major events.

More information on our environmental approach, highlights and performance can be found in the 'Performance against our measures' section under Climate and biodiversity emergency.

2020–21 results

This is the second full year that all Council operations have been powered by 100 per cent renewable electricity through the Melbourne Renewable Energy Project. Our corporate fleet is also transitioning, with the number of hybrid and fully electric vehicles in our fleet increasing to 69 per cent. Upgrades were completed across several administration buildings, and a roadmap was developed to switch all City of Melbourne buildings assets from gas to electricity. Our 2021–22 carbon report shows that operational emissions have decreased 9 per cent from the previous year to 11,209 tonnes of carbon dioxide (CO₂) equivalent. Moomba and Firelight Festival joined Melbourne Fashion Week, Music Week and Melbourne Knowledge Week as certified carbon neutral events. 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.

ASSURANCE PROGRAM

Audit and risk committee

Melbourne City Council has operated an Audit and Risk Committee since 1999, in accordance with section 53 of the Local Government Act 2020. The Committee oversees the activities of our external and internal auditors and 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 2021–22 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

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 at Jemena Ltd. Geoff has a number of appointments as an independent member or chair of a range of audit committees, including the Department of Premier and Cabinet, City of Greater Geelong, Kingston City Council, City of Whittlesea, 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 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 over 35 years' 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 the University of Melbourne. Therese's appointment to the Committee ended on 30 June 2022.

ASSURANCE PROGRAM

Audit and risk committee members

Our Audit and Risk Committee comprises two Council representatives and three independent members. In 2021–22 the independent members were: Geoff Harry (Chair), Therese Ryan and Stuart Hall. Council representatives appointed to the Committee are Councillor Philip Le Liu and Councillor Jamal Hakim. Their appointment commenced on 15 December 2020

Stuart Hall – appointed August 2013

Stuart Hall is an independent mining consultant with more than 40 years' 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.

Audit and risk committee meeting attendance

Attendee	Role	6.08.21 Quarterly	3.09.21 Special	12.11.21 Quarterly	11.02.22 Quarterly	6.05.22 Quarterly
Geoff Harry	Chair	Yes	Yes	Yes	Yes	Yes
Therese Ryan	Member	Yes	Yes	Yes	Yes	Yes
Stuart Hall	Member	Yes	Yes	Yes	Yes	Yes
Councillor Philip Le Liu	Council representative	No	Yes	Yes	Yes	Yes
Councillor Jamal Hakim	Council representative	Yes	Yes	Yes	Yes	No

Internal audit

Our internal audit service helps us and our subsidiaries, Citywide Service Solutions Pty Ltd and Queen Victoria Market Pty Ltd, maintain strong, relevant and effective internal controls. PricewaterhouseCoopers was appointed on 1 July 2021 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

PROCUREMENT AND CONTRACTS

The City of Melbourne operates a centre-led model for managing procurement and suppliers. 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 through tools and systems
- implementing a supplier management framework to improve the overall benefit to the community, increasing value from contracts, enhancing the relationship and governance with our suppliers, and driving mutual benefits and innovation.
- strengthening the contract management process
- centrally managing all tenders greater than \$250,000.



City of Melbourne is also implementing a new procurement system, COMBUY, to manage procurement activities and achieve:

- efficiencies
- automation
- digitisation
- compliance management
- reporting
- consistency of supplier process.

For service contracts with a value greater than \$250,000, strategic reviews are carried out to determine:

- whether the service is still required
- the strategic approach for delivering and providing the service
- how the service aligns to Council's strategic objectives
- analysis of the supplier market
- the best procurement methodology and deliver

Procurement policy updates

In line with the new Local Government Act 2020, the City of Melbourne has updated its procurement policy. The policy also 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
- respond to City of Melbourne's sustainability goals
- realign thresholds aligned to the risk and complexity of the procurement
- concentrate on local economic benefits.

The updated procurement policy was approved at a Council meeting on 29 June 2021, with a three-month window for implementation. City of Melbourne did not enter into any other contracts valued at \$250,000 or more for goods or services without engaging in a competitive process.

