

Future Melbourne Committee

**Meeting No 20
Tuesday 2 December 2025
5:30 pm**

**Town Hall Commons
Melbourne Town Hall Administration Building**

Confirmed Minutes



Present

Lord Mayor Nicholas Reece (Chair)
Deputy Lord Mayor Roshena Campbell
Councillor Dr Olivia Ball
Councillor Rafael Camillo
Councillor Davydd Griffiths
Councillor Owen Guest
Councillor Philip Le Liu
Councillor Gladys Liu
Councillor Kevin Louey
Councillor Andrew Rowse
Councillor Mark Scott

1 Commencement of meeting and apologies

The meeting commenced at 5.31pm.

The Chair, Lord Mayor Nicholas Reece, welcomed attendees to the meeting, acknowledged the Traditional Owners of the land governed by the City of Melbourne, the Wurundjeri Woi Wurrung and Bunurong / Boon Wurrung peoples of the Kulin, and advised that the meeting was being streamed live and a recording will be made available on the City of Melbourne website.

2 Disclosure of conflicts of interest

The Lord Mayor advised that conflicts of interest should be disclosed as they arise.

3 Confirmation of minutes of previous meeting

Moved: Cr Griffiths

That the minutes of open meeting No 19 held on Tuesday 11 November 2025 be confirmed.

Seconded: Cr Liu

The motion was put and CARRIED UNANIMOUSLY

Voted for Lord Mayor Nicholas Reece, Cr Dr Ball, Deputy Lord Mayor Roshena Campbell, Cr Dr Guest, Cr Griffiths, Cr Rowse, Cr Liu, Cr Le Liu, Cr Scott, Cr Louey and Cr Camillo

4 Matters arising from the minutes of the previous meeting

There were no matters arising from the minutes of the previous meeting.

5 Public Questions

Below is a summary of public questions and responses. The full question time can be heard in the live stream recording of the meeting on Council's website at <https://www.melbourne.vic.gov.au/meeting/future-melbourne-committee-02-december-2025>

88th Anniversary of the Nanjing Massacre

Rachel Liang on behalf of Guosheng Chen asked if the City of Melbourne would take steps to commemorate the 88th anniversary of the Nanjing Massacre (13 December 2025), including suggesting that the Town Hall be lit in white on the night.

Cr Dr Guest as Finance, Governance and Risk Portfolio Lead thanked Rachel and Guosheng for the question and expressed sympathy regarding the Nanjing Massacre and other humanitarian tragedies. Cr Dr Guest advised that the Town Hall could not be lit on 13 December 2025 due to the scheduled Christmas projections.

Lord Mayor Nicholas Reece added that Councillors Louey, Liu, Le Liu, and himself were in Nanjing earlier in the year and while there, participated in public events that referenced the Nanjing Massacre. The Lord Mayor noted that while there were no formal plans to commemorate the anniversary by the City of Melbourne, this participation was an acknowledgement of the terrible events that occurred.

Korean and Chinese statues of peace

Jimmy Li asked if the City of Melbourne would take steps to allow installation of Korean and Chinese statues of peace within the city.

Cr Le Liu as Arts Portfolio Lead thanked Jimmy for the question and advised that the City of Melbourne has a Plaques and Memorials Policy in place that contains the appropriate application process, and advised the information regarding this process is available on Council's website. Cr Le Liu sought clarification of whether the referenced statue is a comfort woman statue, to which Jimmy confirmed it was.

Faith based organisations and homelessness

Jake Land asked whether the City of Melbourne would ask churches to install portable accommodation facilities in their buildings to combat homelessness and remind churches of the obligations to society.

Cr Liu as Community, Health and City Services Portfolio Lead advised that it is not Council's role to comment on the role or obligations of the Church but noted that to end homelessness it will take partnership, advocacy and collaboration with landowners of underutilised land, including faith-based landowners.

Cr Liu also noted that crisis accommodation requires careful design as it services people in highly vulnerable situations with complex needs, often experiencing trauma, family violence or mental health challenges.

cohealth

Chris Thrum asked what progress had been made to deliver a long-term sustainable solution regarding cohealth, following the announcement that funding had been provided to keep cohealth centres running by the Commonwealth Government up to 31 July 2026.

Cr Liu as Community, Health and City Services Portfolio Lead advised the announcement that cohealth services will continue until July 2026 is welcome news for the inner-city community, and noted it is a direct result of advocacy. Cr Liu thanked Chris for his ongoing advocacy and concern on this topic and advised that the City of Melbourne will continue to advocate for a longer-term solution.

Queen Victoria Market

B McNicholas asked questions relating to the Queen Victoria Market (QVM). B asked if the City of Melbourne would commit to undertaking a dedicated QVM Master Plan and if yes, would the City of Melbourne commit to revising the QVM precinct renewal plan to accommodate this. B also asked if the City of Melbourne would agree to remove the QVM brand and name from the surrounding precinct. And finally, B asked if the City of Melbourne would agree to do a referral of the QVM Precinct Renewal Program under the *Environment Protection and Biodiversity Conservation Act 1999*.

The Lord Mayor thanked B for the questions and referred them to Rick Kwasek, General Manager Infrastructure and Amenity, who took the questions on notice so that a written response could be provided to B in due course.

6 Reports from management

There were 13 reports from management.

The Lord Mayor Nicholas Reece called on Deputy Lord Mayor Roshena Campbell to assume the role of Chair for consideration of the reports where Council exercises its responsibilities under the Planning and Environment Act 1987.

6.1 Ministerial Planning Referral - TPMR-2025-21 - 400 Queen Street, Melbourne

The report from management included the following executive summary:

1. The Department of Transport and Planning (DTP), on behalf of the Minister for Planning (Minister), has issued a formal referral to Melbourne City Council (Council) for Planning Permit Application PA2503754 at 400 Queen Street, Melbourne. The application seeks approval for the demolition of the existing building and construction of a 220.4 metre (excl. roof plant) mixed use building containing retail premises, offices, student housing and 693 build-to-sell dwellings (refer Attachment 1 – Locality Plan and Attachment 2 – Plans).
2. The applicant is Sime Darby Property (Queen Street) Development Pty Ltd c/o Urbis, the owner is Kim Lim Aust. Pty Ltd and the architect is Cox Architecture. The estimated cost of development is \$495,619,040.
3. The site is located within the Capital City Zone, Schedule 1 (Outside the Retail Core), and is affected by the Design and Development Overlay, Schedules 1 and 10 (DDO1 and DDO10) and Parking Overlay, Schedule 1.
4. The key matters for consideration in the assessment of this application include the proposed floor area uplift and public benefits, the built form having regard to the DDO1 and DDO10 and compliance with Clauses 16.01-1L (Student housing) and 58 (Apartment developments).
5. The significant mixed use building proposed is compatible with the prominent location of the site and will make a positive contribution to the skyline. The tower achieves an appropriate transition in scale between the approved towers within the adjacent Queen Victoria Market precinct and the central city. Publicly accessible spaces are provided through ground level retail arcades and colonnades, which will improve the local pedestrian experience.
6. Subject to conditions, the proposal provides acceptable amenity outcomes for future occupants through compliance with Clauses 16.01-1L and 58.
7. The proposal seeks a significant floor area uplift and requires a commensurate public benefit to be provided. The Planning Report (refer Attachment 3 – Planning Report) outlines the key outstanding matters relating to the public benefits, which are to be resolved before a permit can be granted.

The following people addressed the Committee:

- Matthew Townsend on behalf of Kenneth and Rosslyn Turner
- Jamie Govenlock, Urbis
- Phil Rowe, COX.

Moved: Deputy Lord Mayor Roshena Campbell

1. That the Future Melbourne Committee resolves to:

- 1.1. Advise the Department of Transport and Planning that the Melbourne City Council does not object to the application, subject to the resolution of the key outstanding matters and inclusion of conditions outlined in the planning report (refer to Attachment 3 of the report from management – Planning Report).

Seconded: Cr Le Liu

The motion was put and CARRIED

Voted for Lord Mayor Nicholas Reece, Cr Dr Ball, Deputy Lord Mayor Roshena Campbell, Cr Dr Guest, Cr Griffiths, Cr Rowse, Cr Liu, Cr Le Liu, Cr Louey and Cr Camillo

Cr Scott, being present but having abstained from voting, was taken to have voted against the motion.

6.2 Ministerial Planning Referral - TPRM-2022-12 - 222 & 240 Exhibition Street, Melbourne

The report from management included the following executive summary:

1. The Department of Transport and Planning (DTP), on behalf of the Minister for Planning (the Minister), has formally referred Planning Permit Application PA2201668 to Melbourne City Council (the Council). The application relates to 222 and 240 Exhibition Street, Melbourne, and seeks approval for demolition (including partial demolition), construction of a multi-storey mixed-use building comprising office space and a 270-room residential hotel and works to the rear of the Comedy Theatre (refer Attachment 1 – Locality Plan and Attachment 2 – Plans).
2. The applicant is Lasalle Investment Management Pty Ltd c/o Urbis, the owners are The Comedy Theatre Pty Ltd (240 Exhibition Street) and The Trust Company Ltd (222 Exhibition Street), and the architect is Architectus. The estimated cost of development is \$211,866,000.
3. The site is located within the Capital City Zone Schedule 1 (CCZ1) and is affected by the Heritage Overlay Schedule 632 (HO632), the Design and Development Overlay Schedules 1, 10 and 62 (DDO1, DDO10 and DDO62) and Parking Overlay Schedule 1.
4. Key matters requiring consideration include the suitability of the proposed built form in the context of the applicable policy framework and DD01, DDO10 and DDO62 controls, potential overshadowing and wind impacts, and waste management arrangements.
5. The proposal provides an opportunity to deliver significant upgrades to the Comedy Theatre, enabling it to compete for contemporary productions and enhancing central Melbourne's entertainment offering. As the Theatre is included on the Victorian Heritage Register (VHR), all proposed buildings and works will require separate approval from Heritage Victoria (HV).
6. Subject to increased upper-level setbacks, improved activation to Punch Lane and appropriate waste management across both sites, the proposed mixed-use development is expected to integrate well with its surroundings and deliver substantial public benefits. The Planning Report (refer Attachment 3 – Planning Report) outlines the outstanding matters that must be resolved before a permit should be issued as well as recommended conditions on any approval granted.

Cr Le Liu declared a material conflict of interest in this matter pursuant to section 128 of the *Local Government Act 2020* and the *Governance Rules*. Cr Le Liu received a campaign donation from a related party. Cr Le Liu left the meeting at 6.41pm prior to discussion taking place.

Lord Mayor Nicholas Reece declared a material conflict of interest in this matter pursuant to section 128 of the *Local Government Act 2020* and the *Governance Rules*. The Lord Mayor received a campaign donation from a related party. The Lord Mayor left the meeting at 6.41pm prior to discussion taking place.

Cr Scott declared a material conflict of interest in this matter pursuant to section 128 of the *Local Government Act 2020* and the *Governance Rules*. Cr Scott received a campaign donation from a related party. Cr Scott left the meeting at 6.41pm prior to discussion taking place.

Cr Louey declared a material conflict of interest in this matter pursuant to section 128 of the *Local Government Act 2020* and the *Governance Rules*. Cr Louey received a campaign donation from a related party. Cr Louey left the meeting at 6.41pm prior to discussion taking place.

Deputy Lord Mayor Roshena Campbell declared a material conflict of interest in this matter pursuant to section 128 of the *Local Government Act 2020* and the *Governance Rules*. The Deputy Lord Mayor received a campaign donation from a related party. The Deputy Lord Mayor left the meeting at 6.41pm prior to discussion taking place.

Procedural Motion - Temporary Chair

In the absence of the Lord Mayor, Deputy Lord Mayor and Cr Le Liu as Planning Portfolio Deputy Lead, a Temporary Chair was required to be elected.

