

**Report to the Future Melbourne (Planning) Committee**

Agenda item 6.2

**Future Melbourne 2026 Project Plan**

8 September 2015

**Presenter:** David Mayes, Project Director Future Melbourne

**Purpose and background**

1. The purpose of this report is to seek the Future Melbourne Committee's endorsement of the Future Melbourne 2026 Project Plan.
2. On 12 May 2015 the Future Melbourne Committee (Committee) requested the Chief Executive Officer (CEO) to report to the Committee in June 2015 on options for reviewing the Future Melbourne Plan in 2015-16.
3. On 9 June the Committee considered the CEO's proposal for a review and agreed to the administration commencing a refresh of Future Melbourne and completing it in the third quarter of 2016. The proposed plan will have a 10+ year time horizon.

**Key issues**

4. The draft Future Melbourne 2026 Project Plan (contained in Attachment 2) sets out the proposed project scope, timing, governance, objectives and community engagement for the refresh. The Project Plan proposes that the CEO will invite a group of six ambassadors, one of whom will be asked to chair the group, to lead and guide Future Melbourne 2026. These ambassadors will be well respected and leading members of Melbourne's community. Their role will be to:
  - 4.1. Help ensure that Future Melbourne 2026 is developed and completed as a rich and authentic expression of the community's collective plan for the future of Melbourne.
  - 4.2. Help ensure that the community engagement is inclusive, widely accessible and interactive.
  - 4.3. Represent and promote the process for developing the Future Melbourne plan within the community and their networks.
  - 4.4. Participate as appropriate in Future Melbourne 2026 public activities.
5. The Director City Strategy and Place and the Future Melbourne Project Director will sit in the Ambassadors Group and will brief Councillors on progress at the project milestones. The Future Melbourne Project Team will provide executive support to the group.
6. The Ambassadors will be appointed by late September 2015 and will deliver the completed Future Melbourne 2026 Plan to Council at the conclusion of the project in August 2016.
7. Thought leaders will be engaged to open, stimulate and inform the initial phase of the public conversation about the future of Melbourne on five foresight topics: the digital city, climate change, future economies, urban growth and density, and citizen and government.

**Recommendation from management**

8. That the Future Melbourne Committee endorses:
  - 8.1. The Chief Executive Officer to appoint the six Future Melbourne 2026 Ambassadors
  - 8.2. The Future Melbourne 2026 Project Plan as contained in Attachment 2.

**Attachments:**

1. Supporting Attachment
2. Future Melbourne 2026 Project Plan

## Supporting Attachment

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### Legal

1. No direct legal issues arise from the recommendation from management.

### Finance

2. On 9 June 2015, the Future Melbourne Committee requested \$0.35 million in additional funding be allocated to commence a process to refresh Council's Future Melbourne Plan.

### Conflict of interest

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

### Stakeholder consultation

4. Council has initiated a refresh of the Future Melbourne Plan 2008 to engage the city's community of institutions, organisations and individuals to enable them to co-create the community's plan for collectively making Melbourne's future over the coming decade 2016-26.
5. The plan for engaging the community is in the Future Melbourne 2026 Project Plan at Attachment 1.

### Relation to Council policy

6. In 2008, the Future Melbourne plan was a resource for Council to assist it in its development of its four year Council Plan. Similarly Future Melbourne 2026 will be a resource for the newly elected council in 2017 to assist it in its development of its four year Council Plan

### Environmental sustainability

7. The scope of Future Melbourne 2026 will include the issues and opportunities for the mitigation and adaptation to human induced climate change.

# Future Melbourne 2026 Project Plan

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# Why Future Melbourne 2026?

[Future Melbourne 2008](#) is the Melbourne community's long-term plan, guiding the future direction of all aspects of city life. It presents a shared vision for the city to 2020 and beyond and envisages Melbourne to be a bold, inspirational and sustainable global city.

In the seven years since Future Melbourne 2008, rapid and transformational changes have continued. People have come to the city in growing numbers and created new ways of living, learning and doing business. The rapid innovation and adoption of new technologies has opened opportunities, brought disruption, and shaped new expectations. All of this in the context of the urgent global need to mitigate human-induced climate change by de-carbonising the economy and to adapt our city for the already emerging changes to a hotter, drier climate. Future Melbourne 2016-26 will renew the city's collective strategic perspective.