CEO exemptions	<ul style="list-style-type: none">• provision of outdoor dining infrastructure and maintenance services• revenue review• eDocs support and maintenance renewal• legal exemption• street cleaning contract extension• Midweek Melbourne Money• relocation of Testing Grounds infrastructure and activation to Market Square• home care packages• media buying services• CIS contract extension.
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 City of Melbourne-owned buildings• security and cash collection services• Melbourne Renewable Energy Project
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

<p>Procurement Australia</p>	<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 City of Melbourne-owned buildings • security and cash collection services • Melbourne Renewable Energy Project
<p>State Purchase Contract</p>	<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 • Salesforce • Construction Supplier Register • Professional Advisory Services Panel • Mail and postal services • VIC Fleet Contracts • CAMMS Interplan Renewal DTA 02836 • Cloud Marketplace (CMP) • Adobe Licences
<p>City of Melbourne</p>	<ul style="list-style-type: none"> • Active Melbourne recreation facilities - YMCA • eDocs maintenance renewal - Konika Minolta • Accela licensing, maintenance and support services agreement • Melbourne rewards program - waivpay • Daily Support Team - Launch Housing • Integrated night safe space program - Salvation Army

We entered the following contracts in 2021–22 in line with section 186(5)(c) of the Local Government Act 1989.

OUR DISSEMINATION PLAN

Strategic objectives 2021–25



Our 10-year Community Vision informs Council on the longer-term aspirations of the community. The Council Plan 2021–25 is Council's medium-term strategy, which responds to community aspirations, and guides Council on its actions over the four-year council term. The Council Plan 2021–25 includes six Strategic Objectives, and the progress toward achieving them is monitored by a total of 49 Council Plan strategic Indicators.



PLANNING

As part of the integrated planning framework, there are other key strategies and plans guiding Council's activities and commitments, including the:

- Public Health and Wellbeing Plan, which describes how the Council will promote the health and wellbeing of the community
- 10-year Financial Plan, which establishes how Council will achieve the Community Vision through responsible and sustainable financial management
- Asset Plan 2021–31 which establishes the asset management priorities for the next 10 years

Each year Council develops an Annual Plan and Budget, which establish Council's key activities for the 12-month period. These include delivery on major initiatives and tracking progress through Council Plan indicators. The Budget includes business as usual services we deliver for our community.

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

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.



Justin Hanney
Chief Executive Officer

Commenced position in 2019



Alison Leighton
Deputy Chief
Executive Officer

Commenced position in 2020



Katrina McKenzie
General Manager City
Economy and Activation

Commenced position in 2016



Evan Counsel
General Manager Strategy,
Planning and Climate Change

Commenced position in 2021



Linda Weatherson
General Manager Community
and City Services

Commenced position in 2019



Roger Teale
General Manager
Infrastructure and Design

Commenced position in 2021



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

Commenced position in 2019

And so many other significant figures played a big role in the success of Melbourne...

COVID-19 continued to present challenges in 2021–22, including lockdowns and ongoing recovery. City of Melbourne’s workforce continued to meet these challenges with professionalism and flexibility, to make sure businesses and our communities received ongoing support.

THE HUMAN CAPITAL...

All staff can now return to the workplace. This supports team members who worked onsite throughout the pandemic to deliver essential services across the municipality. **The City of Melbourne** is committed to being a workplace of choice, investing in great talent and making it possible for our people to perform at their best. We do this by empowering our workforce, demonstrating inspirational leadership and using contemporary tools and processes. We also strive for a constructive culture. Each year, we run the **People Matter Survey**, a culture survey that measures and benchmarks employee sentiment. All employees are involved in developing their **Branch Culture Action Plans**. These plans focus on developing the workplace culture preferred by our people..

Our culture plans are further supported and enhanced through our Employee Experience Survey. This survey provides another way to give every employee a voice to help us move towards our ideal culture. Through these cultural measurement surveys – *the Employee Experience Survey and the People Matter Survey* – we can better understand our employees' experience and the diversity in our workforce.. In 2021–22 we also developed our first **workplace Gender Equality Action Plan**, and we are refreshing our Diversity, Equity and Inclusion Strategy.

A range of professional and personal development opportunities, flexible work arrangements, and health and wellbeing programs also assist our employees to achieve a healthy work-life balance and reach their full potential.

Employee code of conduct

The code of conduct provides 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. New employees receive an electronic copy of the code of conduct with their offer of employment.

Enterprise agreement

The City of Melbourne Enterprise Agreement 2021 is underpinned by the National Employment Standards, which together provide the legal framework that covers the employment terms and conditions for most of our employees. For executive employees, employment terms and conditions are governed by the National Employment Standards and the Local Government Industry Award 2020, and individual employment contracts. Bargaining for the 2021 agreement was completed in September 2021. The four-year Enterprise Agreement 2021 came into effect on 29 October 2021 after 1 195 employees voted, and 90 per cent voted 'yes'.



This work was completed as part of the Public Management course at the SAA, University of Turin, under the supervision of Prof. Valerio Brescia. The elements presented in this assignment have been developed in accordance with the guidelines defined by Professors Paolo Biancone, Silvana Secinaro, Valerio Brescia, and Davide Calandra.