Moved: Cr Dr Ball

That Cr Griffiths be elected Temporary Chair for consideration of Agenda Item 6.2.

Seconded: Cr Rowse

The motion was put and CARRIED UNANIMOUSLY

Voted for Cr Dr Ball, Cr Rowse, Cr Camillo, Cr Dr Guest, Cr Griffiths and Cr Liu

Cr Griffiths assumed the role of Temporary Chair.

Items of correspondence were received from:

- Helen Rice
- Jennifer Eltham
- Andrew John Eltham
- Lorraine and Ian Shepherd
- Tess
- Wendy and Jason Syme
- Samantha Westbrooke, National Trust of Australia (Victoria)
- Geoff Pile and Mark Lovell
- Dr Stan Capp, Eastenders
- Ben and Laila Allen
- Nicola Smith

The following people addressed the Committee:

- Jennifer Eltham
- Nicola Smith
- Shaun Schroter, Architectus
- Jamie Govenlock, Urbis

The following person requested to address the Committee but was not present:

- Hamish Oglivly.

Moved: Cr Camillo

1. That the Future Melbourne Committee:

1.1. Advise the Department of Transport and Planning that the Melbourne City Council does not object to the application, subject to the resolution of the key outstanding matters and inclusion of conditions outlined in the planning report (refer to Attachment 3 of the report from management – Planning Report), including the following additional conditions:

1.2. New condition 27 and 28:

27. Prior to commencement of the occupation of the premises as a hotel, a Hotel Management Plan (HMP) must be prepared to the satisfaction of the Responsible Authority in consultation with Melbourne City Council. The HMP must be submitted to, and approved by, the Responsible Authority. When approved, the HMP will form part of this permit and must be implemented to the satisfaction of the Responsible Authority. The HMP must set out operational, safety, amenity and compliance measures for the hotel and include:
- a. Objectives of the HMP and a description of hotel operations (bar/restaurant, function rooms, rooftop/terrace, external areas, accommodation where relevant).
 - b. Site plan identifying patron areas, entry/exit points, queuing areas, smoking areas, outdoor areas, loading bay, waste storage, ride-share/taxi drop-off & pick-up points.
 - c. Consideration to be given to relocating the entry of the Hotel to Lonsdale Street.
 - d. Noise and acoustic management.
 - e. Neighbourhood amenity including details of the management of patrons in outdoor areas to minimise impacts on the amenity of nearby properties
 - f. Traffic, access and servicing including car parking management, bicycle facilities, loading/unloading details, pick-up/drop-off arrangements and a patron dispersal including no drop off or pick up to occur from Punch Lane.
 - g. Complaints handling

The management plan must be to the satisfaction of, and be approved by, the Responsible Authority. Once approved, the management plan will form a part of the endorsed documents under this permit. The operation of the use must be carried out in accordance with the endorsed operational management plan unless with the prior written consent of the Responsible Authority.

28. The noise from the air conditioners / mechanical equipment must not be audible within a habitable room of any other residence before 7.00 am and after 10.00 pm Monday to Friday, or before 9.00 am and after 10.00 pm on weekends and public holidays, in accordance with the noise impacts as determined by the EPA Victoria Publication Noise Limit and Assessment Protocol 1826.5, or result in unreasonable and aggravated noise as defined by Part 5.3 of the Environment Protection Regulation 2021, or other equivalent policy.

Renumber remaining condition accordingly.

Seconded: Cr Dr Ball

The motion was put and CARRIED UNANIMOUSLY

Voted for Cr Dr Ball, Cr Dr Guest, Cr Griffiths, Cr Rowse, Cr Liu and Cr Camillo

Cr Dr Ball and Cr Camillo left the meeting at 7.22pm.

Lord Mayor Nicholas Reece, Deputy Lord Mayor Roshena Campbell and Councillors Louey and Scott returned to the meeting at 7.22pm.

6.3 Planning Scheme Amendment C417: Macaulay

Cr Camillo returned to the meeting at 7.23pm.

Lord Mayor Nicholas Reece declared a material conflict of interest in this matter pursuant to section 128 of the *Local Government Act 2020* and the *Governance Rules*. The Lord Mayor received a campaign donation from a submitter to the planning scheme amendment.

Deputy Lord Mayor Roshena Campbell declared a material conflict of interest in this matter pursuant to section 128 of the *Local Government Act 2020* and the *Governance Rules*. The Deputy Lord Mayor received a campaign donation from a submitter to the planning scheme amendment.

Cr Louey declared a material conflict of interest in this matter pursuant to section 128 of the *Local Government Act 2020* and the *Governance Rules*. Cr Louey received a campaign donation from a submitter to the planning scheme amendment.

Cr Scott declared a material conflict of interest in this matter pursuant to section 128 of the *Local Government Act 2020* and the *Governance Rules*. Cr Scott received a campaign donation from a submitter to the planning scheme amendment.

Elizabeth Manou, Acting Director Governance and Legal informed the meeting that if the four councillors left the meeting, quorum could not be maintained.

The Lord Mayor Nicholas Reece resumed the role of Chair.

Procedural Motion – Order of Business

Moved: Lord Mayor Nicholas Reece

That the order of business be altered to now consider Agenda Item 6.4 and that Agenda Item 6.3 be considered later in the meeting.

Seconded: Deputy Lord Mayor Roshena Campbell

The motion was put and CARRIED UNANIMOUSLY

Voted for Lord Mayor Nicholas Reece, Deputy Lord Mayor Roshena Campbell, Cr Rowse, Cr Camillo, Cr Dr Guest, Cr Griffiths, Cr Liu, Cr Louey, and Cr Scott

6.4 City of Melbourne Heritage Strategy: Stories of People and Place

The report from management included the following executive summary:

1. The purpose of this report is to seek adoption of the City of Melbourne Heritage Strategy 2025: Stories of People and Place (the Strategy).
2. Council's current Heritage Strategy, developed in 2013, primarily focused on the built environment. Its key objectives were to complete heritage reviews and update the planning scheme to ensure that under-recognised places across the municipality were appropriately protected through the application of the Heritage Overlay. Extensive work has been undertaken since 2013, and the final two neighbourhood heritage reviews are currently underway.

3. The new Heritage Strategy 2025: Stories of People and Place (the Strategy) seeks to reflect contemporary community values and respond to emerging challenges. It addresses important issues including climate change, housing, economic growth, multiculturalism and Aboriginal Cultural Heritage.
4. The Strategy is a non-statutory document and does not propose new planning controls or changes to planning systems.
5. The Strategy will guide how heritage is managed in the municipality for the next 10 years and inform the future work program for heritage projects. It takes a 'people-centred' approach which seeks to put community values at the core of how heritage is understood and promoted in the municipality.
6. The Strategy includes five priority areas. These are: Aboriginal Heritage, Powerful Experiences of our Multicultural City, Distinctive Places, Climate and Biodiversity Emergency and Stewardship
7. The draft Strategy was endorsed for public consultation by Future Melbourne Committee (FMC) on 20 August 2024. Consultation ran from 5 May to 16 June 2025. The Participate Melbourne webpage had over 4900 views and the survey received 341 responses.
8. The Strategy has been updated to reflect feedback heard from stakeholders and the broader community. The Community Consultation Report is at Attachment 3 to this document.
9. The Strategy includes an Implementation Plan which outlines the objectives of the actions in the Strategy and informs their delivery timelines and outcomes. For ease of use, management has developed a simplified Summary Document for the Strategy. Please see Attachment 1 for the Strategy and Implementation Plan and Attachment 2 for Summary Document.

Items of correspondence were received from:

- Mary-Lou Howie, Friends of Queen Victoria Market
- B McNicholas, Walk in St Kilda Road and Environs, Cultural Heritage Professional

Cr Dr Ball returned to the meeting at 7.25pm.

Moved: Deputy Lord Mayor Roshena Campbell

That Future Melbourne Committee resolves to defer consideration of the matter to a meeting of this Committee or Council in 2026 with timing to be determined by the CEO.

Seconded: Cr Rowse

The motion was put and CARRIED UNANIMOUSLY

Voted for Lord Mayor Nicholas Reece, Cr Dr Ball, Deputy Lord Mayor Roshena Campbell, Cr Dr Guest, Cr Griffiths, Cr Rowse, Cr Liu, Cr Scott, Cr Louey and Cr Camillo

6.5 Safe City Camera Policy

The report from management included the following executive summary:

1. The purpose of this report is for the Future Melbourne Committee (FMC) to endorse the final Safe City Camera Program (SCCP) Policy (final Policy).
2. Community engagement was undertaken with feedback was sought via Participate Melbourne on the draft SCCP Policy between 8 October 2025 and 29 October 2025. We received 2158 submissions, which included 1388 survey responses, 770 free text submissions and seven documents were uploaded.
3. Changes have been made to the policy to reflect arrangements for non-Council owned cameras being monitored through the SCCP, adding additional information included in the Privacy Impact Assessment into the policy and minor editorial changes.

4. A phased implementation approach for the new policy is proposed to allow important transitional activities to be undertaken which aim to enhance the governance, oversight and accountability of the SCCP, ensure appropriate safeguards for privacy are in place, to mitigate the risk of disproportionate impact on vulnerable groups and to increase transparency and community awareness about the SCCP.

Items of correspondence were received from:

- Andrew Blyth
- Mason Medutis
- Anna Prifti, City Precinct
- Sylvia Hungria, North and West Melbourne Precinct Association
- Hudson Clark
- Anastasia Beasley
- Luke Harris, Collins Street Precinct Group
- Tony Penna, Southbank Residents Association

Cr Dr Guest left the meeting at 7.26pm.

Cr Le Liu returned to the meeting at 7.27pm.

Cr Dr Guest and returned to the meeting at 7.31pm.

The following person addressed the Committee:

- Anastasia Beasley.

Moved: Cr Camillo

1. That the Future Melbourne Committee resolves to
 - 1.1. Endorse the Safe City Camera Program Policy (Attachment 4 of the report from management) and direct that it be annexed to the minutes.
 - 1.2. Authorise the General Manager Infrastructure and Amenity to make any further minor editorial changes prior to publications.

Seconded: Cr Liu

Amendment

Moved: Cr Dr Ball

That the following be added to the substantive motion starting from the end of 1.1

, with the following additions to the policy:

Explicit commitments to:

1.1.1 "not... use the SCCP to enforce Local Laws against camping in respect of people experiencing homelessness" (as per pp23-24 of the report from management); and

1.1.2 not monitor the cameras in real time in relation to Local Laws or regulations (p4 of the report); and

Seconded: Cr Griffiths

The amendment was put and LOST

Voted for Cr Dr Ball, Cr Griffiths, Cr Dr Guest and Cr Rowse

Voted against Lord Mayor Nicholas Reece, Deputy Lord Mayor Roshena Campbell, Cr Camillo, Cr Liu, Cr Louey, Cr Scott

Cr Le Liu, being present but having abstained from voting, was taken to have voted against the amendment.

Amendment

Moved: Cr Dr Ball

That parts 1.1 and 1.2 of the substantive motion be removed and the following be added to the motion:

- 1.1. Welcome policy development to support the Safe City Camera Program (SCCP), and community feedback on the evolving draft;
- 1.2. Request the Gender Impact Assessment be referred to the SCCP Audit Committee for consideration and review
- 1.3. Request advice from management on how body-worn camera footage is to be recorded and managed, and whether this should be included in the SCCP policy or the subject of a separate policy; and
- 1.4. Request that a further draft of the Safe City Camera Program Policy be brought to FMC, revised to incorporate:
 - 1.4.1. The work outlined in paragraph 20 of the report from management
 - 1.4.2. Any feedback from the Audit Committee, including its consideration of the Gender Impact Assessment
 - 1.4.3. Any feedback from the Homelessness Advisory Committee, including its review of the Homelessness Operating Protocol
 - 1.4.4. The views of the community legal sector on the optimum length of time for footage retention
 - 1.4.5. A process for deciding which private cameras, if any, may be added to the SCCP network
 - 1.4.6. The maximum possible information about the SCCP, in the interests of transparent government
 - 1.4.7. A commencement date for the policy and a revision date; and
 - 1.4.8. Policy settings relating to body-worn camera footage; or else advice on when a separate policy on body-worn cameras is expected

Seconded: Cr Griffiths

The amendment was withdrawn by Cr Dr Ball.