By the end of the next decade the City of Melbourne municipality will have in the order of one million people in the municipality each work day. The great majority of these people will come from elsewhere in Metropolitan Melbourne to work, study or just to visit. The new Future Melbourne plan is an opportunity for our community to put their passion for Melbourne into practice and demonstrate thought leadership.

## Council's support for a review of the Future Melbourne Plan

On 12 May 2015 Council's Future Melbourne Committee requested the Chief Executive Officer to report back to the Future Melbourne Committee in June 2015 proposing options for a review in 2015-16 of the Future Melbourne Plan. In making this request it noted that:

1. Future Melbourne is the Melbourne community's long-term plan, guiding the future direction of all aspects of city life. It presents a shared vision for the city to 2020 and beyond and envisages Melbourne to be a bold, inspirational and sustainable global city.
2. Since Future Melbourne was endorsed in 2008, Melbourne has been part of significant global change, including advances in technology and communication and experiences with the results of climate change. These factors, combined with significant improvements in methods of engagement by Council and rapid smart growth in the city, present an opportunity to review Future Melbourne to ensure that it continues to keep pace with a rapidly evolving community.
3. Future Melbourne was developed collaboratively through ongoing open public engagement. In twelve months, more than 15,000 individuals, businesses, organisations and community groups from across Melbourne and the world participated in an extensive consultation program.

On 9 June, after receiving the CEO's advice as requested, the Future Melbourne Committee resolved to:

1. Agree to the administration commencing a process to refresh Council's Future Melbourne Plan (Future Melbourne), with the refresh to be completed in the third quarter of 2016.
2. Agree to the administration beginning pre-planning for the review of Future Melbourne, including: targeted conversations with key external partners; appointment of a project team; and, consideration of the most appropriate project/engagement model.
3. Requested the Chief Executive Officer report back to Councillor Forum in July 2015 with a project plan.

4. Requested the project be included in the proposed 2015-16 Annual Plan and Budget.

In his advice the CEO noted that whilst the vision and goals of Future Melbourne continue to serve the city well, they were developed eight years ago and it would be timely for planning and consultation on Future Melbourne's successor to begin now. He also highlighted four key issues:

1. Timing – The plan is to be completed in the third quarter of 2016. This will enable time for the community to discuss and own the plan and for well-developed and substantiated community views to be placed on the public record prior to the Council elections in October 2016.
2. Scope – The plan will lead a dialogue with the community, taking a fresh look at the vision and goals through the lens of the significant changes that have occurred in the city in the past eight years, including for example, significant advances in digital technology and transition in the Victorian economy. This would not rule out changes to the vision and goals, should that be where the community conversation leads. It will also be important for the plan to build in a strengthened framework for implementation and ongoing review, as this was a learning from the previous process.
3. Plan horizon - Future Melbourne was originally conceived as a 10+year vision. Management proposes the plan continue this approach.
4. Community engagement - Future Melbourne was a community led and City of Melbourne sponsored exercise. The City of Melbourne's community engagement approach has moved ahead significantly in the past eight years and there will be an opportunity to apply this to the plan. In addition, it will be important for the plan to facilitate thought leadership including in the areas of digital transformation and resilience. This may take the form of discussion papers developed with relevant stakeholder/advisory groups and then released for broad-based community engagement.

## The Organisational Capability Review March - May 2015

In March 2015, the City of Melbourne commissioned external reviewers to carry out an Organisational Capability Review engaging employees, Councillors and key stakeholders. Their [May 2015 report](#) assesses the organisation's strengths and development potential, makes recommendations to help the organisation meet opportunities and challenges and advocates for refreshing the Future Melbourne plan delivered in 2008:

*"... the well-regarded ten-year Future Melbourne plan will draw to a close in two years. Together, the City of Melbourne, Lord Mayor, civic leadership and the Victorian Premier must harness the thinking about Melbourne's future that is already underway within organisations such as universities, businesses and the Victorian Government. This review advocates that the planning and consultation for Future Melbourne's successor should commence now.*

*The plan should ensure Melbourne's future prosperity and status as the world's most liveable city, attracting and nurturing talent. It must include an economic development strategy that builds on competitive advantages such as professional services firm growth, start-ups, creative firms, and the international student body. The 'Future Melbourne II' plan should also include an infrastructure plan and a stronger, more digital orientation towards meeting 21st century customer expectations." [The Organisational Capability Review May 2015](#) (p9)*

# Future Melbourne 2026

## The purposes and objectives

The purposes of developing a new the Future Melbourne Plan are:

1. To help ensure Melbourne's future prosperity and status as the world's most liveable city, attracting and nurturing talent.
2. To bring Future Melbourne up to date and beyond with the significant global changes that have occurred since 2008.
3. To bring the Future Melbourne up to date with Melbourne's rapidly evolving community.
4. To harness the recent and current thinking about Melbourne's future within the city's extensive network of organisations, institutions and thought leaders.

To meet these four purposes, the objectives are:

1. To organise the development of the Future Melbourne 2026 plan and the City of Melbourne's sponsorship of it so that the process underpinned by community participation and the resulting plan is community owned.
2. To lead the development of a conversation within the community taking a fresh look at the relevance of the vision and goals through the lens of the significant changes that have occurred in the city in the past eight years. This will not rule out changes to the vision and goals.
3. To complete the plan in the third quarter of 2016 to enable time for the community to discuss and own the plan and for well-developed and substantiated community views to be placed on the public record prior to the Council elections in October 2016.
4. To retain the 10+ year strategic time horizon of Future Melbourne as was originally conceived.
5. To activate thought leaders from Melbourne and beyond to help increase the depth of insight in the community's conversations
6. To build in a stronger framework for implementation and ongoing review of Future Melbourne, as this was a learning from the previous process.

## City of Melbourne's role

Council is sponsoring the development of a new Future Melbourne 2026 plan. In August 2016, Council will consider endorsing the plan as the community's visions and goals for the future development of the municipality.

Following local government elections on 22 October 2016, the new Council will be able to draw on Future Melbourne 2026 as a resource to to inform the development of their Council Plan 2017-2021. In the months leading up to the election, candidates will have insight into the community's views in the Future Melbourne Plan as it is being developed and finalised.



Figure 1 City of Melbourne planning framework.

### **Council’s Plan**

Over the two council terms since 2008, Future Melbourne has informed how Council planned for the delivery and development of its services. The Future Melbourne Community Plan 2008 provided the context to the Council Plan. See figure 1.

[Council Plan 2013–17](#) is a statement of what the City of Melbourne will do to help achieve the community’s vision of Melbourne as a bold, inspirational and sustainable city. The plan describes the outcomes the Council aims to achieve during its term, the priorities that will shape its program of work over the next four years and the resources it will allocate to do this.

### **City Of Melbourne officers**

Accordingly the City of Melbourne’s officers will provide support to enable the community to carry out the development of a new Future Melbourne. They will also activate their stakeholder networks to participate. The Future Melbourne engagement process will be an opportunity for officers to refresh those networks and to update the strategic perspectives of the particular service streams they work in.

### **Principles for the plan**

Within the context of these purposes and objectives, the key principles that will shape how Future Melbourne 2026 is to be conducted are:

1. Future Melbourne 2026 will be the community’s plan.
2. The City of Melbourne will invite institutions, organisations and individuals in the city to collaborate to develop the plan.
3. Council will endorse the plan for the next Council to consider informing its Council Plan 2017-21.
4. Organisations in the city may use the Future Melbourne Plan to contribute to their strategic plans.
5. [YL1]Other organisations may directly resource activities to contribute to the Future Melbourne Plan.



# Governance of Future Melbourne 2026

## Structure

Future Melbourne is and will be the community’s plan. To ensure the plan is a product of the community the project governance will be led by a group of respected members of Melbourne’s community called the Future Melbourne Ambassadors group.