Amendment

Moved: Cr Dr Ball

That the following be added to the substantive motion:

- 1.3. Welcome policy development to support the Safe City Camera Program (SCCP), and community feedback on the evolving draft;
- 1.4. Request the Gender Impact Assessment be referred to the SCCP Audit Committee for consideration and review
- 1.5. Request advice from management on how body-worn camera footage is to be recorded and managed, and whether this should be included in the SCCP policy or the subject of a separate policy; and
 - 1.5.1. Request that a further draft of the Safe City Camera Program Policy be brought to FMC, revised to incorporate:
 - 1.5.2. The work outlined in paragraph 20 of the report from management
 - 1.5.3. Any feedback from the Audit Committee, including its consideration of the Gender Impact Assessment
 - 1.5.4. Any feedback from the Homelessness Advisory Committee, including its review of the Homelessness Operating Protocol
 - 1.5.5. The views of the community legal sector on the optimum length of time for footage retention
 - 1.5.6. A process for deciding which private cameras, if any, may be added to the SCCP network
 - 1.5.7. The maximum possible information about the SCCP, in the interests of transparent government
 - 1.5.8. A commencement date for the policy and a revision date; and
 - 1.5.9. Policy settings relating to body-worn camera footage; or else advice on when a separate policy on body-worn cameras is expected

Seconded: Cr Griffiths

The amendment was put and LOST

Voted for Cr Dr Ball, Cr Griffiths, and Cr Rowse

Voted against Lord Mayor Nicholas Reece, Deputy Lord Mayor Roshena Campbell, Cr Camillo, Cr Dr Guest, Cr Le Liu, Cr Liu, Cr Louey, Cr Scott

Substantive Motion

Cr Le Liu left the meeting at 8.16pm and returned at 8.23pm.

The substantive motion was put and CARRIED

Voted for	Lord Mayor Nicholas Reece, Deputy Lord Mayor Roshena Campbell, Cr Camillo, Cr Dr Guest, Cr Le Liu, Cr Liu, Cr Louey, Cr Rowse, Cr Scott
Voted against	Cr Dr Ball, Cr Griffiths

6.6 Macaulay Local Open Space Provision and Drainage Infrastructure Funding

The report from management included the following executive summary:

1. At its meeting of 9 July 2024 the Future Melbourne Committee (FMC) noted that since FMC endorsed draft Planning Scheme Amendment C417 (Macaulay Urban Renewal Precinct):
2. Melbourne Water's Urban Renewal Cost Recovery Scheme (URCRS) has been abandoned, casting doubt on the capacity for Melbourne Water to implement an appropriate funding mechanism; while
3. The pace of development on the Kensington side of Macaulay has exceeded expectations, with thousands of new residents expected to move into the precinct in the short term, accelerating the need to deliver the planned local open space network.
4. This report provides a response to previous resolutions of the Future Melbourne Committee (FMC) relevant to these matters, requesting management:
 - 4.1. Provide a report to the Committee by no later than the date on which the Committee is expected to consider submissions on amendment C417, setting out the steps taken to overcome the problem described above, and any preferred changes to amendment C417 of the type that would not trigger a delay or re-exhibition of amendment (or recommendations to pursue alternative ways of overcoming the problem). (resolved 9 July 2024)
 - 4.2. Continue to seek full reimbursement from Melbourne Water for the costs of upgrading Stubbs St number 2 pump station. (resolved 9 July 2024)
 - 4.3. Provide a report to the Committee at the earliest opportunity, providing: (resolved 18 March 2025)
 - 4.3.1. Options to acquire the 'Drainage Land'; and
 - 4.3.2. A clear account of all collected and projected interim development contributions from those parts of Kensington within Macaulay since 2012.
5. The Department of Transport and Planning (DTP) and Melbourne Water (MW) are leading work on an updated drainage strategy and a newly proposed drainage Development Contributions Plan (DCP) for the Arden and Macaulay Urban Renewal Precincts that will replace the URCRS. As part of this process, management is pursuing full reimbursement of costs related to Smith Street No. 1 pump station and Stubbs Street No. 2 pump station.
6. An overview of the planned open space network for the precinct and details of status, land ownership and proposed funding mechanism proposed as part of the Macaulay Structure Plan and Amendment C417 is provided at Attachment 1.
7. The key considerations in this report provide further detail on activities underway and additional options to deliver the Macaulay Open Space Network, including the 'drainage land' known as Macaulay Terraces.
8. Changes to Amendment C417 are not recommended at this stage in the statutory amendment process. Council may consider a separate planning scheme amendment that seeks to apply the Public Acquisition Overlay (PAO) to land within the precinct not currently owned or managed by Council that is identified for future open space. Further to this, as Council does not own or manage the land in the Moonee Ponds Creek corridor and most of the land is controlled by Victorian Government agencies for different purposes, continued advocacy is critical to resolution and progress.
9. The Interim Development Contributions Plan Overlay (DCPO) was applied to Macaulay in 2017. Up to November 2025 interim Development Contributions collected in Macaulay are ~\$31.5million. An infrastructure priority list and detailed cashflow modelling is being developed. This relies on and is being

completed in alignment with finalisation of Amendment C417 and drainage infrastructure requirements being confirmed Melbourne Water.

Items of correspondence were received from:

- John Kavanagh, Friends of Moonee Ponds Creek
- Dr Kate Kennedy, Kensington Association.

Moved: Deputy Lord Mayor Roshena Campbell

1. That the Future Melbourne Committee resolves to
 - 1.1. Request management investigate a separate planning scheme amendment that seeks to apply the Public Acquisition Overlay (PAO) to land within the Macaulay Urban Renewal Precinct that is not owned or managed by Council and is identified as future open space; and provide a report back to this Committee by April 2026.
 - 1.2. Requests the Lord Mayor write to relevant Ministers to once again request the finalisation and public release of the Moonee Ponds Creek Implementation Plan and invite a roundtable discussion seeking to resolve barriers and unlock critical open space to support the increased housing and population in the precinct.

Seconded: Cr Le Liu

Cr Camillo left the meeting at 8.35pm and returned at 8.37pm.

The motion was put and CARRIED UNANIMOUSLY

Voted for Lord Mayor Nicholas Reece, Cr Dr Ball, Deputy Lord Mayor Roshena Campbell, Cr Dr Guest, Cr Griffiths, Cr Rowse, Cr Liu, Cr Le Liu, Cr Scott, Cr Louey and Cr Camillo

Cr Liu left the meeting at 8.41pm and returned at 8.45pm.

Deputy Lord Mayor Roshena Campbell left the meeting at 8.45pm.

6.7 Moonee Ponds Creek linear park concept plan (Macaulay Road to Arden Street) and control of land

The report from management included the following executive summary:

1. In response to the August 2024 Future Melbourne Committee resolution, this report outlines options for Council to obtain control of VicTrack-owned land known as Lots 72 and 110 on the western bank of Moonee Ponds Creek between Macaulay Road and Arden Street, and the proposed approach to developing a linear park concept plan for this section of the creek.
2. Management has applied to VicTrack for a community lease over the two lots and seeks authorisation to take all necessary actions and execute required documentation to finalise the lease.
3. Purchase of the land is not recommended due to its high cost, encumbered nature and lack of funding commitment from State Government. A community lease provides a cost-effective interim arrangement while longer-term tenure options are resolved.
4. The VicTrack land is currently underutilised, with no formal access, amenities or visibility of the creek from surrounding streets. Securing tenure of the available land would enable Council to progress strategic priorities for public access to the land.
5. The proposed linear park aligns with the Macaulay Structure Plan and Planning Scheme Amendment C417 (Macaulay Structure Plan and Development Contributions Plan), which guide the area's transition

from an industrial precinct to a mixed-use, mid-rise neighbourhood. Significant housing and population growth in the Macaulay Urban Renewal Precinct has heightened the need for increased public open space to maintain liveability, with more than 1300 new dwellings completed, under construction or planned.

6. The Melbourne Water (MW) are leading work on an updated drainage strategy the Arden and Macaulay urban renewal precincts. The updated drainage strategy will provide detailed drainage infrastructure requirements for both precincts.
7. The updated drainage strategy will clarify and resolve flooding and drainage infrastructure requirements for the precinct, including linear park and future open space on the western side of the Moonee Ponds Creek between Arden Street and Racecourse Road. It is critical that this informs any future work by the City of Melbourne to investigate, plan and develop a linear park and future open space in this location.
8. It is recommended that the linear park and open space concept plan is commenced once Amendment C417 is resolved and flood modelling and drainage infrastructure work led by Melbourne Water is completed.
9. The proposed study area for the future concept plan will include Lots 72 and 110, the Bent Street road reserve, setback land and the future 'Drainage Land' known as the Macaulay Terraces immediately north of Macaulay Road. It may also include the western side of Moonee Ponds Creek north of Macaulay Road, extending to Racecourse Road.

Items of correspondence were received from:

- John Kavanagh, Friends of Moonee Ponds Creek
- Dr Kate Kennedy, Kensington Association.

Moved: Cr Griffiths

1. That Future Melbourne Committee:
 - 1.1. Notes that management has applied to VicTrack for a community lease over all of Lot 110 and the unleased portion of Lot 72.
 - 1.2. Authorises management to take all necessary actions to enter a community lease with VicTrack for Lots 110 and 72, and requests that following execution of the lease agreement that management progress works to formalise community access, including over the levee from Bent Street.
 - 1.3. Requests management to commence the Moonee Ponds Creek linear park concept plan following Ministerial approval of Amendment C417 and completion of the Macaulay flood modelling and drainage infrastructure work led by Melbourne Water.
 - 1.4. Requests the Lord Mayor write to relevant Ministers to once again request the finalisation and public release of the Moonee Ponds Creek Implementation Plan and invite a roundtable discussion seeking to resolve barriers and unlock critical open space to support the increased housing and population in the precinct.

Seconded: Cr Rowse

Deputy Lord Mayor Roshena Campbell returned to the meeting at 8.49pm.

The motion was put and CARRIED UNANIMOUSLY

Voted for Lord Mayor Nicholas Reece, Cr Dr Ball, Deputy Lord Mayor Roshena Campbell, Cr Dr Guest, Cr Griffiths, Cr Rowse, Cr Liu, Cr Le Liu, Cr Scott, Cr Louey and Cr Camillo

6.8 Chapman Street Reserve expansion final concept plan

The report from management included the following executive summary:

1. The Chapman Street Reserve expansion project will create a new open space of a total area of 3860 square metres in North Melbourne and is a key project for Melbourne as a Garden City.
2. The Final Concept Plan (refer Attachment 1) has been prepared after two rounds of community engagement and stakeholder engagement and is presented for formal consideration and approval.
3. Community engagement undertaken in 2024 and 2025 revealed support for expanding the two existing small triangular open spaces at the intersection of Chapman, Errol and Murphy Streets by using adjoining road space to create a single, larger open space.
4. Site investigations have been undertaken to ensure a clear understanding of constraints and opportunities given the site's location on a former creek tributary and its complex existing road layout.
5. Community and Traditional Owner feedback has informed the development of the Final Concept Plan.
6. The Department of Energy, Environment and Climate Change (DEECA) is the landowner for the roads to be used in the project. DEECA has provide in-principle support for the park expansion and has some requirements and processes that Council must undertake.
7. The creation of open space and greening in this part of North Melbourne is supported by a number of Council strategies including the Open Space Strategy, Urban Forest Strategy and Climate Change Mitigation Strategy to 2050.

Items of correspondence were received from:

- Toby Robinson
- Julian O'Shea.

Moved: Cr Griffiths

1. That Future Melbourne Committee:
 - 1.1. Approve the Chapman Street Reserve Expansion Final Concept Plan (Attachment 1 of the report from management) and direct that it be annexed to the minutes.
 - 1.2. Note that a formal road discontinuance process for portions of Errol Street, Chapman Street and Murphy Street will be undertaken and referred to Council at a future date.

Seconded: Cr Dr Ball

The motion was put and CARRIED UNANIMOUSLY

Voted for Lord Mayor Nicholas Reece, Cr Dr Ball, Deputy Lord Mayor Roshena Campbell, Cr Dr Guest, Cr Griffiths, Cr Rowse, Cr Liu, Cr Le Liu, Cr Scott, Cr Louey and Cr Camillo

6.9 Draft Community Infrastructure Plan

The report from management included the following executive summary:

1. The purpose of this report is to seek approval for the draft Community Infrastructure Plan (draft CIP) to be released for public consultation.

2. The draft Community Infrastructure Plan is intended to guide how the City of Melbourne will plan and deliver community infrastructure to 2035. From libraries and galleries to parks and recreation centres, our community infrastructure is fundamental to supporting local identity, community resilience and the health and wellbeing of our neighbourhoods.
3. As the City of Melbourne grows, we need innovative ways to meet community needs while responding to rising costs, limited space and changing needs. The demand for community infrastructure is growing faster than what Council can deliver on our own. While we may not be able to meet all needs, the draft CIP helps us make the most of what we already have, work in partnership, think creatively and invest wisely to have the greatest benefit for the most people.
4. The draft CIP will provide the City of Melbourne with a framework and decision-making tools to determine how we plan for, and deliver, community infrastructure to have the greatest positive social impact for the community over the next 10 years. It will be reviewed every four years, prior to Council elections, to support the decision making of each incoming Council on its four-year plan and long-term asset and financial plans.
5. The draft CIP has been informed by data collection and analysis, including the Municipal Community Infrastructure Needs Assessment (MCINA), extensive internal engagement, and outcomes of the Council Plan and M2050 Vision program.
6. The purpose of the public consultation process is to clarify and promote the City of Melbourne's varying role in the planning and delivery of community infrastructure, foster ongoing collaboration with partners to meet evolving community needs, inform the public about the types, locations and ownership of community infrastructure, and gather feedback and insights into community priorities for future investment.
7. It is proposed that the draft Community Infrastructure Plan (Attachment 1) will commence public consultation for a period of nine weeks from December 2025. Feedback will inform the final Community Infrastructure Plan to be considered by Council in 2026.

An item of correspondence were received from:

- Dr Kate Kennedy, Kensington Association.

The following person requested to address the Committee but was not present:

- B McNicholas, Walk in St Kilda Road and Environs.

Cr Griffiths declared a material conflict of interest in this matter pursuant to section 128 of the *Local Government Act 2020* and the *Governance Rules*. Cr Griffiths is the president of the Flemington and Kensington Bowls Club located in New Market Reserve which is mentioned in the report. Cr Griffiths left the meeting at 8.57pm prior to discussion taking place.

Moved: Lord Mayor Nicholas Reece

1. That the Future Melbourne Committee resolves to:

- 1.1. Approve the draft Community Infrastructure Plan (Attachment 1 of the report from management) for public consultation between December 2025 and February 2026.
- 1.2. Authorise the Chief Executive Officer, or their delegate, to write to key partners welcoming the opportunity to work together to meet community infrastructure needs.
- 1.3. Authorise the General Manager Strategy, Planning and Climate Change to make any minor editorial amendments.

Seconded: Cr Camillo

The motion was put and CARRIED UNANIMOUSLY

Voted for Lord Mayor Nicholas Reece, Cr Dr Ball, Deputy Lord Mayor Roshena Campbell, Cr Dr Guest, Cr Rowse, Cr Liu, Cr Le Liu, Cr Scott, Cr Louey and Cr Camillo

Cr Griffiths returned to the meeting at 8.59pm.

6.10 Delivering a Swimmable Birrarung

The report from management included the following executive summary:

1. This report provides management's response to the 29 July 2025 Notice of Motion, addressing Council's authority to enable safe public swimming in the Birrarung/Yarra by 2050, clarifying the roles of other government bodies, and identifying potential trial locations along the river.
2. Cities around the world have demonstrated what is possible when agencies come together to transform their waterways. In most cases local governments have been the catalyst for driving change.
3. The benefits cities reported when making swimming possible include improved liveability, increased tourism and economic activity, increased property values, improved waterway health and biodiversity and improved social connection.
4. Making the Birrarung/Yarra swimmable requires collective action that spans across the river's land catchment and within the waterway corridor itself that extends 242 kilometres. The agencies that have influence over the health and activation of the Birrarung/Yarra include the Victorian Government, Melbourne Water, Environment Protection Authority, Parks Victoria and other local governments in the river catchment.
5. City of Melbourne has limited direct authority to make the Birrarung/Yarra swimmable as Council only manages a small section of the waterway and a relatively small area of the Birrarung/Yarra catchment.
6. Three streams of activity are outlined in Attachment 1 that Council has authority to deliver.
 - 6.1. Establish a coalition for a swimmable Birrarung/Yarra: Gain commitment from other agencies to work together now and over the long-term.
 - 6.2. Celebrate and activate the waterfront: Work with private and public partners to increase the ways people connect to and experience the river.
 - 6.3. Clean the stormwater: Deliver the activities that are within City of Melbourne's control to improve water quality and waterway health.
7. Management's investigation includes a site selection framework to determine the suitable locations for swimming as well as recommendations for advocacy.

Items of correspondence were received from:

- Matthew Sykes, Swimmable Cities
- Prof Lauren Rickards, La Trobe Climate Change Adaptation Lab
- Janet Bolitho, Yarra River Keeper Association
- Charity Mosienyane and Kaj Löfgren, Regen Melbourne
- Dean Campbell-Smith
- Cheryl Batagol
- Rebecca Scott OAM, STREAT
- Oliver Pelling GOOD&PROPER
- Perry Molloy
- Associate Prof Magnus Moglia, La Trobe Climate Change Adaptation Lab and Regen Melbourne.

The following people addressed the Committee:

- Matthew Sykes, Swimmable Cities
- Janet Bolitho, Yarra River Keeper Association
- Charity Mosienyane, Regen Melbourne.

Cr Rowse left the meeting at 9.00pm and returned at 9.01pm.

Moved: Cr Griffiths

1. That the Future Melbourne Committee resolves to:
 - 1.1. Note that delivering a swimmable Birrarung/Yarra is a long-term ambition involving multiple stakeholders and significant investment, however with commitment and collaboration, cities like Paris and Copenhagen have demonstrated it is possible to make city rivers swimmable.
 - 1.2. Note that City of Melbourne has existing legislative obligations to improve the health and water quality of the Birrarung/Yarra.
 - 1.3. Approve the Lord Mayor to sign the Swimmable Cities Charter (**Attachment 2**) to signify Council's commitment to restoring the health of the Birrarung/Yarra and requests that the Lord Mayor writes to Mayors of Councils in the Birrarung and Maribyrnong catchment areas and encourage them to also sign the charter.
 - 1.4. Request management work with partners to establish a coalition, including other local councils and Victorian Government agencies to:
 - 1.4.1. Work collaboratively towards the ambition of a swimmable Birrarung/Yarra.
 - 1.4.2. Undertake a joint technical analysis to inform the level of further investment required to make the river swimmable and brief Councillors on findings.
 - 1.5. Request management commence activities towards delivering a swimmable Birrarung/Yarra this financial year that are aligned to the 2025-26 annual budget, including:
 - 1.5.1. Run community engagement activities at the 2026 Moomba Festival that promote the ambition for a swimmable Birrarung/Yarra.
 - 1.5.2. Identify three opportunities for waterfront activation along the Birrarung/Yarra including an aquatic facility (swimming pool, wellness facility, spa pool or interactive water feature) in Docklands, and principles for partnering with the private sector to deliver.
 - 1.5.3. Develop water quality targets and a new Stormwater Management Plan that contribute to improved waterway health.

Seconded: Cr Camillo

Cr Scott left the meeting at 9.15pm and returned at 9.21pm.

The motion was put and CARRIED

Voted for Lord Mayor Nicholas Reece, Cr Dr Ball, Deputy Lord Mayor Roshena Campbell, Cr Camillo, Cr Griffiths, Cr Rowse, Cr Scott and Cr Louey

Voted against Cr Dr Guest

Cr Liu and Cr Le Liu, being present but having abstained from voting, were taken to have voted against the motion.

6.11 Taking action on vacant, dilapidated, dangerous and unsightly premises

The report from management included the following executive summary:

1. Dilapidated, unsightly, unsafe and often vacant buildings detract from civic pride and impact on Melbourne's experience, identity and brand. They can create safety, amenity and economic impacts for their immediate area.
2. On 2 September 2025, the Future Melbourne Committee (FMC) approved a Notice of Motion (NoM) requesting management review and provide advice on measures to address vacant, dilapidated, unsafe or unsightly properties across the city. This includes assessing current local laws, graffiti management, planning and building enforcement, and cost recovery options. Management will also consider updating definitions in the Activities Local Law 2024.
3. On 28 October 2025 the Council adopted the 2025-2029 Council Plan which includes a key activity to respond to this challenge.
4. Council officers currently utilise powers available to them under various legislative frameworks. Enforcement and compliance can have limitations and can also take time to progress through statutory steps.
5. The review has identified that each element listed in the NoM, vacant, dilapidated, unsafe, or unsightly properties, relates to distinct legislative and policy settings: vacant dilapidated and unsafe buildings fall under the *Building Act 1993 (Vic)* and *Building Regulations 2018 (Vic)*, empowering councils to issue orders for repair or demolition; unsightly properties are managed through local laws such as the *City of Melbourne Activities Local Law 2024*, which also supports enforcement under the *Graffiti Prevention Act 2007 (Vic)* to maintain amenity and civic pride.
6. The review has identified a need to place a greater focus on efficient action as well as a number of short-term recommendations to support improved building and construction site appearances.
7. The review has also identified areas for further investigation that will be undertaken as part of the Council Plan 2025-2029 key activities.

Moved: Lord Mayor Nicholas Reece

1. That the Future Melbourne Committee resolves to:
 - 1.1. Note that Part 13 of the Activities Local Law 2024 outlines Council's expectations of building owners and occupiers with respect to Dilapidated, Dangerous and Unsightly Premises and that it is a breach to allow a property to fall into a dilapidated, dangerous or unsightly state. Property owners can be issued a Notice to Comply to address the issue or Council can take action against that property.
 - 1.2. Request management deliver the following short-term actions:
 - 1.2.1. Deliver a communication program to relevant building owners and tenants to raise awareness of their obligations and advise of powers available to Council if these obligations are not met, noting that Council will transition to a more proactive approach to enforcement of the Local Law in FY2026/27.