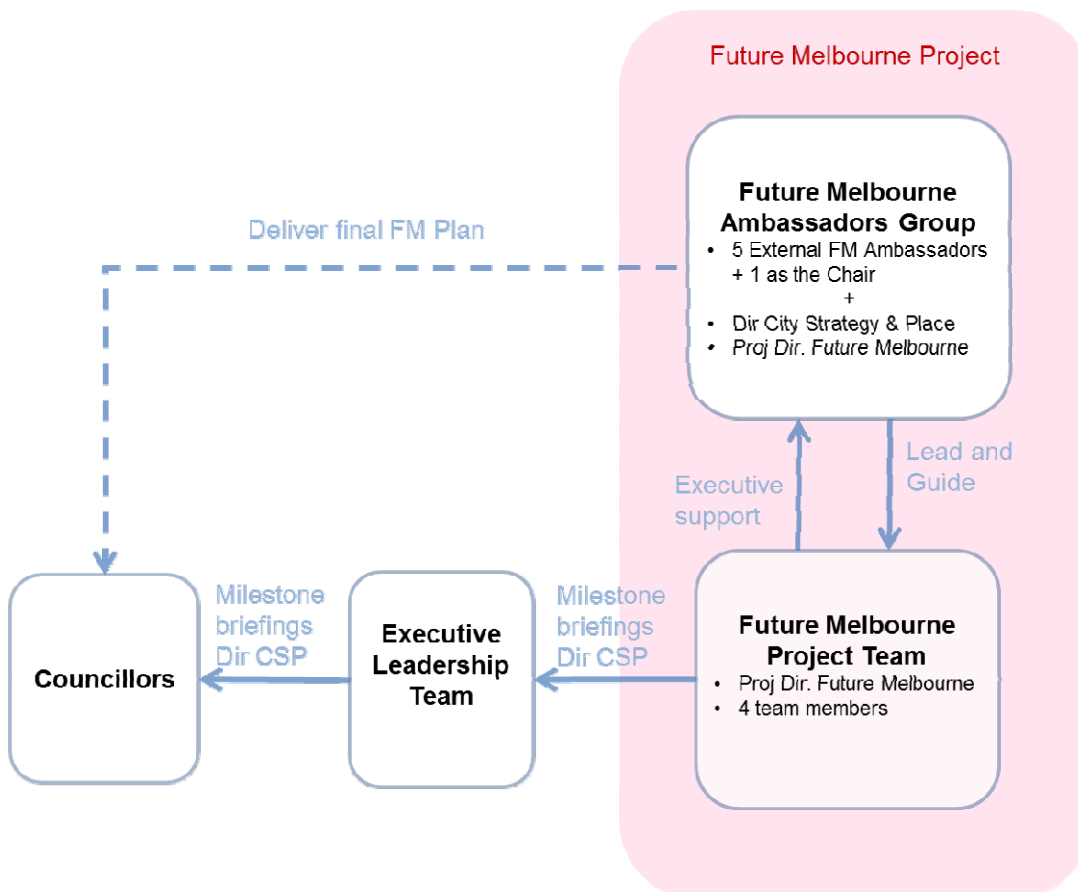


Figure 2 Future Melbourne Structure

### Future Melbourne Ambassadors Group

This group will comprise six leading members of the community one of whom will act as chairperson. They will be supported by The Director City Strategy and Place and the Future Melbourne Project Director and the Future Melbourne Project Team.

These ambassadors will be invited to:

1. Ensure that the Future Melbourne 2026 plan is developed and completed as a rich and authentic expression of the community's collective plan for the future of Melbourne.
2. Ensure that the process of engagement is inclusive, widely accessible and interactive between all participants.

3. Represent and promote the process for developing the FM2026 plan within community and their networks.
4. Participate as appropriate in the Future Melbourne 2026 development process.

This group will lead and guide the Future Melbourne project team to ensure the Future Melbourne engagement activities are effective in enabling the community to develop the Future Melbourne Plan within the timeframe and that the written plan is an accurate representation of the community's view. The Director of City Strategy and Place and the Future Melbourne Project Director will sit in the Ambassadors Group and brief councillors on progress at the project milestones. The Future Melbourne Project Team will provide executive support to the group.

The Ambassadors will deliver the completed Future Melbourne 2026 to councillors at the completion of the project in August 2016. The Group will likely convene on 5 to 6 occasions during the course of the project. The Ambassadors will be appointed in September 2015.

#### *The Future Melbourne Project team*

This team will be the core of the project office and will be dedicated full time to the delivery of the project plan. Under the Future Melbourne Project Director, the team will be comprised of four City of Melbourne officers one of whom will be seconded from the Victorian Government.

The Future Melbourne Project Director will provide briefings on project's Milestones to the Executive Leadership Team and the Councillor Forum. [See page 20 for the role of the Future Melbourne Project Team in the full administrative structure of the project](#)

# The Scope of Future Melbourne 2026

## Hindsight – reviewing Future Melbourne 2008

In 2008 Future Melbourne had a vision for Melbourne to be a bold, inspirational and sustainable city by 2020. Six high level goals set out how to realise this vision: to build a city for people, a creative city, a prosperous city, a knowledge city, an eco-city and a connected city. Achieving these goals was built on attaining thirty three secondary goals and these in turn are built on one hundred and fifty two underpinning goals.

Is 2015 how it was imagined when we looked forward in 2008? Which of those goals has been wholly or partially achieved? Which goals are still relevant for looking forward another decade? Which of the trends, challenges and changes identified in 2008 are still relevant and what has emerged then that was unforeseen in 2008? Interestingly Future Melbourne, which was formally completed in August 2008, makes no reference to the Global Financial Crisis (GFC). In October 2008 the Prime Minister addressed the nation on the Australian Government's response to the crisis.

**A key reference for the plan and the foundation for community conversation about the future will be a review of the Future Melbourne 2008, including addressing these questions.**

## Foresight

Over the next 12 months a shared picture of the future for Melbourne will be collectively built through a range of activities engaging the foresight of the participants in Future Melbourne – institutions, communities, the general public, thought leaders and experts. This picture will range across the most important and relevant aspects of the life of the city and build on the review of Future Melbourne 2008.

This collective engagement will connect the City of Melbourne with a network of future-oriented thinking amongst organisations, institutions and individuals in the city and around the globe who have an interest and a stake in the future of the city.

### Foresight Topics

What are the compelling topics? What is emerging? What innovations are people creating? As the Future Melbourne engagement and public conversation gathers momentum the topics of most pressing interest will emerge. But in order to initiate those conversations the City of Melbourne will propose five topics:

#### Digital City

Digital information and communications technology is touching all aspects of society to deeply transform and disrupt our patterns of living, working and learning. Cities are creative laboratories for an evolving entwinement of the physical and the virtual: [cyber-physical systems](#). Along with many other cities around the world Melbourne is now passing across new frontiers into the realm of the [Internet of Things](#), the [Internet of Services](#) and widening deployment of [Artificial Intelligence](#). What is Melbourne's digital future?

#### Climate Change

All of the city's future possibilities are conditioned by the demands and impacts of human induced climate change. The urgency for effective action is now even more acute than it was in 2008. How can action in all levels of the community and governments be taken to effectively de-carbonise the economy in time? At the same time how do we collectively adapt our city to prepare for the predicted locked-in hotter, drier and flood-prone climate? Global alliances and local solutions are needed to create a new urban ecology.

### Future Economies

What is Melbourne's niche in the Victorian, Australian and global post GFC economies? Traditional employment options are increasingly uncertain. The inequity of the increasing polarisation between the wealthy and the poor threatens social cohesion and long term prosperity for all. What will be the focal strengths of Melbourne's productivity and global trade in goods and services? What are our emerging opportunities? Over its history Melbourne has been shaped and built by the forces of successive industrial eras of mechanisation, mass-production and automation and is now entering a fourth industrial era driven by the Internet of things and services. How can the city increase its capacity as an engine of innovation, creativity and entrepreneurship? How are the city's learning and education institutions re-shaping themselves to drive innovation?

### Urban Growth and Density

As foreseen in Future Melbourne 2008, inner Melbourne is developing as a compact, densely populated place to live, work and learn. This trend looks set to continue as new inner urban renewal areas are planned and developed. What sort of society is evolving in this new dense urban setting and how are we or could we shape it to meet our aspirations? What draws people to live and work here and what do they say about its liveability? What trade-offs are made? Are there identifiable neighbourhoods and how diverse and cohesive are they? Is the central city friendly for raising children? What are the new ways people will move around and in the future phase of growth and development and how will the city re-shape in response to the digital economy, to climate adaptation? In this setting what is a liveable blend of private space and public open space? What will be new ways of working, doing business and learning?

### Citizen and Government

Australian society is becoming more unequal in the distribution of wealth. Digital disruption is rewriting the relationship government has with its citizens – both what is expected and what is possible. This can be a time to rethink the possibilities of civic governance, to build a dynamic relationship between the public sector, business and citizens. At the same time how can the resilience of urban community's be built to increase sharing, mutual aid and self-reliance and the ability for the community to be robust against environmental, social and economic shocks?

## Thought Leaders

The City of Melbourne will invite thought leaders from the community in each of the five topic areas: Digital City, Climate Change, Future Economy, Urban Growth & Density, Citizen and Government. They will be asked to assist in informing and stimulating the public conversation in each of these topic areas.

These thought leaders will be experts and leaders in the topic area with a demonstrated capacity to openly engage and communicate with the community at all levels; they will be invited to prepare a contribution to the public conversation either by a written paper or a verbal presentation. Thought leaders may come together on 1 or 2 occasions to consider and discuss common or cross topic issues and ideas.

## Prototyping

*A prototype is worth a thousand meetings. (unknown. Makerbot's motto)*

Foresight has its limits. The larger forces of our world are difficult to discern and the ingenuity of human culture is difficult to predict so the future never quite turns out as we imagine.