- 1.2.2. Review the Graffiti Management Policy 2019 to examine options to improve definitions and the presentation of buildings, including construction sites and construction hoardings and enable the ability to recoup costs under certain circumstances.
 - 1.2.3. Create consistent, citywide guidelines for temporary hoardings that support efficient environmental clean-up, enhance urban appearance, and foster civic pride. This includes exploring mandating requirements in certain circumstances.
 - 1.2.4. Undertake a review of the requirements and guidance for temporary activation of stalled development sites to improve clarity and outcomes. Consideration will also be given to current Capital City Zone (CCZ) demolition clauses as part of the planning scheme review.
 - 1.2.5. Notes that this work will continue to be delivered and reported on as part of the Annual Budget Key Activity '*Implement mechanisms for Council to address vacant and dilapidated buildings which can include differential rates, strengthened local laws and targeted advocacy*'.
 - 1.2.6. Review the penalty units associated with breaches of Part 13 Dilapidated, Dangerous and Unightly Premises requirements of the Activities Local Law 2024.
- 1.3. Note that differential rates provide an option for supporting the management of vacant, dilapidated, dangerous and unsightly properties, and additional investigation into this mechanism is underway in alignment with consideration of relevant sections of the City of Melbourne Act 2001 and Local Government Act 2020.

Seconded: Deputy Lord Mayor Roshena Campbell

The motion was put and CARRIED UNANIMOUSLY

Voted for Lord Mayor Nicholas Reece, Cr Dr Ball, Deputy Lord Mayor Roshena Campbell, Cr Dr Guest, Cr Griffiths, Cr Rowse, Cr Liu, Cr Le Liu, Cr Scott, Cr Louey and Cr Camillo

6.12 City of Melbourne Advocacy and Partnerships Plan 2025-29

The report from management included the following executive summary:

1. The purpose of this report is for the Future Melbourne Committee (FMC) to endorse the Advocacy and Partnerships Plan 2025-29 (A&P Plan). Once endorsed, the A&P Plan will be used to guide Council advocacy and partnership actions for this Councillor term.
2. Management has developed the draft A&P Plan to underpin and amplify advocacy and partnership activities in the City of Melbourne Council Plan 2025-29 ('Council plan'). The Plan is instrumental for Council to deliver the Council Plan strategic priority 'Governing for our Future.'
3. The Plan focuses on four advocacy priority areas - safe and healthy communities, transport, growth & liveability, homelessness - and two partnership priority areas, seasonal events and activation, and waterways.

Items of correspondence were received from:

- Dr Kate Kennedy, Kensington Association
- John Kavanagh, Friends of Moonee Ponds Creek
- Chris Thrum.

The following person addressed the Committee:

- Chris Thrum.

Moved: Lord Mayor Nicholas Reece

1. That the Future Melbourne Committee resolves to:
 - 1.1. Endorse the Advocacy and Partnerships Plan 2025-29 (Attachment 1 of the report from management) and direct that it be annexed to the minutes with the additional priority outcomes on p.5 for 'Melbourne Thrives as We Grow':
 - 1.1.1. Simple and fit for purpose Developer and Open Space Contributions, including for Build to Rent developments.
 - 1.1.2. A review of the 'How to calculate Floor Area Uplifts and Public Benefits' guidelines for the central city.
 - 1.1.3. Leverage State Owned Land for community and open space to support housing growth, including VicTrack owned land along Moonee Ponds Creek.
 - 1.2. Authorise the Chief Customer Experience and Communications Officer to make any further minor editorial changes prior to publication.

Seconded: Deputy Lord Mayor Roshena Campbell

The motion was put and CARRIED UNANIMOUSLY

Voted for Lord Mayor Nicholas Reece, Cr Dr Ball, Deputy Lord Mayor Roshena Campbell, Cr Dr Guest, Cr Griffiths, Cr Rowse, Cr Liu, Cr Le Liu, Cr Scott, Cr Louey and Cr Camillo

6.13 Organisation-wide Grants and Sponsorship Policy

The report from management included the following executive summary:

1. The City of Melbourne invests over \$15 million annually in grants and sponsorships to support business, events, community, and creative industries. Historically, grants and sponsorships programs have operated under program-specific frameworks and operational guidelines.
2. To create greater consistency across programs and ensure alignment with strategic priorities, City of Melbourne has developed a new organisation-wide Grants and Sponsorships Policy grounded in strong governance principles and informed by sector best practice.
3. The Grants and Sponsorships Policy aims to strengthen transparency and accountability by providing clear guidance for Council staff, Councillors, and applicants on standards, processes, and responsibilities.
4. Key changes introduced under the Grants and Sponsorships Policy include a shift to quarterly opening of funding rounds, new processes to support transparent decision making, and new Focus Area Profiles that articulate the purpose and objectives of grant-making across sectors.

Items of correspondence were received from:

- Ariel Valent, North and West Melbourne Neighbourhood Centre
- Dylan Cole, Melbourne International Comedy Festival

Moved: Lord Mayor Nicholas Reece

That the Future Melbourne Committee resolves to defer consideration of the matter to a meeting of this Committee or Council in 2026 with timing to be determined by the CEO.

Seconded: Cr Dr Guest

The motion was put and CARRIED UNANIMOUSLY

Voted for Lord Mayor Nicholas Reece, Deputy Lord Mayor Roshena Campbell, Cr Dr Ball, Cr Dr Guest, Cr Griffiths, Cr Rowse, Cr Liu, Cr Le Liu, Cr Scott, Cr Louey and Cr Camillo

Procedural Motion

Moved: Lord Mayor Nicholas Reece

That Agenda Item 6.3, Planning Scheme Amendment C417: Macaulay be the next item considered.

Seconded: Cr Griffiths

The motion was put and CARRIED UNANIMOUSLY

Voted for Lord Mayor Nicholas Reece, Deputy Lord Mayor Roshena Campbell, Cr Dr Ball, Cr Dr Guest, Cr Griffiths, Cr Rowse, Cr Liu, Cr Le Liu, Cr Scott, Cr Louey and Cr Camillo

6.3 Planning Scheme Amendment C417: Macaulay

The report from management included the following executive summary:

1. Planning Scheme Amendment C417 (the Amendment) proposes changes to several provisions of the Melbourne Planning Scheme to enable the implementation of the objectives of the Macaulay Structure Plan 2021. The Structure Plan was endorsed by the Future Melbourne Committee in November 2021 following extensive community consultation.
2. The Macaulay urban renewal area is located less than three kilometres north-west of Melbourne's central city. Spanning approximately 90 hectares and includes parts of Kensington and North Melbourne.
3. Authorisation to exhibit the Amendment was sought from the Minister for Planning in August 2022. Conditional authorisation was provided on 30 May 2024. Following authorisation, the Amendment was publicly exhibited from Thursday 1 August 2024 to Tuesday 10 September 2024 and 63 submissions were received from residents, developers, community organisations, government departments, authorities, a neighbouring council and industry association.
4. Submissions covered a wide range of issues, reflecting both support and concerns with the proposed Amendment. These issues include density and housing capacity, the mix of uses, and the requirement for affordable housing. Built form controls and the proposed mandatory floor area ratio have also been raised. Other topics include respond to the proposed new streets, laneways, and arcades, parks and open space, setbacks to CityLink and Moonee Ponds Creek, flooding and drainage infrastructure, transport and car parking, and the absence of transitional arrangements.
5. Some changes are recommended to the amendment in response to submissions and officer review, including:

- 5.1. A revised streets and laneways network.
 - 5.2. A requirement for mandatory affordable housing contributions.
 - 5.3. A revised approach to delivering setbacks to City Link in the Boundary Precinct.
 - 5.4. Improvements to the drafting of various design and development and parking controls to improve their clarity and implementation.
6. To progress the Amendment, Council is now required under the Planning and Environment Act 1987 to refer the matter to an independent planning panel. This ensures transparency and fairness by allowing submitters to present their views in a formal setting, where the panel can assess the issues and provide recommendations.
 7. Once the panel has completed its review and report, the findings and recommendations will be reported to Council. With benefit of the panels advice and recommendations, Council will then decide whether to adopt the amendment, with or without changes. If adopted, the amendment is sent to the Minister for Planning for final approval. Once approved, it is published in the Government Gazette and officially becomes part of the planning scheme.
 8. After reviewing all submissions, management recommends progressing with the Amendment and referring the submission to an independent panel appointed by the Minister for Planning. The panel will consider the recommended version of the Amendment as outlined in Attachments 2 to 5.

Deputy Lord Mayor Roshena Campbell declared a material conflict of interest in this matter pursuant to section 128 of the *Local Government Act 2020* and the *Governance Rules*. The Deputy Lord Mayor received a campaign donation from a related party. The Deputy Lord Mayor left the meeting at 9.45pm prior to discussion taking place.

Cr Scott declared a material conflict of interest in this matter pursuant to section 128 of the *Local Government Act 2020* and the *Governance Rules*. Cr Scott received a campaign donation from a related party. Cr Scott left the meeting at 9.45pm prior to discussion taking place.

Cr Louey declared a material conflict of interest in this matter pursuant to section 128 of the *Local Government Act 2020* and the *Governance Rules*. Cr Louey received a campaign donation from a related party. Cr Louey left the meeting at 9.45pm prior to discussion taking place.

Lord Mayor Nicholas Reece declared a material conflict of interest in this matter pursuant to section 128 of the *Local Government Act 2020* and the *Governance Rules*. The Lord Mayor received a campaign donation from a related party. The Lord Mayor left the meeting at 9.45pm prior to discussion taking place.

Procedural Motion - Temporary Chair

In the absence of the Lord Mayor and Deputy Lord Mayor a procedural motion was put to elect a temporary Chair.

Moved: Cr Griffiths

That Cr Le Liu be elected Temporary Chair for consideration of Agenda Item 6.3, Planning Scheme Amendment C417: Macaulay

Seconded: Cr Dr Ball

The motion was put and CARRIED UNANIMOUSLY

Voted for Cr Dr Ball, Cr Dr Guest, Cr Griffiths, Cr Rowse, Cr Liu, Cr Le Liu and Cr Camillo

Cr Le Liu assumed the role of Temporary Chair.

Items of correspondence were received from:

- Efe Ozyaba
- Dr Kate Kennedy, Kensington Association
- Stephen Pallvicini, Thompson Geer
- Geoff Leach
- Leo McCartin.

The following person requested to address the Committee but was not present:

- Efe Ozyaba

Moved: Cr Le Liu

1. That the Future Melbourne Committee:

- 1.1. Considers the submissions received following the exhibition of Amendment C417 (the Amendment).
- 1.2. Notes management's responses to submissions as set out in Attachments 2 and 3 of the report from management.
- 1.3. Requests the Minister for Planning appoint an independent Planning Panel and refer all submissions to the Panel for its consideration in accordance with section 23(1) of the Planning and Environment Act 1987.
- 1.4. Notes the form of the Amendment to be presented to the planning panel detailed in Attachments 4 and 5 of the report from management and notes further changes may be made through the panel process in response to submissions and expert evidence.
- 1.5. Notes that once the panel has reported on its findings, Council will have a further opportunity to consider the panel's report before deciding whether or not to adopt the amendment.

Seconded: Cr Dr Guest

The motion was put and CARRIED UNANIMOUSLY

Voted for Cr Dr Ball, Cr Dr Guest, Cr Griffiths, Cr Rowse, Cr Liu, Cr Le Liu and Cr Camillo

The Lord Mayor, Deputy Lord Mayor and Councillors Louey and Scott returned to the meeting at 9.50pm.

The Lord Mayor resumed the role of Chair.

Procedural Motion - Order of Business

Moved: Lord Mayor Nicholas Reece

That the remaining Order of Business be changed to:

- Agenda Item 9, Public Questions
- Agenda Item 7, General Business

- Agenda Item 8, Urgent Business

Seconded: Cr Griffiths

The motion was put and CARRIED UNANIMOUSLY

Voted for Lord Mayor Nicholas Reece, Deputy Lord Mayor Roshena Campbell, Cr Dr Ball, Cr Dr Guest, Cr Griffiths, Cr Rowse, Cr Liu, Cr Le Liu, Cr Scott, Cr Louey and Cr Camillo

9 Public Questions

There were two public questions.