William Gibson's insight that "The future is already here — it's just not very evenly distributed" tells us that we can go out into the community and find ingenious people, groups and institutions already thinking and working in a future towards which the wider community could be headed. These innovative ways of working together, doing business, educating, making things, creating art and producing entertainment can, through the Future Melbourne engagement be brought into the wider conversation as prototypes of the possible futures for the city.

Over the 12 months of the development of the Future Melbourne plan there is also the opportunity for participants to prototype new ways of living and working together. They can be designed, run and tested and if successful adopted as a mode of creating a new way of doing things in the future.

## The engagement plan

*There are the “bees”: the creative social entrepreneurs or junior officials, community groups or professionals who develop ideas – driven by passion, anger or loss, or just by the urge to make things better. In the other group are the “trees” – the big public agencies, companies and non-government organisations with roots, power and money. As a rule, the bees have energy and ideas but little capacity to put them into effect, while the trees have power and money, but find it harder to think fresh thoughts. Successful change happens when the two come together, when the bees pollinate the trees, and ideas that may have been born over a mug of tea turn into programmes and policies” ([Geoff Mulgan 2009](#))*

[Future Melbourne 2008](#) was an invitation to Melbourne’s “bees” and “trees” in all their shapes and sizes to pollinate and cross-pollinate. It’s timely now to do it again.

The city’s big institutions, and organisations like the City of Melbourne, contribute to shaping the fate of the city. But no single entity has control or full knowledge over how our city functions day to day let alone how it will evolve into the future. To understand that, the big and the small need to come together, to create new insights, new relationships and refresh the city community’s innovation juices.

Council has initiated a refresh of the Future Melbourne Plan 2008 to engage the city’s community of institutions, organizations and individuals to enable them to co-create the community’s plan for collectively making Melbourne’s future over the coming decade 2016-2026. To achieve the purposes and objectives of the new Future Melbourne plan, the Engagement Plan objectives are to:

1. Draw upon the experience of the engagement for Future Melbourne 2008, experts and existing data to inform the planning of the Future Melbourne engagement.
2. Demonstrate thought leadership through discussion papers and insights on the foresight topics.
3. Build on and develop the city’s existing relationships and networks to create and implement the plan.
4. Design an engagement approach that allows organisations, institutions, and individuals to incorporate their own future oriented activities into the in the Future Melbourne project over 2015/16.
5. Work with organisations, institutions, groups and people to co-design or influence their participation and to prioritise the topics for discussion and debate and for prototyping and testing new ideas.
6. Seek out and facilitate the involvement of all people who would be affected by, or be interested in, the development of Future Melbourne 2026.
7. Provide people with the means required to participate meaningfully and effectively in the development of Future Melbourne 2026.
8. Provide creative, diverse and accessible opportunities for all people to understand, imagine, deliberate and learn from one another to enable their collaborative efforts.
9. Maintain transparency at all stages of the plan’s development for all participants about how the many and various contributions have influenced the plan’s development.

## The project phases

The overall Future Melbourne process will be designed with an emphasis on communication and community engagement to encourage wide scale public participation in the development of the plan. The Ambassador Group will be appointed to oversee the implementation of the process and all phases. Future Melbourne 2026 will have the following broad project phases

- 1. Design** – Management will develop an engagement process to facilitate a robust public participation process in line with best practice standards. Design and engagement activities and invite other organisations to run Future Melbourne activities and/or to connect their future oriented activities into the program. Thought leaders in various fields will be commissioned to prepare primers for the public conversation in phase two, to inform and stimulate exchange and innovation.
- 2. Ideas** - Launch and promote the public conversation about the Future Melbourne Plan with activities on-line and in places. This phase will be stimulated by the publications and presentations of thought leaders. These activities will be designed to enable ideas, discussions and debates to evolve creatively.
- 3. Synthesis** - Collate and review the ideas and directions from phase two and prepare them with context material to allow for appropriate deliberation in for phase four. The Future Melbourne team will undertake further engagement with stakeholders who may have connections to the ideas.
- 4. Deliberation** - A deliberative process will be designed to ensure that the community’s ideas are considered and that a shared plan is developed.
- 5. Complete** – Finalise readable, engaging, high quality and easily accessible plan