Below is a summary of public questions and responses. The full question time can be heard in the live stream recording of the meeting on Council's website at <https://www.melbourne.vic.gov.au/meeting/future-melbourne-committee-02-december-2025>

Queen Victoria Market - Financial Management

Fahna Ammett asked a series of questions regarding Queen Victoria Market Pty Ltd (QVM Pty Ltd) failing to negotiate an enterprise agreement and underpaying its staff. Fahna asked if QVM Pty Ltd had made the appropriate disclosure to Council about the matter, if the underpayment issue was raised in the annual reporting process to Council or the most recent company quarterly financial report, if assurance could be provided that Council would cover the costs associated with this matter and that there will be no further financial impacts on traders flowing from this issue, and if Council will undertake to conduct an independent review of its current strategy to manage the QVM?

The Lord Mayor thanked Fahna for her questions and referred them to Alison Leighton, Chief Executive Officer to respond.

Alison thanked Fahna for her questions and confirmed that QVM management complied with disclosure obligations, which included disclosing this matter to Alison who in turn notified Council in mid-October. Alison advised QVM management engaged a forensic accountant to review the matter and following this, the disclosure of the amount can be made. Alison advised that Fahna can be kept informed as the matter progresses further. Alison also advised Council had not made a commitment to undertake an independent review.

Queen Victoria Market - Parking

The Lord Mayor read out questions from Bob Evans relating to parking at the Queen Victoria Market (QVM). Bob queried a potential net loss of at least 300 parking spaces within Queen Street, Franklin Street and the Southern Development Site of the QVM precinct, asked if the existing parking spaces in the open air car park and Southern Development Site would be lost during construction, and asked what the impact would be from the loss of revenue of 700 displaced parking spaces on Council's budget and income.

The Lord Mayor referred the questions to Rick Kwasek, General Manager Infrastructure and Amenity to respond.

Rick advised there is a guarantee from Council that 720 car parks would be retained for the market, with 500 spaces being below the Munro building and 220 spaces below the Gurrova Place development. Rick noted that while there would be some loss of on-street parking in the precinct, this would be offset by improved public transport and pedestrian access to the market. Rick also added that the Gurrova Place development would bring about 4000 residents to the doorstep to the market.

Cr Dr Guest asked if management could review this matter and Rick took Cr Dr Guest's question on notice.

7 General Business

There were no items of general business.

8 Urgent Business

8.1 Confidential Urgent Business

Cr Rowse advised that he had an item of urgent business to be considered in closed session and would move a procedural motion to close the meeting to the public.

Moved: Cr Rowse

That pursuant to section 66(1) and section 66(2)(a) of the Local Government Act 2020 (Act), the meeting of the Future Melbourne Committee be closed to members of the public to consider an item of urgent business.

This matter is confidential information for the purposes of section 3(1) of the Local Government Act 2020 because it is personal information, being information which if released would result in unreasonable disclosure of information about any person or their personal affairs (section 3(1)(f)).

Seconded: Lord Mayor Nicholas Reece

The motion was put and CARRIED UNANIMOUSLY

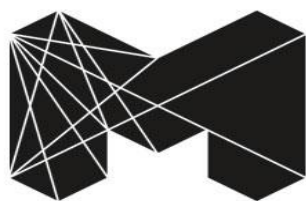
Voted for Lord Mayor Nicholas Reece, Cr Dr Ball, Deputy Lord Mayor Roshena Campbell, Cr Dr Guest, Cr Griffiths, Cr Rowse, Cr Liu, Cr Le Liu, Cr Scott, Cr Louey and Cr Camillo

Closure of meeting

The Lord Mayor declared the meeting closed to the public at 10.04pm.

Confirmed at the meeting of the Future Melbourne Committee on Tuesday 3 February 2026.

Chair
Future Melbourne Committee



**CITY OF
MELBOURNE**

Safe City Camera Program Policy

Last updated: November 2025

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Introduction

Melbourne City Council (**Council**) launched the Safe City Cameras Program (**SCCP**) on 27 February 1997. The SCCP relies on a network of cameras in the City of Melbourne to help to create a safer environment, reduce crime levels by deterring potential offenders and helping in crime detection, and to protect Melbourne's natural and built environment. In 2025, uses of the SCCP were expanded to support City of Melbourne Local Laws and Regulation enforcement. The SCCP is designed to protect the privacy of individuals and comply with Council's human rights obligations.

The Operation of the SCCP

The SCCP area of coverage is a dynamic operating environment. Camera numbers inside the area of coverage change as we endeavour to minimise risks to the community. All cameras are placed in public places in the City of Melbourne. The primary camera locations are shown on the City of Melbourne website.

The SCCP comprises of Pan Tilt Zoom cameras, fixed cameras, Safe City Taxi Rank and Help Point cameras and shared or private cameras.

The majority of SCCP cameras are owned and operated by the City of Melbourne. The City of Melbourne also has entered into agreements with the owners of private or non-Council owned security cameras to gain access to their footage. Footage from these cameras is owned and retained by the owners/operators. The City of Melbourne obtains video footage from these cameras in the same way as the video footage from its own Council owned and operated cameras

Private or non-Council owned camera locations are shown on the City of Melbourne website. Specially trained and licenced security personnel actively monitor the cameras 24 hours a day, 7 days a week.

A Safe City mobile security patrol vehicle fitted with 360-degree CCTV surveillance cameras also operates during busy periods.

Purposes

The purposes of the SCCP are to:

- assist Victoria Police to identify, detect, and respond to crime;
- assist in emergency response; and
- assist Council to identify, respond to and enforce Council local laws and regulations including, but not limited to damage to public or private property and infrastructure, defacement or destruction of the natural environment, acts of public nuisance, and other breaches of local laws leading to costs to ratepayers.

Council's Legal Obligations

Council manages the SCCP subject to the following legal obligations:

Charter of Human Rights and Responsibilities Act 2006: This Act is a Victorian law that sets out the basic rights, freedoms and responsibilities of all people in Victoria. It is about the relationship between government and the people it serves. The Act requires public authorities, such as Council, to act consistently with the human rights described in the Charter of Human Rights. For example, section 13 states that "a person has the right not to have his or her privacy, family, home or correspondence unlawfully or arbitrarily interfered with; and not to have his or her reputation unlawfully attacked". There is more information on human rights on the [website of the Victorian Equal Opportunity and Human Rights Commissioner \(VEOHRC\)](#).

Privacy and Data Protection Act 2014: This Act places obligations on Victorian public authorities, such as Council, when it collects, holds, uses or discloses personal information. Specifically, Council must comply with the Information Privacy Principles (**IPPs**). There is more information on the IPPs and your privacy rights on the [website of the Office of the Victorian Information Commissioner \(OVIC\)](#). For more information on how Council complies with its privacy obligations, refer to Council's [Privacy Policy](#).

Privacy and Security Controls

Council has put the following controls in place to protect the privacy of people who are recorded on an SCCP camera:

- all Council staff members and contractors who have access to the control room must sign a confidentiality agreement;
- there is permanent full-time security on the door to the control room;
- Council will only provide access to the footage to individuals and organisations in specific circumstances (refer to Application to view or obtain a copy of SCCP footage below), and requests must be made in writing; and
- footage is deleted after 28 days.

Application to view or obtain a copy of SCCP footage

SCCP footage of incidents is made available only to authorised police members, Council authorised officers and civilians who meet the below criteria and agree to comply with the requirements for handling, use and return of footage. An application to view or copy footage by a civilian will only be approved if the applicant is:

- a lawyer acting on behalf of a person alleged to have committed an offence(s) which may have footage;
- a lawyer acting on behalf of the Victorian or Australian Government or Statutory Authority against a person alleged to have committed an offence(s) which may have been recorded;
- a lawyer acting on behalf of a person who alleges they have been a victim of an offence which has been recorded; and
- a victim of an offence who will represent themselves in a court of law or tribunal in relation to an offence which may have been recorded. In this instance the applicant must show evidence that there is a matter before the court or tribunal. This evidence could be a copy of the criminal charge or court or tribunal hearing date documentation.
- An individual charged with an offence will represent themselves in a court or tribunal in relation to an offence which may have been recorded. In this instance the applicant must provide evidence to substantiate that the individual has been charged with a criminal offence or has a civil matter before the court or tribunal. This evidence could be a copy of the criminal charge or court or tribunal hearing date documentation.

Footage is kept for 28 days. If no request has been made to view or access footage during this 28 day period the footage is destroyed.

Please note: Council does not provide material about traffic offences or insurance matters.

Freedom of Information (FOI) Requests

FOI requests for SCCP footage are managed by Council's Governance and Legal Branch. Information on how to make an FOI request is available on the [City of Melbourne website](#).

Record keeping

Council maintains records in relation to access to the SCCP Control Room and access to recorded material:

Real time access: Council maintains a record of visitors to the SCCP Control Room and maintains role and system-based access controls. Only staff who are working in the SCCP Control Room or designated personnel are allowed access via their building access pass.

Access to recorded material: Council maintains records in relation to accessing of recorded material. The Video Management System also records all actions of any person who signs into the system, including when cameras are selected and moved or footage is destroyed.

Making a Formal Complaint

Council's Complaint Resolution Policy is managed through the Customer Experience Branch.

Information on how to make a formal complaint is available on the [City of Melbourne website](#).

Storage, Handling and Destruction of Electronic Records

Under the Public Records Act 1973, Municipal Councils are responsible for carrying out a program of records management in accordance with the standards established under section 13 of the Act. Council deletes SCCP footage after 28 days.

Memorandum of Understanding with Victoria Police

Council has established and maintains a Memorandum of Understanding (**MOU**) between City of Melbourne and Victoria Police regarding the operation of the SCCP and the partnership approach to the maintenance of a safe city.

SCCP Audit Committee

The independent SCCP Audit Committee (**Audit Committee**) was established from the inception of the SCCP. There are three independent members on the Audit Committee, including a lawyer and a community representative. In addition, there are two representatives from Victoria Police as program partners and representatives from City of Melbourne who provide operational reports, briefings and the committee secretariat.

The Audit Committees Terms of Reference are published on Councils website.

The Audit Committee meets six times a year and provides an annual written Audit Report to Council. This report evaluates the operations of the SCCP, compliance with the requirements for handling, use and return of footage and Operating Procedures and any recommendations that may arise from the Audit. Audit reports must be published on the City of Melbourne website without unreasonable delay and remain published for five years.

Review of the Safe City Camera Program Policy

The Safe City Camera Program Policy will be made available to the public via Councils website.

The Safe City Camera Program Policy will be reviewed every two years by the Manager, Security Services and in circumstances where a material change is proposed to the Policy.