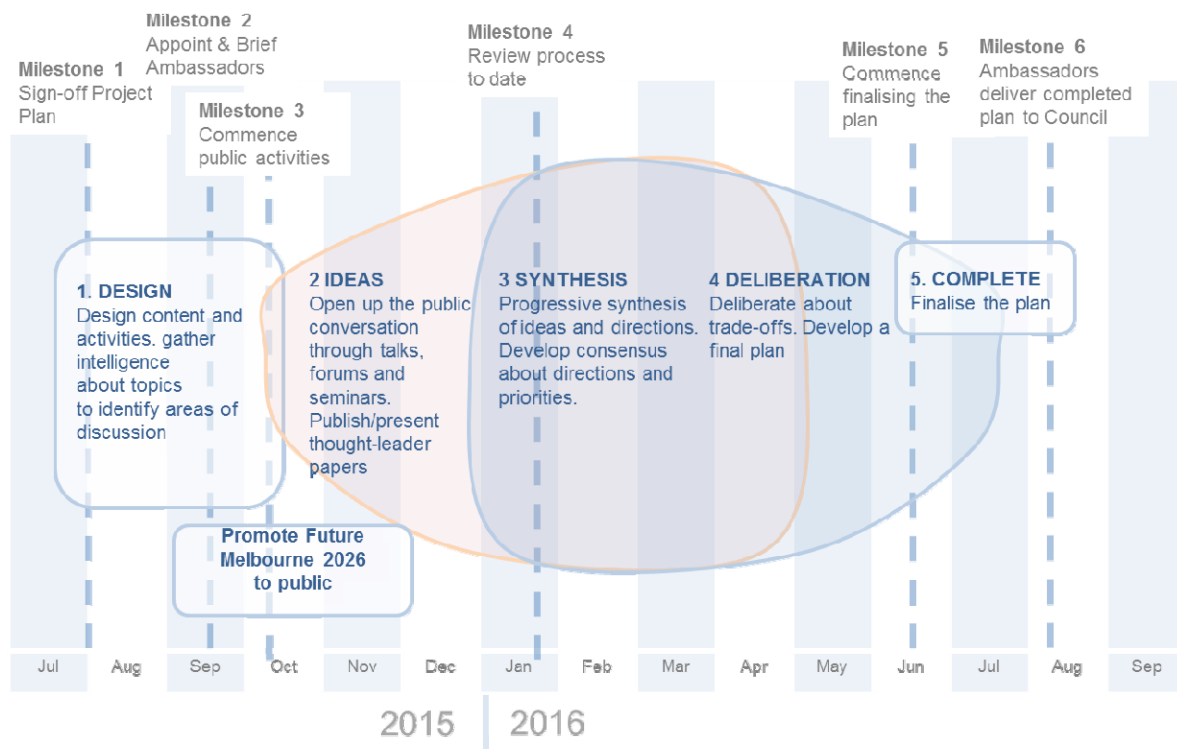


Figure 3 the process for developing the Future Melbourne 2026 Plan

# Internal engagement & collaboration

## Principles for the internal engagement

1. Align activities in 2015-2016 branch business plans with the Future Melbourne activities.
2. Use Future Melbourne as a vehicle to develop the organisation in line with One Melbourne, One CoM
3. Use Future Melbourne to refresh CoM's strategic perspective from the branch viewpoint
4. Use Future Melbourne as an opportunity to expand and stimulate networks inside and outside CoM
5. Use Future Melbourne to pilot new ways of working internally and externally
6. Cross-connect and cross-pollinate the various strategic perspectives across CoM
7. Develop and strengthen a common culture and platform of internal collaboration

## Alignment with 2015-16 business plans

To date the branches that will align budgeted parts of their 2015-2016 business plan to contribute directly to Future Melbourne activities are:

1. Arts Melbourne
2. Business & Tourism
3. Melbourne Metro
4. Resilience
5. Smart City Office
6. Urban Strategy
7. Urban Sustainability

More branches are likely to join this list as details of the project planning are developed. Branches contributing to the project planning and delivery of Future Melbourne are:

1. Corporate Affairs and Strategic Marketing (CASM)
2. Placemaking and engagement
3. Smart City Office
4. Strategy and Partnerships
5. Technology Services