Related Documents

City of Melbourne policies including:

- [Privacy Policy](#)
- [Customer Complaints Policy](#)
- [Freedom of Information Statement](#)

Related Legislation

City of Melbourne local laws and regulations

Local Government Act 2020

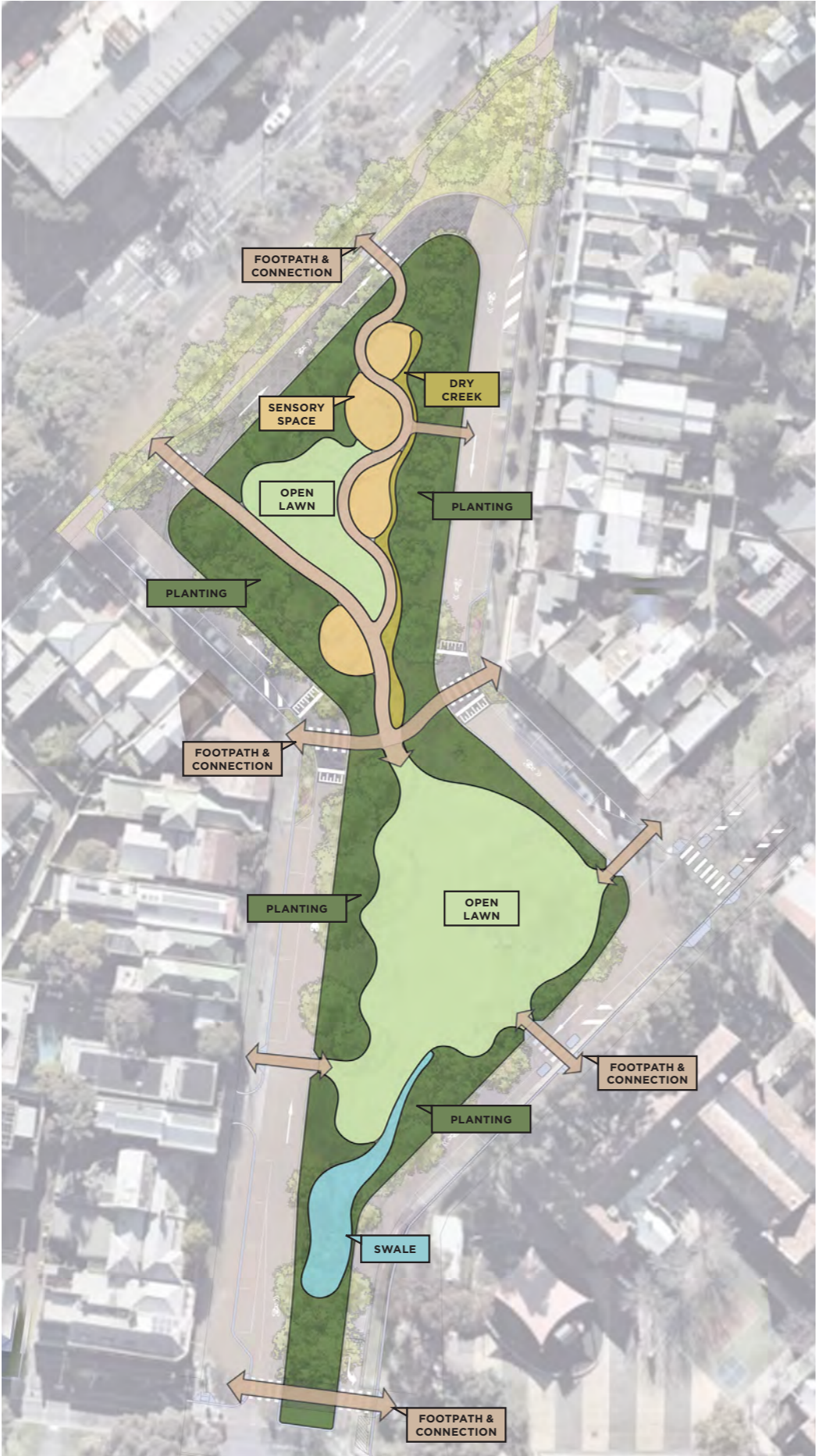
Privacy and Data Protection Act 2014

Charter of Human Rights and Responsibilities Act 2006

Public Records Act 1973

Health Records Act 2001

FINAL CONCEPT PLAN



FINAL CONCEPT PLAN - TERRACE GATHERING SPACES



New habitat supports local ecosystem

Terraces based on existing topography with different offerings

Dry creek bed for sensory play

FINAL CONCEPT PLAN - OPEN LAWN



Planting to protect from the surrounding road

Large and flexible space for community gatherings

Open and safe connection to the School

Swale to treat stormwater and create habitat



Advocacy and Partnerships Plan 2025–29



Acknowledgement of Traditional Owners

The City of Melbourne respectfully acknowledges the Traditional Owners of the land we govern, the Wurundjeri Woi-wurrung and Bunurong / Boon Wurrung peoples of the Kulin and pays respect to their Elders past and present.

We acknowledge and honour the unbroken spiritual, cultural and political connection they have maintained to this unique place for more than 2000 generations. We accept the invitation in the Uluru Statement from the Heart and are committed to walking together to build a better future.

Foreword



Message from the Lord Mayor

On behalf of the City of Melbourne Councillor group, I am pleased to present the Advocacy and Partnerships Plan for 2025-29.

This is an important moment of opportunity for our city. As Melbourne continues to grow and evolve, we have the chance to make it the best and fairest city in the world – for residents, businesses, students, workers and visitors.

This plan is critical to achieving this vision and delivering on the strategic priorities outlined in our Council Plan 2025-29. The priorities that you, our community, has told us matter most.

It will help ensure our city remains one of the world's most liveable cities as we grow, and that we all feel connected, safe and welcomed.

We can't do all this alone. Collaboration is key.

This plan sets out how we will work with other levels of government and our partners, to make the most of this opportunity – identifying clear priorities for action and investment today that will shape the Melbourne we want for future generations: a magnificent capital city for Victoria and a great global city for Australia.

I look forward to working closely with our partners – across governments, organisations and communities, to make this a reality for us all.

A handwritten signature in black ink that reads "Nicholas Reece". The signature is written in a cursive, flowing style.

Lord Mayor
Nicholas Reece



Message from the CEO

Collaboration sits at the core of our vision to deliver a liveable Melbourne, growing stronger together. We look forward to working with our valued stakeholders and partners to build the city our community have told us they want to see.

The suite of strategic documents we have developed through extensive consultation with our community will be our guide, helping us stay on course as we move forward on this exciting journey.

I am proud to launch our first ever four-year Advocacy and Partnerships Plan 2025-29 as a key part of this strategy.

A foundational priority of our Council Plan 2025-29 is governing for our future. This principle will underpin every action we take over the next four years.

A crucial part of that is leading, partnering and advocating on issues important to Melburnians for the advancement of everyone who uses our city.

This plan sets out how we will engage with all levels of government and our partners to ensure Melbourne remains the most liveable city for everyone who lives, works, studies and visits here.

I am excited to begin the work needed to create the city our community deserves – a truly progressive and prosperous Melbourne for generations to come.

A handwritten signature in black ink that reads "Alison Leighton". The signature is written in a cursive, flowing style.

Chief Executive Officer
Alison Leighton

Introduction

Melbourne is consistently recognised as one of the world’s most liveable cities¹. As we look towards the future, we are at a critical juncture to ensure our city continues to be one of the world’s best.

Melbourne is Australia’s fastest growing capital city and the second fastest growing municipality in Victoria.

This growth will continue. The Victorian Government has set a target for 119,500 new dwellings in the municipality by 2051², almost doubling the amount of housing. Parts of our city will be among the most densely populated areas in the world.

This creates unique challenges where space is limited, and our infrastructure supports a daily population well beyond our resident population.

This also presents opportunities. Now is the time to shape the Melbourne of tomorrow – the city we want to be in 2050 and beyond. Thousands of people created our 2050 vision – **liveable Melbourne, growing stronger together** – a long-term aspiration that outlines our community’s desired future.

We cannot achieve these aspirations alone. A thriving capital city is essential for a thriving state and a thriving nation. Our goal is to take a whole-of-city approach, working in collaboration across all levels of government.

Partnering with the private sector, and our diverse community of residents, businesses owners and operators, workers, students and visitors will also be critical to our success.

This plan reflects the priorities City of Melbourne will progress with our partners to successfully achieve the goals in our Council Plan and our overall vision for the city.

¹ Economist Intelligence, Global Liveability Index, www.eiu.com/n/campaigns/global-liveability-index-2025/

² Victorian Government, Department of Transport and Planning, Plan for Victoria, Housing Targets, www.planning.vic.gov.au/planforvictoria/housing-for-all-victorians/housing-targets



About this plan

Strategic context

At the City of Melbourne, we take a structured and strategic approach to delivering on our ambitions, needs and aspirations: over the long-term (Community Vision), medium-term (Council Plan) and short-term (annual Budget).

The Advocacy and Partnerships Plan 2025–29 sits alongside the Council Plan. It is the foundation of our strategic priority: Governing for our future.

The plan sets:

- medium-term advocacy goals for this Council term
- shorter-term priority outcomes
- foundational elements of some of Council's long-term ambitions.

We know that it takes time to initiate, develop, work with and evaluate effective partnerships, so the partnership priorities in this plan are designed to deliver outcomes across this Council term.

While investment is central to many of the advocacy items in this plan, we acknowledge that funding from other levels of government is not the City of Melbourne's only way of generating income. This plan will be accompanied by a philanthropy and strategic funding strategy which outlines these options in more detail.

What is advocacy and partnership?

Advocacy

The City of Melbourne advocates to make change in areas outside our direct control, influence or sphere of responsibility, to achieve positive outcomes for our city and community.

This can mean seeking funding, commitments, policy or regulation change from other levels of government, and the private or community sectors.

How we advocate for these changes depends on the outcome we are seeking as well as a range of other external factors. This may include collaborating with strategic networks (for example, the Melbourne 9 (M9) – a strategic alliance of the nine inner Melbourne councils) and stakeholders to advocate to other levels of government, where we have the same goals.

Partnership

In some areas, we can achieve our aspirations through developing or amplifying partnerships for collective benefit. This could be to align funding, service delivery or activation for shared goals, with an overarching aim of working together to maximise impact and outcomes.

The City of Melbourne will lead the way in strengthening partnerships that achieve the most benefit for our community, prioritising those identified in this plan.

How did we select the priorities identified?

The priorities identified in this plan amplify the strategic priorities in the Council Plan 2025–29 and move Melbourne towards our M2050 Vision.

It focuses on the advocacy and partnership priorities we believe will be transformational for our city as a whole. They are supported by evidence, community feedback and opportunities for strategic partnership on shared goals.

This plan will be periodically reviewed to ensure it continues to reflect the challenges and opportunities faced by our city and community.

Our priorities

Advocacy priorities

Melbourne thrives as we grow

Melbourne is a well-connected city

Melbourne is a healthy, safe and supportive city for everyone

Ending homelessness in Melbourne

Partnership priorities

Melbourne is magnificent year-round

Melbourne's thriving waterways

City of Melbourne advocacy priorities



Melbourne thrives as we grow

Goal

Ensure Melbourne is equipped for population growth and remains one of the world's most liveable cities through:

- appropriate funding and planning settings
- ensuring we have enough sustainable and resilient housing and infrastructure, including open space.

Priority outcomes

Getting our supply of housing right through:

- mandated affordable and social housing targets
- the introduction of state-wide Mandatory Inclusionary Zoning to make sure these targets are met.

Core indicators

All areas of the municipality have appropriate housing and sustainable infrastructure, including open space, to meet the needs of our growing population.

Background

As Melbourne enters a period of significant growth, it is essential that the Victorian Government applies the appropriate funding and planning settings now, to ensure our city remains one of the world's most liveable.

We already have a shortfall of affordable housing, and the largest concentration of key workers in Victoria working here. As a priority, settings must address these considerations to provide housing and labour security and support people to live closer to where they work.

These settings must also enable appropriate community infrastructure and reflect the unique challenges Melbourne faces in accommodating this growth in an inner capital city context, and in the face of climate change.

If we get this right, we will grow stronger together.

What else could help us achieve this goal?

- **Funding frameworks.** These should include an enhanced tax framework to activate development in an equitable way.
- **Open space and community infrastructure.** Significant open space and community infrastructure must be provided across the municipality.
- **Increased investment in climate resilience.** The Australian and Victorian Governments must provide local governments with secure long-term funding for climate resilience and better prepare infrastructure for climate change.
- **Affordable housing:** Advocate to the Australian Federal Government to deliver a long-term national housing and homelessness strategy. This should commit to systemic change in the housing market and increase funding for affordable housing.

City of Melbourne Council Plan 2025–29 alignment

- Strategic priorities: Living sustainably, Building a city for people.
- Health and wellbeing focus areas: Affordable housing, Built and natural form resilience.

Aligned strategies

- [Affordable Housing Strategy 2020–30](#)
- [Open Space Strategy](#)
- Draft Community Infrastructure Plan is going to FMC on 2 December 2025 seeking approval to go out for consultation. Suggest amend to Upcoming Community Infrastructure Plan
- Upcoming Climate and Environment Strategy (2026)
- United Nations Sustainable Development Goals 3, 9, 11

Melbourne is a well-connected city

Goal

All levels of government invest appropriately for the growing and changing transport needs in the city.

Priority outcome

The Victorian Government commits to the timing and funding of integrated public and active transport to Fishermans Bend, including:

- high-frequency buses
- tram connections
- the plan for the full Melbourne Metro 2 route, including Fishermans Bend station precinct feasibility.

Core indicators

- Public transport meets the needs of our community and visitors, who can move around the city in an efficient and accessible way.
- The public transport system is also fit for the population growth and growing and changing land use expected as a result of the Victorian Government's housing targets.

Background

On any given day, we estimate there are nearly one million people in central Melbourne: living, working and studying, running a business, and visiting. It is essential that there are appropriate public and active transport options available to support this.

All growth, including the growth of our population and economy, will rely on new catalytic transport infrastructure. Continued Victorian and Australian Government investment and prioritisation of this infrastructure in the inner-city context is critical to the successful future growth of Melbourne and to the state as a whole.

Nowhere is this more evident than in Australia's largest urban renewal precinct, Fishermans Bend.

What else could help us achieve this goal?

- **Extend tram lines into other urban renewal areas.** The Victorian Government should accelerate the funding and creation of tram extensions, via innovative delivery methods, to Arden (via Arden Street) and then via an additional route to West Melbourne (via Spencer Street).
- **Melbourne Airport rail.** The Victorian and Australian Governments must commit to a completion date.
- **Free tram zone extension.** The Victorian Government should develop solutions to barriers to extending the free tram zone and increase funding for event-based free trams.
- **All-electric buses and trains.** The Victorian Government must provide more bus services and ensure all new buses are electric, as well as phasing out diesel trains and replacing them with electric trains.
- **Regular reviews of and education on road rules.** The Victorian Government should commit to regular periodic reviews of rules to ensure the safety of all road users and pedestrians.

City of Melbourne Council Plan 2025-29 alignment

- Strategic priorities: Healthy, safe, clean and connected communities, Building a city for people, Living sustainably.

Aligned strategies

- [Transport Strategy 2030](#)
- United Nations Sustainable Development Goals 3, 9, 11



火功夫



半猫堡



Melbourne is a healthy, safe and supportive city for everyone

Goal

A city where everyone feels safe at all times of the day and night. Appropriate policing, funding and support are available, and everyone can access necessary services in times of need.

Priority outcome

Increased police presence and patrols in the municipality, made possible by the proposed restructure of Victoria Police.

Core indicators

- Perception of safety increases across the city.
- Memorandum of Understanding between City of Melbourne and Victoria Police.
- Appropriate health and wellbeing services are available for everyone that needs to access them.

Background

Feeling safe in the city is a basic right for our community and attracts businesses, investment and visitation. Melbourne is consistently rated as one of the safest cities in the world³ but we are facing challenges which have the potential to change this.

These challenges are reflected across Victoria. Clearly, these are issues we cannot tackle alone. We call on the Victorian Government to urgently increase police presence and patrols, prioritising deployment in the city.

To truly create and maintain a healthy, safe, clean and connected community, we also need to advocate for more funding and increased access to health and wellbeing services, programs and initiatives.

What else could help us achieve this goal?

- **Additional mental health services.** The Victorian Government must urgently implement the Royal Commission's recommendations by expanding tailored mental health services in the city to provide rapid, on-the-ground responses to acute mental health presentations in public spaces and ensure timely care and recovery pathways.
- **Alcohol and other drugs.** We urge the Victorian Government to release their long-term strategy for review and provide funding for more treatment and rehabilitation services.
- **Increased investment in integrated and coordinated family and gender-based violence support systems,** including enhanced after-hours and weekend crisis support services, enhanced prevention and early-intervention services and supported crisis accommodation.
- **City disruption.** We believe the Victorian Government should convene a taskforce to consider frameworks to manage the impact of protests.
- **Safety on public transport.** Our data shows only 33.8 per cent of people feel safe on public transport at night. The Victorian Government should convene a taskforce with key stakeholders to investigate factors causing the community to feel unsafe on public transport, so these can be addressed appropriately.

City of Melbourne Council Plan 2025–29 alignment

- Strategic priority: Healthy, safe, clean and connected communities.
- Health and wellbeing focus areas: Safety, Mental health and wellbeing, Family violence.

Aligned strategies

- **Inclusive Melbourne Strategy**
- United Nations Sustainable Development Goals 3, 10, 16

³ World Population Review 2025, 'Safest Cities in the World' Melbourne is ranked the world's tenth safest city. Data calculated utilising the Economist Intelligence Unit's Safe City Index. www.worldpopulationreview.com/world-city-rankings/safest-cities-in-the-world

Ending homelessness in Melbourne

Goal

A city actively moving towards ending homelessness.

Priority outcome

Increase in provision of long-term supported transitional housing and the support services required to focus on the reduction of entrenched homelessness in the city.

Core indicator

- By-Name List numbers reducing, moving towards every person having a home.
- Support services and appropriate transitional housing are available in the municipality to break the cycle of homelessness.

Background

A truly liveable city is an inclusive one, where everyone has a safe home.

We know that homelessness has far-reaching impacts on our city. We try to balance the many voices, experiences and competing needs of people who live, work, own a business, study in or visit the City of Melbourne.

The causes of homelessness are multiple and complex, so it is essential that all levels of government work holistically with private, health, housing and community sector partners to provide long-term, transitional support.

What else could help us achieve this goal?

- **Provision of a Homelessness Access Point** servicing the City of Melbourne connecting people with specialist homelessness services.
- **Increased purpose-built housing, support services and assertive outreach** tailored to the needs of youth experiencing or at risk of homelessness.
- **Statewide Protocol.** The Victorian Government lead the development of an agreed protocol for homelessness in public places to provide increased consistency of approach across all Local Government areas.

City of Melbourne Council Plan 2025-29 alignment

- Strategic priorities: Healthy, safe, clean and connected communities, Building a city for people.
- Health and wellbeing focus area: Homelessness with a focus on supporting housing pathways to reduce the number of people who are sleeping rough.

Aligned strategies

- **Homelessness Strategy**
- United Nations Sustainable Development Goals 3, 10



City of Melbourne partnership priorities



Melbourne is magnificent year-round

Goal

Amplify partnerships to maximise seasonal activations.

Priority outcome

Change perceptions that there are fewer visitors to Melbourne CBD in winter which affects the retail and hospitality sectors.

Partnership priorities

- **Collaboration.** Partner with key stakeholders to maximise opportunities for Melbourne's visitor economy by responding to seasonal trends and visitor demand patterns.
- **Winter 2026.** Review offerings and galvanise efforts to ensure Melbourne is 'always on' from winter 2026.

Background

Melbourne is a vibrant and creative city which delights our community and visitors.

Melbourne is a world-class creative capital of culture, sports and events. The National Season Experiences Index indicates the city is the top place to visit during winter⁴. Even with its impressive reputation, Melbourne can continue to evolve and innovate to strengthen its position as a global destination.

We will partner with other levels of government and key stakeholders from across the arts, culture, events, experiences, food and wine and sporting sectors to make sure Melbourne is 'always on' and always on in great style.

City of Melbourne Council Plan 2025–29 alignment

- Strategic priorities: Healthy, safe, clean, connected communities, Vibrant and creative Melbourne, Leveraging our economic strengths.

Aligned strategies

- [Experience Melbourne 2028](#)

⁴ Big Red Group, Seasonal Experiences Index: Winter 2025, www.bigred.group/news/seasonal-experiences-index-winter-2025/

Melbourne's thriving waterways

Goal

Partner to revitalise our urban waterways as clean, swimmable, biodiverse, green corridors.

Priority outcomes

Improve water quality, increase biodiversity and create urban waterways framed in green spaces.

Partnership priorities

- **Green corridors.** Partner to create green corridors along our urban waterways.
- **Swimmable cities.** Influence key stakeholders to sign the Swimmable Cities Charter⁵, with the aim of improving water quality along the lengths of all three key waterways.
- **Waterway health.** Partner with Melbourne Water to investigate real-time monitoring for waterway health.
- **Investment.** Partner to investigate expanded finance options for investment in long-term waterway health.
- **Reducing pollution.** Partner with the Victorian Government to investigate the extent and location of wastewater pollution, to guide future projects and actions.
- **Environmental stewardship.** Partner to deliver education on and promote environmental stewardship.

Background

The Yarra River – Birrarung, Maribyrnong River (Mirrangbamum) and the Moonee Ponds Creek (Moonee Moonee), have deep cultural, social, economic and environmental importance for Traditional Owners and Aboriginal people.

They are critical areas of biodiversity, and habitat corridors for local wildlife. They are vital green open spaces for relaxation and recreation.

That's why it's essential to partner to protect and enhance these wonderful waterways, particularly in the face of rapid growth and climate change.

City of Melbourne Council Plan 2025–29 alignment

- Strategic priorities: Living sustainably, Leveraging our economic strengths.

Aligned strategies

- [Yarra River – Birrarung strategy](#)
- [Maribyrnong Waterfront: A Way Forward](#)
- [Moonee Ponds Creek Strategic Opportunities Plan](#)
- [Greenline Implementation Plan](#)
- [Municipal Integrated Water Management Plan](#)
- Yarra Strategic Plan ([Burndap Birrarung burndap umarkoo \(Yarra Strategic Plan\) | Melbourne Water](#))
- [United Nations Development Goals: 6, 11, 15](#)

⁵ www.swimmablecities.org



How to contact us

Online:

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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melbourne.vic.gov.au



CITY OF MELBOURNE

Future Melbourne Committee Meeting No. 20

Tuesday 2 December 2025

Agenda item 8.1, Key to the City - North Melbourne Football Club AFLW Team

Resolved:

1. That the Future Melbourne Committee:
 - 1.1. Approves the recommendation by the CEO to support Councillor Andrew Rowse's nomination to award the North Melbourne Football Club AFLW Team the Key to the City (the Key) in recognition of the following:
 - 1.1.1. Becoming the 2025 AFLW Premiers after an emphatic victory on 29 November which followed an AFL record winning streak of 27 games.
 - 1.1.2. Creating history by becoming the first AFLW Team to win back-to-back Premierships in the AFLW.
 - 1.1.3. Establishing a new and exciting chapter in Melbourne's legacy as the historic home and heartland of Australian Rules Football.
 - 1.1.4. Building a powerhouse Club which embodies the spirit of Melbourne as the *Best and Fairest City* through its leadership and impact on and off the football ground, namely through:
 - 1.1.4.1. Elevating Melbourne's global reputation as a leader in women's sport, reinforcing civic identity, and promoting inclusion and leadership pathways.
 - 1.1.4.2. Demonstrating a strong and consistent commitment to local communities across the inner north through community engagement in schools, multicultural programs, and grassroots initiatives, inspiring thousands of young women.
 - 1.1.4.3. Amplifying civic pride, aligning with Council's commitments to gender equity, civic unity and celebrating those who show community leadership, as well as reflecting Melbourne's values of resilience, inclusivity, and competitive spirit
 - 1.2. Requests the CEO determine, in consultation with the Lord Mayor, the type, location and timing ceremony to present the Key following consultation with the Club to maximise fan engagement.
 - 1.3. Resolves to make this resolution public after 3 December 2025 to allow for consultation with the Club and requests that it be subsequently appended to the open minutes of this meeting.