# Project Administration

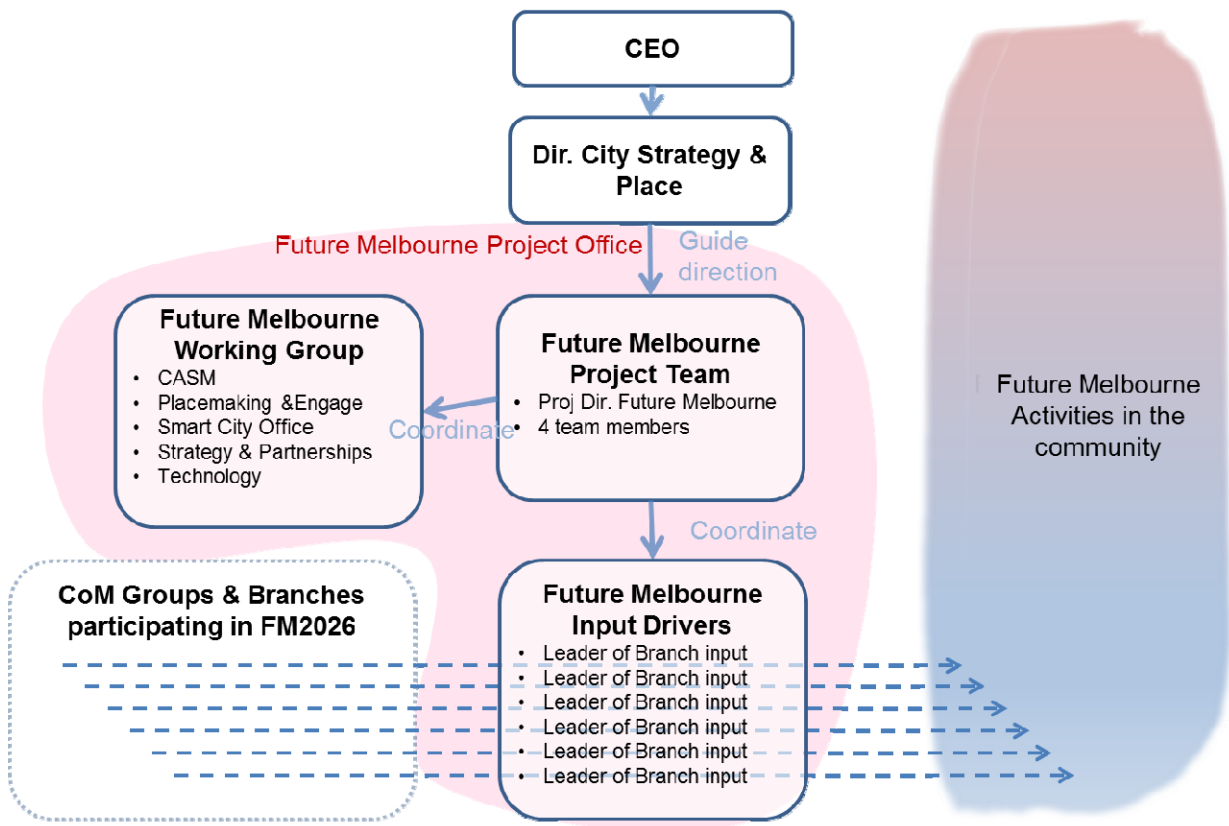


Figure 4 Future Melbourne 2026 Administration

## Future Melbourne Project Office

The Future Melbourne Project Office will be tasked with supporting the Ambassadors Group and managing the Future Melbourne project on a day-to-day basis to make sure it happens according to plan and that the milestones are met.

### The Future Melbourne Project team

This team will be the core of the project office and will be dedicated full time to the delivery of the project plan. Under the Future Melbourne Project Director, the team will be comprised of four City of Melbourne officers.

The Future Melbourne Project Director will also be a member of the Ambassadors Group as well as reporting regularly to the Director City Strategy and Place (also a member of the Ambassadors Group) and providing briefings to the Executive Leadership Team and the Councillor Forum at the project’s Milestones.

### The Future Melbourne Working Group

This group will support the Project Team in the design and delivery of the project. The group comprises City of Melbourne officers from the CASM, Smart City Office, Placemaking and Engagement, Strategy and Partnerships, and Technology areas of the organisation.

***City Of Melbourne Input Drivers***

Many City of Melbourne branches will be aligning part of their annual plans in 2015-2016 to active participation in Future Melbourne activities. Each branch will nominate an officer, likely the Manager or Team Leader/Coordinator as the key driver for the particular inputs by that branch into Future Melbourne.

The Future Melbourne Project Team will provide organisational support for the drivers. They may convene with the drivers as a group on a few occasions during the course of the project to coordinate their activities and share ideas, problems and learnings about the project.

### 3. Engagement schematic

